



BACHELOR

General Management

Course Overview

Guest Students

Fall Term 2018

Index

Beginner Year I

Module / Lecture No.	Module with all Courses	ECTS Credits	Module / Course Selection	Course Size	Page 4
M-FAC1-001	Finance and Accounting I	6	Complete module		
L-FUN1-142	Finance 1	3			
L-ACT1-062	Bookkeeping & Accounting	3			
M-MET1-027	Quantative Methods I	6	Complete module		
L-MET1-049	Mathematics I	3			
L-MET1-001	Statistics	3			
M-MKT1-037	Basics of Marketing Management and Planning	6	Complete module		
L-MKT1-062	Basic Principles of Marketing	3			
L-MKT1-063	Fundamentals of Consumer Behaviour	3			
M-LAW1-009	Business Law I	3	Complete module		
L-LAW1-047	Introduction to Business Law	3		Limited	
M-BIS1-013	Digital Skills I	3	Complete module		
L-BIS1-021	Digital Skills using Excel	3		Limited	

Intermediate Year II

Module / Lecture No.	Module with all Courses	ECTS Credits	Module / Course Selection	Course Size	Page 20
M-FIN2-030	Finance III	3	Complete module		
L-FIN2-048	Corporate Finance	3			
M-SCM2-014	Operations and Information Systems	6	Complete module		
L-SCM2-001	Operations and Supply Chain Management	3			
L-BIS3-019	Information Technology and Data Analytics	3			
M-MKT2-014	Marketing II	3	Complete module		
L-MKT2-002	Marketing Research	3			
M-ECO2-012	Economics III	6	Complete module		
L-ECO2-003	Economics of the Firm	3			
L-ECO2-004	Macroeconomics	3			
M-ACT2-014	Accounting, Controlling and Taxation III	6	Complete module		
L-ACT2-025	Introduction to Cost Accounting	3			
L-ACT2-026	Financial Accounting (IFRS)	3			
M-PHI3-019	Studium Universale III Intake 2017	2			
L-PHI3-005	Governance Ethics	2	Single course		
L-PHI3-006	Political Philosophy	2	Single course		
L-PHI3-007	Philosophy of Law	2	Single course		
L-PHI3-043	Meaning of Life	2	Single course		

Advanced Year III

Module / Lecture No.	Module with all Courses	ECTS Credits	Module / Course Selection	Course Size	Page 40
M-STR3-024	Managing People	6	Complete module		
L-STR3-071	Leadership and People Management	3			
L-STR3-072	Human Resource Management	3			
M-MET3-003	Scientific Methods	6			
L-MET3-046	Data Analysis with SPSS	3	Single course		
L-MET3-008	Econometrics	3	Single course		
L-MET3-009	Multivariate Statistical Methods	3	Single course		
L-MET3-010	Qualitative Research Methods & Writing Skills (QRM)	3	Single course		
L-MET3-050	Polls and Surveys for Managers	3	Single course		
M-ECO3-018	Economics IV	3			
L-ECO3-014	Health Economics	3	Single course	Limited	
L-ECO3-023	International Economics	3	Single course	Limited	
L-ECO3-015	Law and Economics	3	Single course	Limited	
L-REM3-020	Real Estate Economics	3	Single course	Limited	
L-ECO3-039	Management Decision Making	3	Single course	Limited	
M-PHI3-002	Studium Universale III Intake 2016	2	Complete module		
L-PHI3-041	Foundation of Ethics	2			
M-FIN3-053	Advanced Corporate Finance	6	Complete module		
L-FIN3-082	Strategic Corporate Finance	3		Limited	
L-FIN3-083	Venture Valuation	3		Limited	
M-FIN3-006	Banking and Capital Markets	6	Complete module		
L-FIN3-047	Money, Banking, and Financial Markets	3		Limited	
L-FIN3-009	Capital Markets: Institutions, Pricing and Risk Management	3		Limited	
M-MKT3-027	Brand Management Operations and Market Communication	6	Complete module		
L-MKT3-046	Brand Management Operations	3		Limited	
L-MKT2-003	Market Communication	3		Limited	
M-STR3-003	Entrepreneurship	6	Complete module		
L-STR3-069	Essentials of Entrepreneurship	3		Limited	
L-STR3-070	Innovative Entrepreneurship	3		Limited	
M-STR3-004	Innovation Management	6	Complete module		
L-STR3-007	Lecture Innovation Management	3		Limited	
L-STR3-108	Practical Case Session Innovation Management	3		Limited	
M-ACT3-039	Managing Corporate Performance	6	Complete module		
L-ACT3-037	Performance Measurement Concepts	3		Limited	
L-ACT3-038	Performance Measurement Practice	3		Limited	
M-REM3-002	Real Estate Principles	6	Complete module		
L-REM3-002	Fundamentals of Real Estate Development	3		Limited	
L-REM3-003	Real Estate Valuation	3		Limited	
M-LAW3-022	The EU as a Business Hub - All You need to know as an European Entrepreneur	6	Complete module	Additional fee required for participation in this module!!	
L-LAW3-026	International Business Taxation	3		Limited	
L-LAW3-027	European Business Taxation	3		Limited	

Beginner Year I

Name of Module: Finance and Accounting I

Module No. M-FAC1-001

Module Owner: Prof. Rasa Karapandza, PhD

Contact:	rasa.karapandza@ebs.edu
Programme/s of Study:	Bachelor in Business Studies (BSc)
Specialisation/Major:	-
Mandatory/Elective:	Mandatory
Semester:	Fall Term, Semester 1
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	None
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> • After successful completion of this module students will be able to value stock, bonds, forward contracts and firms. • After successful completion of this module students will be able to understand a commercial balance sheet and a profit and loss statement. • After the completion of this module students will be able to transform real life business transactions in an apt accounting equivalent. <p>On successful completion of this module graduates understand technology and its impact on both individuals and organisations (LO 3)</p> <ul style="list-style-type: none"> • Students will learn how to use Bloomberg terminals and will pass Bloomberg's certification. • Students will learn how to value technology companies and will deal with cases ova valuing firms, corporations as well as tech startups. • Students will get familiar with e-learning technology since part of the course will be delivered as an interactive book with recorded lectures. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning process (LO 7)</p> <ul style="list-style-type: none"> • By solving exercises and discussing applications of the theory studied in class, and by following recorded lectures students will be able to independently solve problems and direct their own learning process. • General principles, e.g. the German accounting principles according to the German Commercial Code will be critically overthought by the view on Digitalisation.

	<ul style="list-style-type: none">• After completion of the module the necessity of accounting is clear and helps the students solving critical aspects of financial accounting in practice. <p>Graduates will have the foundation for becoming a responsible leader in an uncertain rapidly changing world</p> <p>On successful completion of this module graduates can identify business opportunities (LO 9)</p> <ul style="list-style-type: none">• By learning how to value corporations, businesses and startup, as well as stocks and bonds, students will learn to spot underpriced investment opportunities.• By learning principles of NPV and IRR students will be able to distinguish good from bad investment projects.• By understanding how to measure risk and uncertainty students will be able to classify various investment opportunities by their riskiness.• By understanding the importance of bookkeeping and accounting for a company or single sales person, the students will identify the advantage of these institutions for leading a business.• By identifying business opportunities in an changing working world the stable principles of bookkeeping and accounting help as guidance and need to be proven in respect of the digital change.																
Relation to other Programmes/Modules:	<p>Programmes: This module is not applicable for other programmes.</p> <p>Modules: The module lays the foundation for the Finance and Accounting modules in semester 2 and 3 and for the electives in the specialization Finance. This module covers basic finance, accounting and bookkeeping knowledge that is necessary to obtain by every business school graduate and thus relates to all other courses including other fields, like marketing, entrepreneurship or strategy.</p>																
Workload Allocation:	<p>180 h total student's workload, thereof:</p> <table><tr><td>Classes</td><td>37,5 h</td></tr><tr><td>Tutorials</td><td>10,5 h</td></tr><tr><td>Pre-reading</td><td>10,0 h</td></tr><tr><td>Exams & exam prep</td><td>122,0 h</td></tr></table>	Classes	37,5 h	Tutorials	10,5 h	Pre-reading	10,0 h	Exams & exam prep	122,0 h								
Classes	37,5 h																
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Exams & exam prep	122,0 h																
Grading:	<p>180 Examination Points</p> <table><tr><th>Kind of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading (TG) / Individual Grading (IG)</th></tr><tr><td>Written Exam</td><td>Finance 1</td><td>90</td><td>IG</td></tr><tr><td>Written Exam</td><td>Bookkeeping & Accounting</td><td>60</td><td>IG</td></tr><tr><td>Mid-term Evaluated Exercise</td><td>Bookkeeping & Accounting</td><td>30</td><td>IG</td></tr></table>	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)	Written Exam	Finance 1	90	IG	Written Exam	Bookkeeping & Accounting	60	IG	Mid-term Evaluated Exercise	Bookkeeping & Accounting	30	IG
Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)														
Written Exam	Finance 1	90	IG														
Written Exam	Bookkeeping & Accounting	60	IG														
Mid-term Evaluated Exercise	Bookkeeping & Accounting	30	IG														

Information on Papers, Allocation of Subjects & Groups, Homework etc.:	Cases to each class will be provided in time. For the Finance 1 course homework is provided at the end of each of the first four chapters of the book.
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1. Course:	Finance 1	Course No.	L-FUN1-142
Instructor/-s:	Prof. Rasa Karapandza, PhD		

Guest Speaker/-s:	None
Contact:	Rasa.karapandza@ebs.edu
ECTS:	3
Number of Sessions:	14
Language:	English
Course Description:	<p>Capital Markets and Investments:</p> <p>The primary goal of the Investments part of this course is to introduce students to the principles of valuation and capital market theory. The course concentrates on developing the tools needed to analyze the financial decisions firms face. Lectures, readings and homework introduce financial markets and financial market terminology; discounting and present value analysis; capital budgeting; asset valuation; the historical behavior of security returns, diversification and portfolio theory. The following topics are covered in great detail:</p> <ul style="list-style-type: none"> • Finance and the financial manager & present values, the objectives of the firm, and corporate governance • How to calculate present values • Valuing bonds • The value of common stocks • Why net present value leads to better investment decisions than other criteria? • Making investment decisions with the net present value rule • Introduction to the risk, return, and the opportunity cost of capital • Risk and return • Capital budgeting and risk • The big picture & overview of net present value & other evaluation methods, overview of valuing bonds, stocks and portfolio theory <p>Decision Theory and Behavioral Finance:</p> <p>The Decision Theory as part of the course comes up with logical and empirical analysis of rational or intended rational decision behavior. We will focus on the prescriptive part of the classical decision theory and answer the question how decision-makers are supposed to decide. Students will learn to transfer the decision-maker's 'objectives' to a consistent 'target system' and to define essential elements and connections of a decision situation in formalized language, in order to derive the rational decision as a logical implication. Stuffed with such a basic model of decision theory students will deal with different situation factors - namely decisions under certainty, uncertainty, and risk. Short case studies will add zest to the course to enable the students to make their own rational decisions. The course covers in details the</p>

	<p>following topics:</p> <ul style="list-style-type: none"> • Introduction; basis model • Decisions under certainty • Decisions under uncertainty • Decisions under risk <p>The course will also give a brief overview to behavioral finance and will give an overview of descriptive decision making – i.e. not how decisions should be made, but how they are really made in the reality.</p>
Required Readings:	Investments, an e-book written by Prof. Rasa Karapandza
Further Recommended Readings:	Brealey, R. A, Myers, S.C., & Allen F. (2008). Principles of Corporate Finance (9th ed.or later). McGraw-Hill.
Pedagogy:	Lectures accompanied with recorded online lectures integrated into an e-book together with practice problems and their solutions in an inverted classroom.

2. Course:	Bookkeeping & Accounting	Course No.	L-ACT1-062
Instructor/-s:	Prof. Dr. Adrian Cloer		

Guest Speaker/-s:	None
Contact:	adrian.cloer@ebs.edu; steuern@ebs.edu
ECTS:	3
Number of Sessions:	11 lectures + 7 tutorials
Language:	English
Course Description:	<p>This course will introduce the students to the system of double entry bookkeeping and the importance of financial accounting in practice. Students will learn about German accounting principles according to the German Commercial Code (HGB). Thus, they will develop a basic understanding of balance sheets and profit and loss statements. The goal of the course is to enable the students to transform real life business transactions in an apt accounting equivalent.</p> <p>Furthermore, the students are familiarized with aspects of bank law in the context of accounting. Finally, the later prospects of work in the field of accounting are discussed, in particular the role as a trusted business advisor of a certified public accountant.</p> <p>The chair will provide vocabulary lists in English and text excerpts with relevant technical accounting vocabulary relevant for the course. Students are expected to acquire the knowledge in self-studies.</p>
Required Readings:	<p>Bookkeeping for Dummies, Lita Epstein.</p> <p>Accounting for Dummies, Lita Epstein.</p> <p>German GAAP English Translation (will be handed to the students in PDF format via CampusNet).</p>
Further Recommended Readings:	-
Pedagogy:	Lectures, case discussions and tutorials.

Name of Module:	Quantitative Methods I	Module No.	M-MET1-027
Module Owner:	Dr. Clemens Buchen		

Contact:	clemens.buchen@ebs.edu
Programme/-s of Study:	Bachelor in Business Studies (BSc)
Specialisation/Major:	-
Mandatory/Elective:	Mandatory
Semester:	Fall Term, Semester 1
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	The students are expected to master high-school algebra and have an understanding of pre-calculus. In particular, a good working knowledge of solving equations (linear and quadratic) and inequalities, an understanding of functions and graphs and basic logic is required for this module.
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> • Upon completion of the module, students will have a thorough understanding of calculus in general and of optimization methods in an economic context. Graduates will be able to formalize basic economic questions, independently give solutions and provide interpretation. Students are familiar with basic statistics concepts and applications. They will therefore be prepared to grasp tools and concepts used in further economics and finance courses. <p>On successful completion of this module graduates understand technology and its impact on both individuals and organisations (LO 3)</p> <ul style="list-style-type: none"> • Students are exposed to discussion on the implication of using statistical tools like excel and tableau for real-world business decisions. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6)</p> <ul style="list-style-type: none"> • By running empirical analysis with statistical software, students need to show how to extract relevant information by using the appropriate statistical model. • Studying optimization techniques allows students to become familiar with basic tools of model thinking. This allows graduates to understand which pieces of information are important in a decision-making process. <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning process (LO 7)</p> <ul style="list-style-type: none"> • By solving test bank questions as well as homeworks, tutorials and the final exam, student are able to independently solve problems and direct their own learning process. Solving online problem sets provides students with immediate feedback and directions for further learning.

Relation to other Programmes/Modules:	Programmes: The module is not applicable for other programmes. Modules: The module provides the basis for quantitative and logic-oriented courses in economics and finance. It is a direct precursor for the modules Quantitative Methods II, Economics I and Economics II, in which mathematical tools are applied to help develop formal skills in economic reasoning.																							
Workload Allocation:	180 h total student's workload, thereof: <table><tr><td>Classes</td><td>34,5 h</td></tr><tr><td>Tutorials</td><td>25.5 h</td></tr><tr><td>Pre-reading & wrap-up</td><td>49 h</td></tr><tr><td>Preparing exercises</td><td>36,5 h</td></tr><tr><td>Exam and exam preparation</td><td>34.5 h</td></tr></table>				Classes	34,5 h	Tutorials	25.5 h	Pre-reading & wrap-up	49 h	Preparing exercises	36,5 h	Exam and exam preparation	34.5 h										
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Grading:	180 Examination Points <table><tr><th>Kind of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading (TG) / Individual Grading (IG)</th></tr><tr><td>Written Exam</td><td>Statistics</td><td>90</td><td>IG</td></tr><tr><td>Written Exam</td><td>Mathematics 1</td><td>60</td><td>IG</td></tr><tr><td>Evaluated Exercise 1</td><td>Mathematics 1</td><td>15</td><td>IG</td></tr><tr><td>Evaluated Exercise 2</td><td>Mathematics 1</td><td>15</td><td>IG</td></tr></table>				Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)	Written Exam	Statistics	90	IG	Written Exam	Mathematics 1	60	IG	Evaluated Exercise 1	Mathematics 1	15	IG	Evaluated Exercise 2	Mathematics 1	15	IG
Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)																					
Written Exam	Statistics	90	IG																					
Written Exam	Mathematics 1	60	IG																					
Evaluated Exercise 1	Mathematics 1	15	IG																					
Evaluated Exercise 2	Mathematics 1	15	IG																					
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	Students' own reading of the textbooks is essential for succeeding in class. Similarly, working through the assignments is absolutely indispensable. Tutorials in small groups will be held after the theory classes and cover both exercises from the assignment sheet and selected review questions from the textbook. Tutorials require active participation from the students' part. In addition, in Mathematics I, the online companion coursework (MyMathLab) is actively managed and supported in order to provide additional tests and allow students' frequent self-assessment of their progress. Furthermore MyMathLab serves as platform for the Online Tests. Therefore all students have to be registered in the respective course.																							

1. Course:	Statistics	Course No.	L-MET1-001
Instructor/-s:	Prof. Aya Nasreddine		

Guest Speaker/-s:	None
Contact:	aya.nasreddine@ebs.edu
ECTS:	3
Number of Sessions:	9 lectures + 10 tutorials
Language:	English
Course Description:	<p>The course introduces students to the fundamentals of descriptive statistics and the theory of probability as basics for inference statistics and introductory econometrics. The application of statistical methods as well as the competent analysis and interpretation of economic data is essential for the economic practice. Students exercise the lecture materials in tutorials and learn to apply statistical methods to real data by using Excel and Tableau. Economic interpretation and the discussion of the results are an integral part of the lecture.</p> <ul style="list-style-type: none"> • Sampling Schemes • Descriptive Statistics • Methods to Visualize Data • Fundamentals of Probability Theory • Discrete Random Variables: Bernoulli, Binomial, Poisson • Continuous Random Variables: Gaussian, t-Student • The Central Limit Theorem <p>After successful completion, students are able to conduct simple statistical analysis and can interpret various measures correctly.</p>
Required Readings:	Weiss, N.A. (2012). Introductory Statistics (9 th ed.). San Francisco et al., Pearson.
Further Recommended Readings:	<p>Siegel, A.F. (2012). Practical Business Statistics, Sixth Edition, AP.</p> <p>Spiegel, M. R., Schiller, J., & Srinivasan R. A. (2000). Probability and Statistics (2nd ed.), New York.</p> <p>Dalgaard, P. (2008). Introductory Statistics with R, 2nd ed., Springer.</p>
Pedagogy:	Lecture, Tutorial, Exercises with Excel/Tableau to improve digital skills and develop real-world statistical models capable of dealing with uncertainty and limited data availability. On-line quizzes will be performed in real-time in class by using SLIDO. Students will not be evaluated, but immediate feedback will be available.

2. Course:	Mathematics 1	Course No.	L-MET1-049
Instructor/-s:	Dr. Clemens Buchen		

Guest Speaker/-s:	None
Contact:	clemens.buchen@ebs.edu
ECTS:	3
Number of Sessions:	14 lectures + 7 tutorials
Language:	English
Course Description:	This course provides an introduction to basic calculus and its applications to economics. Upon completion, students master basic differentiation rules, optimization problems in one and many dimensions and with or without constraints. In addition, students are able to formalize basic economic questions and use the tools to provide answers and interpretation.
Required Readings:	Sydsaeter, K., Hammond, P., Strom, A., & Carvajal, A. (2016). Essential Mathematics for Economic Analysis (5th ed.). Prentice Hall, including access code to MyMathLab.
Further Recommended Readings:	-
Pedagogy:	Lectures, tutorials, online platform.

Name of Module:	Basics of Marketing Management and Planning	Module No.	M-MKT1-037
Module Owner:	Prof. Dr. Sven Henkel		

Contact:	anne-sophie.riegger@ebs.edu
Programme/-s of Study:	Bachelor in Business Studies (BSc)
Specialisation/Major:	-
Mandatory/Elective:	Mandatory
Semester:	Fall Term, Semester 1
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	Students should prepare for the module by consulting the recommended readings prior to the start of the respective course.
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> • The course "Basic Principles of Marketing" provides students with

	<p>insights into the underlying concepts related to marketing management and lays a foundation for relevant marketing knowledge. The second course “Fundamentals of Consumer Behaviour” focuses on the customer as a variable in the marketing context. Through teaching the underlying academic theories and enabling a practical application of the gained knowledge this module ensures successful future utilization of theories, principles and methods in a business context.</p> <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> • The support of theoretical learnings through the applied case study enables students to directly transfer their knowledge to practice within the scope of the course and facilitates future transfer through gained experience. In their essay, the students learn how to work academically on a managerial problem and address proposed issues based on the relevant literature. <p>Graduates will be capable of working in an international environment</p> <p>On successful completion of this module graduates demonstrate good written and oral communication skills in English (LO 4)</p> <ul style="list-style-type: none"> • Within the case study, the project as well as the written exam, students prove their English communication to prepare the assignments, present their knowledge and demonstrate their gained skills. <p>On successful completion of this module graduates are capable of working in multicultural teams (LO 5)</p> <ul style="list-style-type: none"> • Within the scope of a small case study, the students will be randomly allocated to teams. Due to the multicultural student body, the teams will be culturally diverse. The students as a group learn how to tackle a real-life problem derived from a managerial setting and apply the learned concepts to find a solution. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning process (LO 7)</p> <ul style="list-style-type: none"> • Students will face uncertain conditions and challenging contents, particularly in their case study project. Due to the independent completion of their project, students will be required to direct their own progress and solve the upcoming challenges. Consequently, they'll be adequately equipped to transfer their knowledge to future challenges. <p>Graduates will have the foundation for becoming a responsible leader in an uncertain rapidly changing world</p> <p>On successful completion of this module graduates can identify business opportunities (LO 9)</p> <ul style="list-style-type: none"> • Within the scope of this module, the students will be educated on the relevant skillset to assess and evaluate business opportunities under uncertain and challenging conditions. After completion of this module, students can comprehend requirements of and opportunities in marketing. Further, they will be aware of developments within the increasingly digitalized marketing field and be able to apply elaborated constructs by setting them into practical contexts. Consequently, they will be equipped to tackle potential challenges in the respective academic and managerial field.
Relation to other Programmes/Modules:	<p>Programmes: This module is not applicable for other programmes.</p> <p>Modules: The module provides the basis not only for the further marketing</p>

	specialization in the bachelor programme for example for the course #Brandmanagement and #Communication but also for modules such as “Sales Management & Interactive Marketing” as well as “Product Management & Services Marketing” in the master programme.			
Workload Allocation:	180 h total student’s workload, thereof:			
	Classes		42 h	
	Pre-reading & wrap up		35 h	
	Presentation & preparation		37 h	
	Exam preparation & exam		66 h	
Grading:	180 Examination Points:			
	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)
	Written Exam	Basic Principles of Marketing	60	IG
	Project	Basic Principles of Marketing	30	TG
	Essay	Fundamentals of Consumer Behaviour	30	IG
	Written Exam	Fundamentals of Consumer Behaviour	60	IG
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	Details on and deadlines for relevant examinations, topic distribution and group allocations will be announced prior to the first session via CampusNet.			

1. Course:	Basic Principles of Marketing	Course No.	L-MKT1-062
Instructor/-s:	Prof. Dr. Sven Henkel / NN		

Guest Speaker/-s:	Tba
Contact:	anne-sophie.riegger@ebs.edu
ECTS:	3
Number of Sessions:	14
Language:	English
Course Description:	This introductory course will expose students to the fundamental principles of marketing, covering market definition, marketing planning, and cornerstones of marketing realization. Students develop a holistic understanding of marketing and

	<p>market orientation in B2C as well as B2B industries.</p> <p>Initially, the basic terminology and philosophy of marketing will be introduced. This includes insights into the critical aspects of marketing strategy. In the following, the conceptual phases of the marketing planning process will be discussed and consolidated in a marketing planning framework. Thereby, the means towards analyzing as well as evaluating marketing situations will be addressed. Finally, the basic principles of marketing realization covering the 4P of marketing (price, product, promotion, place) and related services aspects will be discussed, providing participants with a solid fundament for planning, making and executing marketing decisions. In this context, different marketing mix variables will give the academic anchor for practical applications. Consequently, students will be educated towards selecting and executing adequate strategic approaches to marketing decision making.</p> <p>Based on the elaborate discussion of theoretical constructs in the field of marketing strategy, the students will lay the necessary groundwork for an informed decision-making process in the area of marketing. Afterwards, the gained insights are challenged against the background of real-life cases. The approach confronts students with uncertain conditions and thereby enables them to gain first experience in handling unknown tasks and tests their ability to deal with the complexity managerial decision-making. The practical application within the scope of the group project allows for the transfer of theoretical knowledge to a real, managerial problem and thereby confronts participants with the complexity of a real-life scenario and consequently prepares for future challenges.</p>
Required Readings:	Homburg, C., Kuuster S. & Krohmer H. (2016). Marketing Management: A Contemporary Perspective, Second Edition, McGraw Hill.
Further Recommended Readings:	<p>Tomczak T., Kuss A. & Reinecke S. (2018). Strategic Marketing: Market-Oriented Corporate and Business Unit Planning, 1st Edition, Springer Gabler.</p> <p>Homburg, C. (2016). Marketingmanagement. Strategie, Instrumente, Umsetzung, Unternehmensführung. 6th Edition, Springer Gabler. (German).</p>
Pedagogy:	Lecture, group project, cases to be discussed in class.

2. Course:	Fundamentals of Consumer Behaviour	Course No.	L-MKT1-063
Instructor/-s:	Prof. Dr. Sven Henkel		

Guest Speaker/-s:	Tba
Contact:	anne-sophie.riegger@ebs.edu
ECTS:	3
Number of Sessions:	14
Language:	English
Course Description:	<p>This introductory course will provide participants with a basic understanding of customer behavior theories and phenomena. The students will be familiarized with the irrational consumer torn between homo oeconomicus and brand lover.</p> <p>Based on established psychological theories students will gain an understanding of the psychological predisposition of customers. Along the customer journey approach, students will be introduced to relevant constructs and supporting mechanisms. Individual traits, the search for information and the resulting decision-making process of customers will be discussed and analyzed. Finally, based on the customer journey approach, pain point, and touchpoint analysis, the students learn how to construct a</p>

	holistic marketing experience by localizing, addressing, and convincing a target group adequately.
Required Readings:	Solomon, M. (2014). Consumer Behavior – Buying, Having, and Being. Vol. 10. Upper-Saddled River.
Further Recommended Readings:	Tomczak, T., Kuss, A. & Reinecke, S. (2018). Strategic Marketing: Market-Oriented Corporate and Business Unit Planning, 1st Edition, Springer Gabler. Homburg, C., Kuuster, S. & Krohmer, H. (2016). Marketing Management: A Contemporary Perspective, Second Edition, McGraw Hill. Verhoef, P. C., Lemon, K. N., Parasuraman, A., Roggeveen, A., Tsiros, M. & Schlesinger, L. A. (2009). Customer experience creation: Determinants, dynamics and management strategies. Journal of retailing, 85 (1), 31-41.
Pedagogy:	Lecture, academic essay.

Name of Module:	Business Law I	Module No.	M-LAW1-009
Module Owner:	Prof. Dr. Daniel Klocke, LL.M.oec.		

Contact:	daniel.klocke@ebs.edu
Programme/-s of Study:	Bachelor in Business Studies (BSc)
Specialisation/Major:	-
Mandatory/Elective:	Mandatory
Semester:	Fall Term, Semester 1
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	3
Prerequisites:	None
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> This learning objective will be achieved through case studies and the application of legal knowledge. <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> By solving leading cases the students will learn to transfer to comparable cases. <p>Graduates will be capable of working in an international environment</p> <p>On successful completion of this module graduates demonstrate good written and oral communication skills in English (LO 4)</p> <ul style="list-style-type: none"> The graduates will discuss cases in class and have to pass a written exam in English language. The students will be introduced to an international legal terminology that is used worldwide.

	<p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6)</p> <ul style="list-style-type: none">• The solving of cases obliges the students to consider both sides/both parties. Therefore they need to let loose of their own argumentation and develop a critical approach.• The balance of competing interests makes need for a convincing argumentation. There is a saying of judges: only the loser reads the judgment. <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning process (LO 7)</p> <ul style="list-style-type: none">• By solving cases in class the graduates will get experience to solve new cases and transfer knowledge. This will grant them the ability to solve cases independently.								
Relation to other Programmes/Modules:	<p>Programmes: This module is not applicable for other programmes.</p> <p>Modules: This general introduction lays the foundations to participate in all advanced lectures, such as Business Law II.</p>								
Workload Allocation:	<p>90 h total student’s workload, thereof:</p> <table><tr><td>Classes</td><td>21 h</td></tr><tr><td>Follow up reading</td><td>28 h</td></tr><tr><td>Exam & exam preparation</td><td>41 h</td></tr></table>	Classes	21 h	Follow up reading	28 h	Exam & exam preparation	41 h		
Classes	21 h								
Follow up reading	28 h								
Exam & exam preparation	41 h								
Grading:	<p>90 Examination Points</p> <table><tr><th>Kind of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading (TG) / Individual Grading (IG)</th></tr><tr><td>Written Exam</td><td>Introduction to Business Law</td><td>90</td><td>IG</td></tr></table>	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)	Written Exam	Introduction to Business Law	90	IG
Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)						
Written Exam	Introduction to Business Law	90	IG						
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	<p>Students will be granted a detailed script and need to follow up the assigned reading material.</p>								

1. Course:	Introduction to Business Law	Course No.	L-LAW1-047
Instructor/-s:	Prof. Dr. Daniel Klocke, LL.M.oec		

Guest Speaker/-s:	None
Contact:	daniel.klocke@ebs.edu

ECTS:	3
Number of Sessions:	14
Language:	English
Course Description:	<p>The sessions will be aligned as following:</p> <ol style="list-style-type: none"> 1. Lecture: introduction to the German law 2. Lecture: general principles of German law 3. Lecture: key actors in German business law 4. Lecture: the conclusion of a contract 5. Lecture: the invalidity of legal transactions 6. Lecture: representation 7. Lecture: consumer protection 8. Lecture: the breach of contract 9. Lecture: the sale of goods 10. Lecture: the sale of goods 11. Lecture: rental and service agreements 12. Lecture: legal obligations 13. Lecture: property 14. Lecture: security rights
Required Readings:	None
Further Recommended Readings:	Robbers. An Introduction to German Law, Sixth edition.
Pedagogy:	Lecture, case discussions.

Name of Module:	Digital Skills I	Module No.	M-BIS1-013
Module Owner:	Prof. Dr. Julia Hartmann		

Contact:	julia.hartmann@ebs.edu
Programme/-s of Study:	Bachelor in Business Studies (BSc)
Specialisation/Major:	-
Mandatory/Elective:	Mandatory
Semester:	Fall Term, Semester 1
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	3
Prerequisites:	None
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> • Students will be able to use Excel software for analyzing data and, thereby, coming up with meaningful recommendations for business practice. <p>On successful completion of this module graduates understand technology and its impact on both individuals and organisations (LO 3)</p> <ul style="list-style-type: none"> • Students will grasp a better understanding of structuring and analyzing data

	<p>using modern software technology.</p> <p>Graduates will have well-developed critical thinking skills On successful completion of this module graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6)</p> <ul style="list-style-type: none">Understanding, analyzing and interpreting data using Excel software technology is at the core of the module and, thereby, the module directly contributes to the fulfillment of this LO.																
Relation to other Programmes/Modules:	<p>Programmes: this module is not applicable for other programmes.</p> <p>Modules: Digital Skills II – IV; Real Estate Finance.</p>																
Workload Allocation:	<p>90 h total student’s workload, thereof:</p> <table><tr><td>Classes</td><td>21 h</td></tr><tr><td>Preparing and solving exercises</td><td>29 h</td></tr><tr><td>Exam & exam preparation</td><td>40 h</td></tr></table>	Classes	21 h	Preparing and solving exercises	29 h	Exam & exam preparation	40 h										
Classes	21 h																
Preparing and solving exercises	29 h																
Exam & exam preparation	40 h																
Grading:	<p>90 Examination Points</p> <table><tr><th>Kind of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading (TG) / Individual Grading (IG)</th></tr><tr><td>Class Participation</td><td>Digital Skills using Excel</td><td>30</td><td>IG</td></tr><tr><td>Evaluated Exercise</td><td>Digital Skills using Excel</td><td>30</td><td>TG</td></tr><tr><td>Project</td><td>Digital Skills using Excel</td><td>30</td><td>IG</td></tr></table>	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)	Class Participation	Digital Skills using Excel	30	IG	Evaluated Exercise	Digital Skills using Excel	30	TG	Project	Digital Skills using Excel	30	IG
Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)														
Class Participation	Digital Skills using Excel	30	IG														
Evaluated Exercise	Digital Skills using Excel	30	TG														
Project	Digital Skills using Excel	30	IG														
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	<p>Students need to prepare each lecture by preparing the assigned reading material. The group exercises and group compositions are communicated to students in the beginning of the course.</p>																

1. Course:	Digital Skills using Excel	Course No.	L-BIS1-021
Instructor/-s:	Martin Adam		

Guest Speaker/-s:	None
Contact:	martin.adam@myebs.edu
ECTS:	3
Number of Sessions:	14

Language:	English
Course Description:	<p>In a rapidly changing, uncertain world, managers need to be able to procure, analyze and evaluate relevant data for decision making. Profound MS Excel skills are an important requirement for most contemporary professions.</p> <p>Upon completion of the course, the students will be able to autonomously solve many real-life problems that typically occur in daily business. Students will build skills sought after in companies from all industries. In their professional career, they will be able to generate novel insights through effective and professional use of Excel.</p> <p>Sessions will cover the following topics:</p> <ul style="list-style-type: none"> • The graphical user interface, tips and tricks to increase productivity using MS Excel • Workbooks, worksheets, tables, printing, and security basics • Formulas, data types, and basic and advanced type functions • Sorting, filtering, outlining, and pivot tables • Charts, diagrams and graphical representations • Conditional formatting, and data tools • Lookups, and match functions • Advanced cell referencing techniques and Excel-native data processing • Introduction of pivot tables • Reviewing and working with multiple persons in sharing mode • Advanced data tools, trend and scenario analysis • Advanced and three-dimensional charts, spark lines • Algorithmic and structured approaching of real-life scenarios • Working with graphics, controls, and developer tools • Basics of macro programming
Required Readings:	<p>Walkenbach, J. (2010). Excel 2010 Bible. Indianapolis: Wiley.</p> <p>Winston, W. (2016). Microsoft Excel Data Analysis and Business Modeling. Microsoft Press.</p>
Further Recommended Readings:	<p>Bildner, C. (2010a). Microsoft Excel 2010 Basiswissen: Begleitheft für Excel-Einsteiger. Passau: readersplanet.</p> <p>Bildner, C. (2010b). Microsoft Excel 2010 Aufbauwissen einschließlich VBA-Einführung. Passau: readersplanet.</p> <p>GCFLearnFree (2012). Excel 2010. www.gcflearnfree.org. Tutorials available for PC, Android and iPhone.</p>
Pedagogy:	Workshops, interactive training, evaluated exercises, In-class lectures, and computer lab sessions.

Intermediate Year II

Name of Module: Finance III

Module No. M-FIN2-030

Module Owner: Prof. Dr. Ferdinand Mager

Contact:	ferdinand.mager@ebs.edu / jan.degraaff@ebs.edu
Programme/-s of Study:	Bachelor in General Management
Specialisation/Major:	-
Mandatory/Elective:	Mandatory
Semester:	Fall Term, Semester 3
Duration:	1 Semester
Frequency :	Yearly
ECTS:	3
Prerequisites:	Modules Finance I + II, Economics II Students who have not attended the course can find the respective knowledge in: Brealey, R. A., Myers, S.C., Allen F. (2011). Principles of Corporate Finance 10 th ed.). McGraw-Hill.
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> This module introduces Corporate Finance from a valuation perspective covering capital budgeting, valuation, capital structure policy, and financial management. The module also addresses the fundamentals and some specific challenges in real estate. Students become more acquainted with both theoretical and practical concepts in Finance. They will know a theoretical framework to analyze financial problems in a structured manner. <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> By solving exercises and discussing applications in cases studies of the theories introduced in class, students are able to transfer their knowledge to practice. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6)</p> <ul style="list-style-type: none"> Via hypothesis-driven teaching and discussion students learn to scrutinize theories as well as (apparent) observations in practice. <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning processes (LO 7)</p> <ul style="list-style-type: none"> By solving exercises and discussing applications of the theory studied in

	class, students are able to independently solve problems and direct their own learning process.											
Relation to other Programmes/ Modules:	Programmes: The module is not applicable for other programmes. Modules: The module relates to Finance I and Finance II as well as to the accounting and taxation courses. The Finance related electives in the 5th and 6th semester build on this course.											
Workload Allocation:	90 h total student´s workload, thereof: <table><tr><td>Classes</td><td>21,0 h</td></tr><tr><td>Pre-reading & wrap-up</td><td>16,5 h</td></tr><tr><td>Exercises & homework</td><td>30,0 h</td></tr><tr><td>Exam and exam preparation</td><td>22,5 h</td></tr></table>				Classes	21,0 h	Pre-reading & wrap-up	16,5 h	Exercises & homework	30,0 h	Exam and exam preparation	22,5 h
Classes	21,0 h											
Pre-reading & wrap-up	16,5 h											
Exercises & homework	30,0 h											
Exam and exam preparation	22,5 h											
Grading:	90 Examination Points <table><tr><td>Kind of Examination</td><td>Related Course</td><td>Points</td><td>Team Grading (TG) / Individual Grading (IG)</td></tr><tr><td>Written Exam</td><td>Complete module</td><td>90</td><td>IG</td></tr></table>				Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)	Written Exam	Complete module	90	IG
Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)									
Written Exam	Complete module	90	IG									
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	-											

1. Course:	Corporate Finance	Course No.	L-FIN2-048
Instructor/-s:	Prof. Jan Mutl, PhD / Prof. Dr. Ferdinand Mager		

Guest Speaker/-s:	None
Contact:	ferdinand.mager@ebs.edu / jan.mutl@ebs.edu
ECTS:	3
Number of Sessions:	14
Language:	English
Course Description:	<p>This course introduces Corporate Finance from a valuation perspective covering capital budgeting, valuation, capital structure policy, and financial management. The module also addresses the fundamentals and some specific challenges in real estate.</p> <p>Students become more acquainted with both theoretical and practical concepts in Finance. They will know a theoretical framework to analyze financial problems in a structured manner. One session will be on Standards of Practice (Ethics) in line with the Chartered Financial Analyst Curriculum.</p>
Required Readings:	<p>Brealy, R. A., Myers, S. C., & Allen, F. (2010). Principles of Corporate Finance (10th ed.). Boston: McGraw-Hill, selected chapters.</p> <p>Standard of Practice Handbook, selected paragraphs, http://www.cfapubs.org/doi/pdf/10.2469/ccb.v2014.n4.1</p>

Further Recommended Readings:	Burrough, B., Helyar, B. (1990). Barbarians at the Gate (1 st ed.). New York: Harper & Row
Pedagogy:	Lecture

Name of Module:	Operations & Information Systems	Module No. M-SCM2-014
Module Owner:	Prof. Dr. David Wuttke	

Contact:	david.wuttke@ebs.edu
Programme/-s of Study:	Bachelor in General Management
Specialisation/Major:	-
Mandatory/Elective:	Mandatory
Semester:	Fall Term, Semester 3 and Spring Term, Semester 4
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	<p>Economics I, Finance I (course Statistics), and Finance II (course Introductory Econometrics). Students who did not attend these courses can gain the respective knowledge from</p> <p>Weiss, N.A. (2008). Introductory Statistics, 8. ed., San Francisco et al.: Pearson.</p> <p>Sydsaeter, K., Hammond, P.,(2008). Essential Mathematics for Economic Analysis, 3rd Edition, Prentice Hall.</p>
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration LO 1)</p> <ul style="list-style-type: none"> • By studying online units in a blended-learning based course, students will understand fundamental ideas inherent to modern approaches to operations management, such as lean management and supply chain coordination. • By participating in corresponding simulations, students will be forced to transfer their knowledge and apply it to a realistic business context to suggest improvements. • By means of in-depth in-class case study discussions, students will understand the fundamental concepts, opportunities and risks of buying in a professional purchasing and supply management context, and will see how these theoretical principles may be applied to real businesses. <p>On successful completion of this module graduates understand technology and its impact on both individuals and organisations (LO 3)</p> <ul style="list-style-type: none"> • By discussing state of the art approaches such as industry 4.0, students will see how those technologies affect processes and thus impact individuals. • By means of a lean simulation, students will witness implications of lean

	<p>management. They will observe how radical changes (Kaikaku) not only shape uncertainty and affect processes but also how those affect the people working for a transforming organization.</p> <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6)</p> <ul style="list-style-type: none">• Students prepare each class using the online material. The material is then discussed in greater depth during class thereby training student's critical thinking ability• By preparing each class through online material (blended learning), students are forced to actively participate in flipped classroom sessions. They will be required to push the boundaries of their knowledge by transferring ideas to more complex cases. Through the flipped classroom idea they will be directly guided by the instructor who enables them to excel.• By working on case studies in the classroom and by applying and concepts, students will learn to critically reflect and compare firms. <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning processes (LO 7)</p> <ul style="list-style-type: none">• By requiring students to prepare each classroom session, they will be forced to manage their own learning process. This gives strong, intrinsic motivation to study continuously during the semester as opposed to simply for the exam. <p>By regular (informal) feedback throughout the entire semester, students can observe where they stand and improve their learning process.</p>								
Relation to other Programmes/Modules:	<p>Programmes: The module is not applicable for other programmes.</p> <p>Modules: The course “Operations & Supply Chain Management” is linked to the content of the modules Managing Strategy, Marketing II, as well as Finance III. Moreover, basic mathematical and statistical foundations learned in the first two semesters are applied to the field of “Operations and Supply Chain Management”. Specifically, there is a relation between the demand forecasting methods presented in this course and the Market Research course.</p>								
Workload Allocation:	<p>180 h total student’s workload, thereof:</p> <table><tr><td>Classes</td><td>42 h</td></tr><tr><td>Pre-readings & Wrap-up</td><td>60 h</td></tr><tr><td>Exam preparation & exam</td><td>48 h</td></tr><tr><td>Online Sessions & preparation</td><td>30 h</td></tr></table>	Classes	42 h	Pre-readings & Wrap-up	60 h	Exam preparation & exam	48 h	Online Sessions & preparation	30 h
Classes	42 h								
Pre-readings & Wrap-up	60 h								
Exam preparation & exam	48 h								
Online Sessions & preparation	30 h								
Grading:	<p>180 Examination Points</p> <table><tr><th>Kind of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading (TG) / Individual Grading (IG)</th></tr><tr><td>Written Exam</td><td>Complete module</td><td>180</td><td>IG</td></tr></table>	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)	Written Exam	Complete module	180	IG
Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)						
Written Exam	Complete module	180	IG						

Information on Papers, Allocation of Subjects & Groups, Homework etc.:	<p>Students will regularly be asked to prepare lectures by studying online material. OSCM: We use blended learning in combination with flipped classroom. That is, you will prepare each session through the study of online units and engage actively in discussions and problem solving in the classroom.</p> <p>ITDA: We use blended learning in combination with flipped classroom. That is, you will prepare each session through the study of online units and engage actively in discussions and problem solving in the classroom.</p>
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1. Course:	Operations and Supply Chain Management	Course No. L-SCM2-001
Instructor/-s:	Prof. Dr. David Wuttke	

Guest Speaker/-s:	None
Contact:	david.wuttke@ebs.edu
ECTS:	3
Number of Sessions:	14
Language:	English
Course Description:	<p>This course offers an overview of strategic and operational content on operations and supply chain management and its impact on the firm's success using a mix of quantitative and qualitative teaching sessions.</p> <ul style="list-style-type: none"> • operations management strategy • finance and operations interface • deterministic inventory management (EOQ model) • stochastic inventory management (newsvendor model) • demand forecasting • manufacturing process and facility layout • process analysis and capacity management • lean management versus batch-and-queue • supply chain management • coordination in supply chains
Required Readings:	Online units must be studied before each session. Further instructions and access will be provided in time.
Further Recommended Readings:	<p>Main reading: Jacobs, F.R.; & Chase, R.B. (2014). Operations and Supply Chain Management (14th Global ed.). McGraw-Hill. - [Selected Chapters]</p> <p>Cachon, G., Terwiesch, C. (2009). Matching Supply with Demand: An Introduction to Operations Management. McGraw Hill. [Selected Chapters]</p> <p>Nahmias, S., (2005). Production and Operations Analysis (5th ed.). McGraw-Hill. - [Selected Chapters]</p> <p>Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E. (2003). Designing & Managing the Supply Chain (2nd ed.). Boston. - Chapter 7 & 9.</p> <p>Womack, J.P. and Jones, D.I. (2003). Lean Thinking: Banish Waste And Create Wealth In Your Corporation. Simon & Schuster UK; New Ed edition (7 July 2003).</p>
Pedagogy:	Blended learning, flipped classroom

2. Course:	Information Technology and Data Analytics	Course No. L-BIS1-014
Instructor/-s:	Prof. Dr. Alexander Hübner	

Guest Speaker/-s:	None
Contact:	alexander.huebner@ebs.edu
ECTS:	3
Number of Sessions:	14
Language:	English
Course Description:	In the course, the students will initially be introduced to the fundamental concepts of Information Systems. The objective of this course is to build an understanding of how to manage and improve the performance of companies through better decision-making and coordination. The students will have a sound understanding of the management of information and knowledge as a corporate. Focus of the course is to develop skill to turn data into insights and to leverage advanced methods for decision making. This course deals with rational bases for decision making by seeking to understand and structure complex business situations and to use this understanding to predict system behavior and improve system performance. Participants learn how to formulate and model business-related optimization problems and solve it with various quantitative methods. The course introduces into the methods and approaches of Decision Science, Operations Research, Management Science and Data Analytics. Participants obtain the ability to perform optimization models and widely used optimization software applications. Data analytics skills are developed by the means of case studies and the analysis of big data sets. Students learn to interpret and present the results of these analyses.
Required Readings:	Hillier, F., & Liebermann, G. (2014). Introduction to Operations Research, 10th edition, McGraw-Hill. Stadtler, H., Fleischmann, B., Grunow, M., Günther, O., Meyr, H., Sürie C. (2011): Advanced Planning in Supply Chains. Illustrating the Concepts Using an SAP APO Case Study, Springer (Berlin).
Further Recommended Readings:	Kallrath, J. & Wilson, J. M., Business (1997) Optimisation using Mathematical Programming, London (Macmillan). Winston, W. (2004) Operations Research - Applications and Algorithms, 4th ed. (internat. student ed.), Belmont, Calif. (Duxbury), Stadtler, H., Kilger, C., Meyer, H. (2008) Supply Chain Management and Advanced Planning. Concepts, Models, Software, and Case Studies. 5. Edition., Springer (Berlin).
Pedagogy:	Blended learning, flipped classroom

Name of Module: Marketing II

Module No. M-MKT2-014

Module Owner: Prof. Dr. Roland Mattmüller

Contact:	roland.mattmueller@ebs.edu
Programme/-s of Study:	Bachelor in General Management
Specialisation/Major:	-
Mandatory/Elective:	Mandatory
Semester:	Fall Term, Semester 3 and Spring Term, Semester 4
Module Duration:	1 Semester
Frequency:	Bi-yearly
ECTS:	3
Prerequisites:	None
Contribution to Programme Learning Goals and Objectives	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates will understand and will be able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> Students become equipped with empirical and managerial tools to a) reduce complexity/ uncertainty by collecting, interpreting and processing market information to b) make business-related decisions in a structured manner. <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> Preparation of a research proposal during a research project enables students to transfer theoretical learning to practical case. Market research theory generally becomes linked to common research questions (packaging designs, segmentation etc.) Decision-making theory discussed for real-time cases enables seamless applicability to practical problems. <p>Graduates will be capable of working in an international environment</p> <p>On successful completion of this module graduates demonstrate good written and oral communication skills in English (LO 4)</p> <ul style="list-style-type: none"> The module (lectures, material) and all tasks (research proposal, exam, ingroup discussions) will be executed in English. <p>On successful completion of this module graduates are capable of working in multicultural teams (LO 5)</p> <ul style="list-style-type: none"> Groupwork on a marketing research project contributes to the student's learning to efficiently organize in group in terms of division of labor, scheduling and negotiating (research) approaches. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6).</p>

	<ul style="list-style-type: none">The case- and project orientated conceptualization of the module empowers students in their critical thinking skill. Cases are prepared off and discussed in class. By solving exercises and discussing applications of the theory studied, students are enabled to independently solve problems and direct their own learning process. A take-home exam requires to solve a self-imposed research question and critically questioning of suitable approaches and methods. <p>Graduates will have the foundation for becoming a responsible leader in an uncertain rapidly changing world.</p> <p>On successful completion of this module Graduates can identify business opportunities (LO 9)</p> <ul style="list-style-type: none">The module equips students with methods to sense and measure ongoing change. Furthermore, students are taught research design to achieve practically and operationally relevant output.												
Relation to other Programmes/Modules:	<p>Programmes: The module is not applicable for other programmes.</p> <p>Modules: The module is the second mandatory Marketing module in the programme and complements the introductory knowledge of Marketing I. The module relates to the knowledge of Statistics (module Finance I). As well, it prepares to conduct empirical work in the Bachelor Thesis.</p>												
Workload Allocation:	<p>90 hours total student's workload, thereof:</p> <table><tr><td>Classes</td><td>21 h</td></tr><tr><td>Groupwork and Project (Take-home Exam)</td><td>28 h</td></tr><tr><td>Exam & exam preparation</td><td>41 h</td></tr></table>	Classes	21 h	Groupwork and Project (Take-home Exam)	28 h	Exam & exam preparation	41 h						
Classes	21 h												
Groupwork and Project (Take-home Exam)	28 h												
Exam & exam preparation	41 h												
Grading:	<p>90 Examination Points</p> <table><tr><th>Kind of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading (TG) / Individual Grading (IG)</th></tr><tr><td>Written Exam</td><td>Marketing Research</td><td>60</td><td>IG</td></tr><tr><td>Take-home Exam</td><td>Marketing Research</td><td>30</td><td>TG</td></tr></table>	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)	Written Exam	Marketing Research	60	IG	Take-home Exam	Marketing Research	30	TG
Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)										
Written Exam	Marketing Research	60	IG										
Take-home Exam	Marketing Research	30	TG										
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	<p>Group work, projects/ cases and evaluated exercises will be discussed and distributed in class. Grouping happens subsequently and self-administered by the students. Timings and requirements for group work grading will be provided in class</p>												

1. Course:	Marketing Research	Course No. L-MKT2-002
Instructor/-s:	Sebastian Grüner, Christopher Grossmann	

Guest Speaker/-s:	None
Contact:	sebastian.gruener@ebs.edu, christopher.grossmann@ebs.edu

ECTS:	3
Number of Sessions:	14
Language:	English
Course Description:	<p>After completion of the course, students will be aware of the different steps of marketing research processes and able to apply their learnings in practice (design a research setup).</p> <p>To achieve this learning, three major learning objectives are defined. One objective refers to the transfer of the required theory on marketing research. The second objective yields at the students' development of a keen sense of the complexity involved in a marketing research process. The third objective aims at the students' behavioral skills to apply the learned theory in practice.</p> <p>An in-depth understanding of markets plays a major role to make sustainable business decisions. Business success is determined by managers and is based on reliable market information. The course presents common marketing research tools to effectively understand and assess markets. Intelligent sampling, collecting and analyzing market data are key for business success.</p>
Required Readings:	Malhotra, Naresh. K., Birks, David F., Wills, Peter (2012). <i>Marketing Research</i> , (4th ed.). Harlow: Pearson.
Further Recommended Readings:	<p>Aaker, David. A., Day, George. S., Kumar, V., Leone, Robert (2012). <i>Marketing Research</i> (14th. ed.). New York: Wiley.</p> <p>Duchowski , Andrew (2007). <i>Eye Tracking Methodology: Theory and Practice</i> (2nd. ed.). Hamburg: Springer</p>
Pedagogy:	Lecture

Name of Module:	Economics III	Module No. M-ECO2-012
Module Owner:	Prof. Dr. Jenny Kragl	

Contact:	jenny.kragl@ebs.edu
Programme/-s of Study:	Bachelor in General Management
Specialisation/Major:	-
Mandatory/Elective:	Mandatory
Semester:	Fall Term, Semester 3
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	<p>Modules Economics I + II.</p> <p>Students who have not attended these modules are referred the following textbooks:</p> <ul style="list-style-type: none"> Sydsaeter, K., Hammond, P. J., & Strom, A. (2012). <i>Essential Mathematics for Economic Analysis</i> (4 ed.). Harlow: Pearson Education. Varian, H. (2014). <i>Intermediate Microeconomics: A Modern Approach</i> (9 ed.). New York: W.W. Norton.

<p>Contribution to Programme Learning Goals and Objectives:</p>	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> • For students of business administration it is of utmost importance to grasp the economic foundations and be able to apply economic tools on their own. This enables them to develop the ability of abstract and structured reasoning that is essential to master uncertainty in any business context. • In the courses of this module, students study the implications of imperfect competition and market failure from a microeconomic perspective and are introduced to the basic macroeconomic concepts. In particular, students learn to what extent market imperfections bring about specific institutions and organizations and how government interventions can help overcome adverse implications of market imperfections and thus raise overall welfare in the society. <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> • After completion of the module students are acquainted with the economic reasons why and when firms and organizations exist and know how to identify the important aspects and problems regarding efficient management strategies from a microeconomic point of view. Moreover, from a macroeconomic perspective, they are able to understand the main implications of government interventions, in the form of regulation, fiscal and monetary policy. Students are provided with the knowledge relevant to assess the foregoing policies' effects on the different actors in the economy. <p>On successful completion of this module graduates understand technology and its impact on both individuals and organisations (LO 3)</p> <ul style="list-style-type: none"> • Students learn how technology influences economic dynamics and how it contributes to economic growth. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6)</p> <ul style="list-style-type: none"> • Upon completion of the module, students will be able to apply the basic economic reasoning and insights to management and work practice. The micro- and macroeconomic methods studied allow students to select, interpret and critically evaluate information collected within and outside organizations and develop meaningful solutions to business and management problems. <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning processes (LO 7)</p> <ul style="list-style-type: none"> • By solving exercises and discussing applications of the theory studied in class, students are able to independently solve problems and direct their own learning process. <p>Graduates will have the foundation for becoming a responsible leader in an uncertain rapidly changing world</p> <p>On successful completion of this module graduates can identify business opportunities (LO 9)</p> <ul style="list-style-type: none"> • By learning how to anticipate and understand strategic interaction of participants in markets and firms, students can better identify and evaluate
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	business opportunities and make better management decisions.														
Relation to other Programmes/Modules:	<p>Programmes: The module is not applicable for other programmes.</p> <p>Modules: This module builds on the modules Economics I and Economics II and carries on the introduction into the fundamental concepts of economic thinking on both the microeconomic and macroeconomic level. More specifically, it extends students' knowledge about the Neoclassical Model of Competitive Markets. While the foregoing model does not allow studying organizations and firms explicitly, the module Economics III introduces models and concepts suitable to investigate the existence, functioning, and boundaries of the firm. In addition to these microeconomic concepts, students learn to apply macroeconomic concepts on the aggregate level in the economy and between economies. This knowledge serves as a foundation for many of the specific areas in business studied in subsequent modules. Students can apply their knowledge from Economics III to more specialized courses in economics, management, entrepreneurship, marketing, and finance in the last year of studies.</p> <p>Economics III is the last of the introductory Economics models. It builds on the modules Economics I (Mathematical Economics) and Economics II (Microeconomics) and extends students' knowledge to more advanced Microeconomic approaches and Macroeconomics. In the elective modules Economics IV and V in the 5th and 6th semester, students can apply their knowledge to specific fields in business, finance, governance, international economics, and management. Moreover, the module sets the foundations for more specialized courses in management, strategy, entrepreneurship, marketing, and finance in their last year of studies.</p>														
Workload Allocation:	180h total student´s workload, thereof: <table><tr><td>Classes</td><td>42 h</td></tr><tr><td>Reading & Exercises</td><td>90 h</td></tr><tr><td>Exam & Exam Preparation</td><td>48 h</td></tr></table>			Classes	42 h	Reading & Exercises	90 h	Exam & Exam Preparation	48 h						
Classes	42 h														
Reading & Exercises	90 h														
Exam & Exam Preparation	48 h														
Grading:	180 Examination Points <table><tr><th>Kind of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading (TG) / Individual Grading (IG)</th></tr><tr><td>Written Exam</td><td>Economics of the Firm</td><td>90</td><td>IG</td></tr><tr><td>Written Exam</td><td>Macroeconomics</td><td>90</td><td>IG</td></tr></table>			Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)	Written Exam	Economics of the Firm	90	IG	Written Exam	Macroeconomics	90	IG
Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)												
Written Exam	Economics of the Firm	90	IG												
Written Exam	Macroeconomics	90	IG												
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	<p>For all lectures, students are provided with exercises and homework that they are expected to regularly work on independently or in small groups. They will not be graded but selected exercises will be discussed in class.</p> <p>The lectures are organized on a frequent basis. To ensure successful participation, the students are requested to read the respective literature as outlined in the session plan before the class meetings. The lectures are based on slideshow presentations, classroom discussions, and interactive derivations of concepts and solutions using the whiteboards. Active class participation is thus essential.</p>														

1. Course:	Economics of the Firm	Course No. L-ECO2-003
Instructor/-s:	Prof. Dr. Jenny Kragl	

Contact:	jenny.kragl@ebs.edu
ECTS:	3
Number of Sessions:	14
Language:	English
Course Description:	<p>In the neoclassical theory of competitive markets (Economics I), the firm is a "black box" described as a production function. The main objective of the course is to open the black box. After completing the course, students will be acquainted with the most important economic concepts to explain the existence, functioning, organization, and management of modern firms. They will be sensitized for the management challenges within and between firms.</p> <p>After reviewing the neoclassical theory of competitive markets, the course is based on the recent developments of the new institutional economics, which focuses on the performance of firms as complex organizations. Students will become familiar with some of the dominant approaches to the economic theory of the firm such as the economics of transaction costs (Coase, Williamson), the economics of incomplete contracts and property rights (Hart, Holmström, Spence, Tirole), and the agency theory (Fama, Jensen and Meckling). Studying the aforementioned theories allow students to better understand transactions and productive relationships within and between firms. Focusing on a variety of different characteristics of economic transactions and relationships, students will become aware of the implications for the optimal organization and management of firms. More specifically, students will become familiar with concepts such as transaction costs, informational asymmetry, agency relations, moral hazard, adverse selection, incomplete contracts, asset specificity, the hold-up problem, and incentive mechanisms. Moreover, by studying some basic concepts of game theory and bargaining, students will be able to better understand the strategic interactions in firms and markets.</p> <p>After having successfully completed the course, students will know why – from economic point of view, firms exist, why (and when) they may outperform the market, and why the particular mode of organization and management matters. Thus, students gain knowledge and skills they need for all further business analyses. The different views on organizations provided and the techniques studied enhances students' ability to recognize conflict of interest and motivation problems, critically evaluate observed business context, and develop reasonable solution strategies.</p>
Required Readings:	<p>There is no single textbook for the course at the required level. All important concepts are included in the lecture slides and will be discussed in class in detail. The class material is mainly based on the textbooks listed below.</p> <ul style="list-style-type: none"> • Brickley J., Smith, C.W., Zimmerman J.L., (2007): Managerial Economics & Organizational Architecture, McGraw-Hill. Ch. 10, 15. • Hart O. (1995): Firms, Contracts and Financial Structure, Clarendon Lectures in Economics, Oxford University Press, Ch. 1. • Milgrom, P., Roberts J., (1992): Economics, Organization and Management, Prentice Hall. Ch. 2, 3. • Roberts, J. (2004): The Modern Firm: Organizational Design for Performance and Growth, Clarendon Lectures in Management Studies, Oxford University Press, Ch. 3, 4. • Varian, H. (2014). Intermediate Microeconomics: A Modern Approach (9 ed.).

	New York: W.W. Norton.
Further Recommended Readings:	Some readings may be articles out of current journals. These academic research papers will be announced in class and provided if appropriate and relevant.
Pedagogy:	Lectures, exercises, and classroom discussion. Students are advised to attend the lectures, take notes, and participate actively. Students are provided with regular exercises and homework that they are expected to work on independently or in small groups. Some class meetings will be devoted to the discussion of selected exercises. Students are expected to come prepared with their solutions.

2. Course:	Macroeconomics	Course No. L-ECO2-004
Instructor/-s:	Prof. Dr. Jan-Christoph Rülke	

Contact:	jan-christoph.ruelke@ebs.edu
ECTS:	3
Number of Sessions:	14
Language:	English
Course Description:	<p>After completing this course students have a profound understanding of the relationships between key macroeconomic variables. Topics include the goods market, the money market as well as the foreign exchange and the labour market. Students gain an understanding of how to apply economic models to the specific market circumstances and how to use the total derivative to calculate the effect of exogenous shocks on the economic system.</p> <p>The second part of the course adds the labour market to the goods and the financial market in order to highlight the interaction of aggregate demand and aggregate supply. This allows a discussion of the medium-run effects of fiscal and monetary policies as well as supply shocks and the subsequent dynamics. This leads to the so-called Phillips curve, which helps to understand the trade-off between unemployment and inflation. The subsequent of the course discusses long-term developments in the economy and, thereby, gives an introduction to growth theory.</p> <p>Finally, the course deals with the recent macroeconomic debate on inflation and deflation risks as well as the debt problem and adequate policy strategies.</p>
Required Readings:	Gärtner, M. Macroeconomics, 5th edition, FT Prentice Hall: London 2016.
Further Recommended Readings:	<p>Blanchard, O., Johnson, D.R., Macroeconomics – Global Edition, 6th Edition, Pearson Prentice Hall, New Jersey, 2013.</p> <p>Mankiw, N.G., Taylor, M., Macroeconomics – European Edition, 2nd Edition, Worth Publishers, New York, 2014.</p>
Pedagogy:	Lectures, case studies, interactive tutorials, videos on current economic trends

Name of Module:	Accounting, Controlling and Taxation III	Module No. M-ACT2-014
Module Owner:	Prof. Niels Dechow, PhD	

Contact:	macc@ebs.edu
Programme/-s of Study:	Bachelor in General Management
Specialisation/Major:	-
Mandatory/Elective:	Mandatory
Semester:	Fall Term, Semester 3
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	Contents of the modules ACT I and II (particularly bookkeeping and financial accounting). Contents of these modules can be found in the following literature: Kudert, S., Sorg, P. Rechnungswesen leicht gemacht, current edition, Kleist-Verlag [see also English translation].
Contribution to Programme Learning Goals and Objectives:	<p>This module contains 2 courses. In the cost accounting course students learn how to do the calculations according to the following principles: activity-based costing, full costing, marginal costing and standard costing. The overall learning objective of the course is to explain why one cost system is not enough.</p> <p>The second course aims to develop students' knowledge of basic accounting regulations according to the International Financial Reporting Standards (IFRS).</p> <p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> As stated above students will obtain an introduction to the most common cost calculation techniques including activity-based costing, marginal costing, standard costing and opportunity cost calculation as well as learn how to prepare a master budget. Building on these skills the module provides also an introduction to the rules and regulations of the international financial reporting standards <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> Students will be able to work in and with cost accounting. In parallel, they will know how to apply the international financial reporting standards as a guide in and to their preparation of financial statements. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6)</p> <ul style="list-style-type: none"> Cases uses will train students to decipher relevant from irrelevant information. Students will be trained to use only relevant information and to model its relevance by means of the tools taught <p>On successful completion of this module graduates are able to independently solve</p>

	problems and direct their own learning processes (LO 7) <ul style="list-style-type: none">Students will be able to assist big forms in their cost accounting and their preparation of financial statements. For smaller businesses they will be able to take over these functions on their own.												
Relation to other Programmes/Modules:	Programmes: The module is not applicable for other programmes. Modules: The module builds upon the ACT modules I and II and lays the basis for the electives in Accounting and Controlling (for example Managing Corporate Performance) in semester 5.												
Workload Allocation:	180 h total student´s workload, thereof: <table><tr><td>Lectures</td><td>42 h</td></tr><tr><td>Preparation + wrap up</td><td>88 h</td></tr><tr><td>Exam prep + exam</td><td>50 h</td></tr></table>	Lectures	42 h	Preparation + wrap up	88 h	Exam prep + exam	50 h						
Lectures	42 h												
Preparation + wrap up	88 h												
Exam prep + exam	50 h												
Grading:	180 Examination Points <table><tr><th>Kind of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading (TG) / Individual Grading (IG)</th></tr><tr><td>Written Exam</td><td>Introduction to Cost Accounting</td><td>90</td><td>IG</td></tr><tr><td>Written Exam</td><td>Financial Accounting (IFRS)</td><td>90</td><td>IG</td></tr></table>	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)	Written Exam	Introduction to Cost Accounting	90	IG	Written Exam	Financial Accounting (IFRS)	90	IG
Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)										
Written Exam	Introduction to Cost Accounting	90	IG										
Written Exam	Financial Accounting (IFRS)	90	IG										
Information on Papers, Allocation of Subjects & Groups. Homework etc.:	One term, on campus lectures with in-class exercises and mini cases.												

1. Course: Introduction to Cost Accounting

Course No. L-ACT2-025

Instructor/-s: Prof. Niels Dechow, PhD

Guest Speaker/-s:	None
Contact:	macc@ebs.edu
ECTS:	3
Number of Sessions:	14
Language:	English
Course Description:	This course is organized in two blocks. The first part focuses on decision support and how to choose doing the right thing. The second part of the course focuses on planning and control and more specifically doing things right. Together both parts illustrate the fundamental point that modern corporations need more than one cost accounting system to manage their business.
Required Readings:	Tba in class

Further Recommended Readings:	Tba
Pedagogy:	Lecture, Mini-Case Studies.

2. Course:	Financial Accounting (IFRS)	Course No. L-ACT2-026
Instructor/-s:	N.N.	

Guest Speaker/-s:	None
Contact:	macc@ebs.edu
ECTS:	3
Number of Sessions:	14
Language:	English
Course Description:	<p>The objective of the course is to introduce students to international financial reporting standards (IFRS).</p> <p>After introducing the underlying principles of IFRS specific regulations are discussed. These regulations embrace the most important standards in the accounting for assets, liabilities and equity. To develop an understanding of the fundamental differences between international and domestic standards IFRS regulations are briefly compared to German GAAP.</p> <p>The goal is to enable students to record basic transactions under IFRS and to both evaluate the financial position of a company which prepares its financial statements according to IFRS. For this purpose the course will introduce the respective regulations and will draw on range of examples to illustrate their application effects on the financial position of a company.</p>
Required Readings:	Information on readings will be provided in class.
Further Recommended Readings:	-
Pedagogy:	Lecture, Case Discussion.

Name of Module:	Studium Universale III – Intake 2017	Module No.	M-PHI3-012
Module Owner:	Prof. Dr. Richard Raatzsch		

Contact:	richard.raatzsch@ebs.edu
Programme/-s of Study:	Bachelor in General Management
Specialisation/Major:	-
Mandatory/Elective:	Mandatory

	<p>Degree seeking students: Students have to choose one out of the four courses</p> <p>Non-degree seeking students: No limitation. Students can choose one or more courses</p>
Semester:	Fall Term, Semester 3
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	2
Prerequisites:	None
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module, graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> • By explaining the nature of law, politics, digitalization and life by way of examples – mostly from the business world, from science and from ordinary life – students learn how to identify ethical issues. • By presenting a whole series of different examples students learn to describe the complexity and uncertainty of management issues, and how to deal with these issues. <p>On successful completion of this module, graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> • By way of case studies students learn to apply abstract principles and to translate them into everyday experiences. • Problems discussed in current debates are used as material for philosophical analysis. • By relating the philosophical tasks to ordinary life students learn to draw consequences for their own professional and private life. <p>Graduates will be capable of working in an international environment</p> <p>On successful completion of this module, graduates are capable of working in multicultural teams (LO 5)</p> <ul style="list-style-type: none"> • Working in teams show students how to cooperate with students from other cultural contexts. • By way of using examples from many cultural contexts (like: different legal and political traditions, different cultural values) students learn how much ethical principles depend on contexts. • By discussing different political and cultural traditions students will gain an understanding of other cultures than their own. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module, graduates are able to independently solve problems and direct their own learning processes (LO 7)</p> <ul style="list-style-type: none"> • By way of highlighting presuppositions of both management practice and management science – presuppositions which are usually hidden from the practitioner or scientist – students learn how to evaluate these practices in a changing world. <p>Graduates will have the foundation for becoming a responsible leader in an uncertain rapidly changing world</p> <p>On successful completion of this module, graduates are able to recognize and discuss the ethical dilemmas inherent in many business decisions and take a stand (LO 8)</p> <ul style="list-style-type: none"> • Philosophical investigations are presented as the result of dealing with philosophical dilemmas, philosophical systems as ways of preventing

	<p>those dilemmas from coming into existence in the first place.</p> <ul style="list-style-type: none">• The presentation of a variety of systems provides students with a set of conceptual maps to be used to find one's way in situations of conflict.• By highlighting the uncertainty of many social processes students will learn the importance of managerial skills as an art. <p>On successful completion of this module, graduates are able to handle conflicts constructively (LO 10)</p> <ul style="list-style-type: none">• By relating philosophical principles to basic features of humans – that we strive for happiness, have a need for communication, interact according to political, legal and cultural rules and so on – the analysis are shown to aim at fostering human life.• By acquiring knowledge and skills about the uncertainty of social life, and how to deal with it, students are enabled to enter a leading position within teams, and to guide others.												
Relation to other Programmes/Modules:	<p>Programmes: This module is not applicable for other programmes.</p> <p>Modules: The module is connected with all other modules in the programme with strategic content, with content regarding leadership and organizational behavior and intercultural issues as for example Intercultural Competence, Business & Society</p>												
Workload Allocation:	<p>60 h total student´s workload, thereof:</p> <table><tr><td>Lecture</td><td>12 h</td></tr><tr><td>Essay</td><td>20 h</td></tr><tr><td>Reading + Discussions</td><td>28 h</td></tr></table>	Lecture	12 h	Essay	20 h	Reading + Discussions	28 h						
Lecture	12 h												
Essay	20 h												
Reading + Discussions	28 h												
Grading:	<p>60 Examination Points:</p> <table><tr><th>Kind of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading (TG) / Individual Grading (IG)</th></tr><tr><td>Essay</td><td>Complete Module</td><td>40</td><td>IG</td></tr><tr><td>Class Participation</td><td>Complete Module</td><td>20</td><td>IG</td></tr></table>	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)	Essay	Complete Module	40	IG	Class Participation	Complete Module	20	IG
Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)										
Essay	Complete Module	40	IG										
Class Participation	Complete Module	20	IG										
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	<p>Short Essays for Class Room Participation. Details will be communicated at the beginning of the courses.</p> <p>Students have to choose one out of the four courses.</p>												

1. Course:	Governance Ethics	Course No. L-PHI3-005
Instructor/-s:	Prof. Dr. Richard Raatzsch	

Guest Speaker/-s:	None
Contact:	richard.raatzsch@ebs.edu
ECTS:	2
Number of Sessions:	8
Language:	English

Course Description:	Governance ethics has become an indispensable aspect of management. The course provides the students with the basics in governance ethics proceeding in a practice-oriented way: What is governance ethics? In what situations does it matter? What are the tools for putting it into practice? What best practice cases are there?
Required Readings:	There will be a reader available before the lecture starts
Further Recommended Readings:	-
Pedagogy:	Lecture, interactive

2. Course:	Political Philosophy	Course No. L-PHI3-006
Instructor/-s:	Prof. Dr. Richard Raatzsch	

Guest Speaker/-s:	None
Contact:	richard.raatzsch@ebs.edu
ECTS:	2
Number of Sessions:	8
Language:	English
Course Description:	Usually, Political Philosophy is taken to be concerned with the justification of political institutions, notably the state. Yet, some political philosophers argue that justification is not possible. Instead, understanding is all one might get. We will consider some of the paradigmatic approaches to Political Philosophy, as well as some applications.
Required Readings:	There will be a reader available before the lecture starts. However, classical modern authors are Hobbes, Locke, Rousseau, Kant, Hegel, and Marx. More recent trends in the literature are connected with the Critical Theory, or authors like Rawls, Nozick, and Geuss.
Further Recommended Readings:	-
Pedagogy:	Lecture, interactive

3. Course:	Philosophy of Law	Course No. L-PHI3-007
Instructor/-s:	Prof. Dr. Richard Raatzsch	

Guest Speaker/-s:	None
Contact:	richard.raatzsch@ebs.edu
ECTS:	2
Number of Sessions:	8
Language:	English

Course Description:	Philosophy of Law centers around a group of questions. Among the most important ones are the following: What kind of laws are there? What does it mean that, in court, the law "has to be interpreted"? Is any law necessarily vague, and if so, in which sense? Is interpreting the law like applying a standard, or does it determine what the law actually is? How about the authority of the state to enforce the law; are there limits to this authority, and if so, what are they? We will look at these questions, connected with going through some of the main ideas in the field.
Required Readings:	There will be a reader, but for those who want to have a look in advance, here are some introductions: Doherty, M.: Jurisprudence: The Philosophy of Law. A Textbook, London, 2003. Feinberg, J./Gross, H.: Philosophy of Law. Dickenson, Encino, 1975. McMurphy, M.: Philosophy of Law: The Fundamentals, Oxford, 2006. Morawetz, Th.: The Philosophy of Law: An Introduction, London, 1980. Tebbutt, M.: Philosophy of Law: An Introduction, Routledge, London, New York, 1999. Wacks, R.: Philosophy of Law: A Very Short Introduction, Oxford, 2006.
Further Recommended Readings:	-
Pedagogy:	Lecture, interactive

4. Course:	The Meaning of Life	Course No.	L-PHI3-043
Instructor/-s:	Prof. Dr. Richard Raatzsch		

Guest Speaker/-s:	None
Contact:	richard.raatzsch@ebs.edu
ECTS:	2
Number of Sessions:	8
Language:	English
Course Description:	Business administration – in particular when executed in a position of leadership – demands a lot from those administrators and leaders. Often, personal sacrifices will have to be made. This leads, in a natural way, to question of what matters in human life. In addition to that, to the extent to which economic activity and with it business administration, is in the service of satisfying human needs and enabling mankind to flourish, question as to what makes a human life meaningful matter a lot.
Required Readings:	Klemke, E.D., & Cahn, St. M. (eds.). (2017). The Meaning of Life, Oxford UP.
Further Recommended Readings:	A list will be provided via campusnet.
Pedagogy:	Interactive lecture, in-class-essays, videos, cases.

Advanced Year III

Name of Module:	Managing People	Module No. M-STR3-024
Module Owner:	Prof. Marjo-Riitta Diehl	

Contact:	Marjo-Riitta.Diehl@ebs.edu
Programme/-s of Study:	Bachelor in General Management
Specialisation/Major:	-
Mandatory/Elective:	Mandatory
Semester:	Fall Term, Semester 5
Duration:	1 Semester
Frequency of the offer:	Yearly
ECTS:	6
Prerequisites:	<p>Management and Organizational Behavior</p> <p>Students who have not attended the module can find the respective knowledge in:</p> <p>Robbins, S. P, Coulter, M. (2009). Management (10th ed) New Jersey: Pearson Education (or a later version)</p> <p>Robbins, S. P., Judge, T. A. (2009). Organizational Behavior, 13th edition, Englewood Cliffs (or a later version)</p>
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> • By analyzing and solving cases and exercises and preparation of presentation, students learn and practice how to effectively lead and influence others. • Through the various exercises, students develop their knowledge, skills and capabilities required to lead themselves and other people. <p>On successful completion of this module graduates understand technology and its impact on both individuals and organisations (LO 3)</p> <ul style="list-style-type: none"> • By discussing the multiple ways in which digitalization, digital tools and data analytics impact HRM and leadership, the module will advance students' understanding of the impact of technology on individuals and organizations. <p>Graduates will be capable of working in an international environment</p> <p>On successful completion of this module graduates demonstrate good written and oral communication skills in English (LO 4)</p> <ul style="list-style-type: none"> • Through the presentations, learning journals, debates, and problem sets (all in English) discussed during the classes, the students will have improved their presentation, discussion, writing skills, and analytical skills.

	<p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6)</p> <ul style="list-style-type: none"> • Through the exercises and cases used throughout the module, the students are able to critically evaluate the roles of HRM and leadership in organizations. • In the presentations and learning journals, students relate theoretical models, concepts and theory to real-life examples. Thereby students develop an understanding of both the value and the limits of the models and concepts studied. <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning processes (LO 7)</p> <ul style="list-style-type: none"> • By solving exercises, preparing presentations in teams and applying theoretical concepts to real-life cases representing complex situations, students are able to independently solve problems and direct their own learning process. <p>Graduates will have the foundation for becoming a responsible leader in an uncertain rapidly changing world</p> <p>On successful completion of this module graduates are able to handle conflicts constructively (LO 10)</p> <ul style="list-style-type: none"> • By discussing HRM cases and leadership interactions involving multiple stakeholders and different possible courses of action, students will develop awareness of their values and what it takes to act with integrity and to balance at times competing demands they will face. • This module provides students with an understanding of how to handle the multifaceted leadership challenges in organizations. The main focus of the module is on managing and leading rapidly changing and multinational organizations from the human perspective. • During the course Leadership specific leadership challenges such as leading change, global leadership and the functioning of executive teams are examined through theory and case studies. 										
Relation to other Programmes/Modules:	<p>Programmes: The module is not applicable for other programmes.</p> <p>Modules: The module builds specifically on the Module Management and Organizational Behavior and more generally on strategy courses.</p>										
Workload Allocation:	<p>180 h student's workload, thereof:</p> <table border="1"> <tr> <td>Classes</td><td>33 h</td></tr> <tr> <td>Reading</td><td>37 h</td></tr> <tr> <td>Presentation preparation</td><td>20 h</td></tr> <tr> <td>Journals and Exercises</td><td>50 h</td></tr> <tr> <td>Exam and Exam preparation</td><td>40 h</td></tr> </table>	Classes	33 h	Reading	37 h	Presentation preparation	20 h	Journals and Exercises	50 h	Exam and Exam preparation	40 h
Classes	33 h										
Reading	37 h										
Presentation preparation	20 h										
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Exam and Exam preparation	40 h										

Grading:	180 Examination Points			
	Kind of Examination	Related course	Points	Team Grading (TG)/ Individual Grading (IG)
	Class Participation	Leadership	10	IG
	Learning Journal	Leadership	10	IG
	Evaluated Exercises	Leadership	40	TG
	Presentation	HRM	30	TG
	Learning Journal	HRM	30	IG
	Written Exam	Complete module	60	IG
Information on Grading in the coursePapers, Allocation of Subjects & Groups, Homework etc.:	<p>Class Participation in Leadership consists of attendance and engagement: Students are encouraged to attend all sessions and be actively involved in small group activities along with class-wide discussions. Participation is required and will be graded. Details on criteria will be communicated in the first session of each course.</p>			
	<p>The Leadership class is organized into divisions and departments. Exercises and various activities in each class are performed by one division consisting of four different “departments”. More details will be provided at the beginning of the course.</p>			
	<p>The objective of the learning journal (course Leadership) is to give students an opportunity to reflect and develop their leadership skills. Students are expected to maintain a journal to be completed after each class session. The purpose of the journal is to allow students to also reflect on course content with respect to personal development. Identification of strengths and areas of improvement related to leadership skills is encouraged. The journal allows students to recognize the ways in which they can enhance their ability to be an effective manager. At the conclusion of the course, on the day of the final class, students are required to summarize their personal learning journals in a 1-page, single-spaced essay. Attendance and involvement during class sessions is necessary to produce a quality essay. Students are also expected to briefly present their leadership journal on the day of the final class.</p>			
	<p>For the HRM course, each student is expected to write an individual learning diary/journal based on assigned materials and contribute to a group presentation. Detailed instructions will be explained at the beginning of the course.</p>			

1. Course:	Leadership and People Management	Course No. L-STR3-071
Instructor/-s:	Prof. Myriam Bechtoldt, PhD	

Guest Speaker/-s:	Tba
Contact:	Prof. Myriam Bechtoldt (myriam.bechtoldt@ebs.edu)
ECTS:	3
Number of Sessions:	12

Language:	English
Course Description:	<p>The objective of this course is to provide students with the knowledge, skills, and analytical capabilities central to leadership. During the course the following topics are covered:</p> <ul style="list-style-type: none"> • the evolvement of leadership theories, • the dynamics between leaders and followers (communication, trust, justice etc), • the specific challenges of leading teams and leading in complex environments, • the importance of personal master and self-leadership and • the importance of leadership development and leadership assessment in the corporate world. <p>By the end of the course the successful student should be able to:</p> <ol style="list-style-type: none"> 1. Name and explain major approaches to the study and practice of leadership 2. Make presentations on leadership concepts and theories 3. Lead a small group to complete a project 4. Use and interpret leadership self-assessments.
Required Readings:	Humphrey, R. H. (2014). Effective Leadership. Theory, Cases, and Applications. Los Angeles: Sage.
Recommended Readings:	Tba
Pedagogy:	Classroom activities will include student presentations, case discussions, small group discussions, and exercises. Out of class activities will include class preparation.

2. Course:	Human Resource Management	Course No. L-STR3-072
Instructor/-s:	Prof. Marjo-Riitta Diehl, PhD	

Guest Speaker/-s:	Tba
Contact:	marjo-riitta.diehl@ebs.edu
ECTS:	3
Number of Sessions:	12
Language:	English
Course Description:	<p>This course introduces students to the principles of human resource management, the benefits and key functions of strategic human resource management and how the principles can be applied for effective organization and governance.□The perspective taken is that of a manager using HRM theory, knowledge, and models to obtain a more motivated and effective workforce. Topics include: Strategic Human Resources Management and relationship to overall strategy, human resources planning, recruiting and selecting including interviewing candidates, training and orientation, approaches to motivating, evaluating, and rewarding employee performance, communicating performance feedback, compensation strategies including executive compensation and benefits, and health and safety and related risk factors. Fraud and the Fraud Triangle may be introduced. Course readings will include practitioner and academic journal articles. In addition to learning through readings and lectures,</p>

	students are expected to participate actively in class exercises and discussion, including several case studies.
Required Readings:	-
Further Recommended Readings:	-
Pedagogy:	Interactive lectures

Name of Module:	Scientific Methods	Module No. M-MET3-003
Module Owner:	Prof. Aya Nasreddine, PHD	

Contact:	aya.nasreddine@ebs.edu
Programme/-s of Study:	Bachelor in General Management
Specialisation/Major:	-
Mandatory/Elective:	<p>Mandatory</p> <p>Degree seeking students in Full-Time: Students have to choose two out of the 5 courses</p> <p>Degree seeking students in Part-Time: Students take the courses Econometrics and Multivariate Statistical Methods</p> <p>Non-degree seeking students: No limitation. Students can choose one or more courses</p>
Semester:	<p>Full-Time: Fall Term, Semester 5</p> <p>Part-Time: Fall Term, Year 4, Block I +II</p>
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	<p>For the quantitative courses, a good knowledge in Mathematics and Statistics is recommendable. Therefore, Finance I + II and Economics I are prerequisites. Students who have not attended these modules, can get the respective knowledge from</p> <p>Sydsaeter, K., Hammond, P. (2012). Essential Mathematics for Economic Analysis (4th ed.). Prentice Hall.</p> <p>Weiss, N.A. (2012). Introductory Statistics (9th ed.). San Francisco et al.: Pearson.</p>
Contribution to Programme Learning Goals and Objectives:	<p>The module has the objective to prepare the students for writing their Bachelor thesis.</p> <p>It offers a set of classes that intend to provide students with right methodological and research tools to be able then to structure and set up the methodological analysis for future research projects and their Bachelor Thesis.</p> <p>Existing knowledge from previous courses is complemented by a more detailed study of one of the various methods. Real-world case studies and application are presented to students, who will also learn to identify those problems on their own and to develop methods of resolution independently in order to train analytical thinking.</p>

	<p>Every student may choose one of the five method courses depending on the expected requirements of his or her Bachelor Thesis.</p> <p>After completion of the module students are able to apply the SPSS Software as well as the selected research method in their academic work especially in the Bachelor Thesis.</p> <p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> • In « Polls and Surveys for Managers », students will be familiarized with the most fundamental theories and principles of conducting survey research. • In « Econometrics», students get a deeper knowledge of econometric methods and learn how to apply them to business problems. • In « Multivariate Statistics», students learn how to use multivariate statistical methods. • « Data Analysis with SPSS», students learn how to use process data using statistical software to retrieve relevant information. • In « QRM » a research project is carried out along the lecture. After each session, students have to apply and train the techniques taught in practice (e.g. conducting interviews, transcribing interviews, analysing qualitative material). <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> • In « Polls and Surveys for Managers », students learn how to use some digital platforms including Amazon Mechanical Turk and Google Surveys. • In « Econometrics », students learn how to perform real-world econometric analysis using software and provide answers to practical problems. • In « Multivariate Statistics», students learn how to set up a real-world data analysis to provide meaningful data-driven replies to real-world problems. • In « Data Analysis with SPSS», students learn how to use statistical software to deal with large dataset to retrieve relevant information for the business case at hand. • In « QRM » Students have to hand in a research paper based on the project. Having to conduct interviews, oral skills are developed further, too. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6)</p> <ul style="list-style-type: none"> • In « Polls and Surveys for Managers », students learn the purposeful collection of data and how to make scientifically sound inference. • In « QRM » focuses on generating, interpreting, and framing
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	<p>qualitative data, critically discussing output.</p> <ul style="list-style-type: none">• In « Econometrics », students learn how to apply econometric methods to real-world problem to interpret and provide answer to some open issues and critically compare methods.• In « Multivariate Statistics», students critically compare state-of-art methods to provide answers to open issues in practice.• In « Data Analysis with SPSS», students learn how to use statistical methods to perform real-world case studies and critically discuss pros and cons of different methods.																																
Relation to other Modules/Programmes:	<p>Programmes: The module is not applicable for other programmes</p> <p>Modules: The content of the courses builds upon the methodical knowledge from the modules Economics I, II and III, Finance I and II as well as Managing Strategy and Managing People.</p>																																
Workload Allocation:	<p>180 h total student's workload, thereof:</p> <table><tr><td>Classes</td><td>36 h</td></tr><tr><td>Pre-reading and wrap up</td><td>50 h</td></tr><tr><td>Presentation & Preparation</td><td>24 h</td></tr><tr><td>Exam & exam preparation</td><td>70 h</td></tr></table>	Classes	36 h	Pre-reading and wrap up	50 h	Presentation & Preparation	24 h	Exam & exam preparation	70 h																								
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Written Exam	Polls and Surveys for Managers	30	IG																														
Information on Papers, allocation of Subjects & groups, Homework etc.	<p>Students can choose two out of the 5 courses.</p> <p>Students of the part-time programme have to take the courses: Econometrics and Multivariate Statistical Methods</p>																																

1. Course:	DATA ANALYSIS with SPSS	Course No. L-MET3-46
Instructor/-s:	Dr. Guido Möser	

Guest Speaker/-s:	None
Contact:	aya.nasreddine@ebs.edu
ECTS:	3
Number of Sessions:	12
Language:	English
Course Description:	<p>Within the scope of this course students learn to utilize scientific knowledge about multivariate statistical methods to execute market research using the widely used statistical software tool SPSS.</p> <p>The students will learn how to import collected data into the system, how to structure and categorize different variables and how to practically operate various multivariate analyses like e.g. ANOVA and regression analyses, cluster analysis and factor analysis via SPSS. Furthermore students learn how to apply quality criteria to the derived model in order to prove validation.</p> <p>The course includes on the one hand the demonstration of the SPSS software in terms of a lecture and on the other hand the students' immediate application of the respective tools on case studies which will be provided during the course.</p> <p>Students need to purchase the studypack of the SPSS software version 22 (SPSS Statistics 22.0 Client Base StudyPack) which is for example available at https://www.studyhouse.de/cgi-bin/cart?ANZ1=1&PRD1=387495&GRP1=STUDOEBS</p>
Required Readings:	<p>Field, A., (2013). Discovering Statistics using IBM SPSS Statistics. SAGE Publications Ltd.</p> <p>Tabachnik, B.G., & Fidell, L.S. (2007). Using Multivariate Statistics. Pearson International Edition. 5th ed.</p>
Further Recommended Readings:	Hair, J. et al. (2006). Multivariate Data Analysis. Upper Saddle River, NJ: Pearson Prentice Hall, 7th ed.
Pedagogy:	Lecture, exercises

2. Course:	Econometrics	Course No. L-MET3-008
Instructor/-s:	Prof. Dr. Christian Koziol	

Guest Speaker/-s:	None
Contact:	aya.nasreddine@ebs.edu
ECTS:	3
Number of Sessions:	10
Language:	English

Course Description:	<p>The purpose of this course is to introduce modern econometric techniques and apply them to real world data sets. By the end of the course participants will both have a sound knowledge of important theoretical concepts and be able to engage in empirical econometric analyses of their own.</p> <p>The material covered in this course comprises an in-depth analysis of the linear regression model, least-squares estimation, as well as statistical inference in this setting. Data sets are taken from finance and macroeconomics.</p> <p>The course takes the form of interactive lectures with exercises: on the one hand, theoretical material is presented and illustrated by means of the OxMetrics suite of software packages; on the other hand, participants are given exercises to practice the use of the software themselves.</p> <p>By the end of this course, students will have a sound understanding of fundamental econometric techniques and will be able to apply them to real world datasets using modern software.</p> <p>The OxMetrics suite of software packages will be made available free of charge for the duration of the course. Students are asked to bring their own computers. Windows, Apple and Linux operating systems are supported.</p>
Required Readings:	Stock, J.H. & Watson, M.W. (2011). "Introduction to Econometrics", 3 rd edition, Pearson. http://wps.aw.com/aw_stock_ie_3/
Further Recommended Readings:	<p>Gujarati, D. (2011). "Econometrics by Example", Palgrave Macmillan. www.palgrave.com/economics/gujarati</p> <p>Gujarati, D. & Porter, D.C. (2009). "Basic Econometrics", 5th edition, McGraw-Hill. http://highered.mcgraw-hill.com/sites/0073375772/information_center_view0/</p>
Pedagogy:	Lecture

3. Course:	Multivariate Statistical Methods	Course No. L-MET3-009
Instructor/-s:	Dr. Philipp Rindler	

Guest Speaker/-s:	None
Contact:	aya.nasreddine@ebs.edu
ECTS:	3
Number of Sessions:	9
Language:	English
Course Description:	<p>This is an applied course on tools and concepts of multivariate data analysis mostly used in the field of market research and empirical finance. The lecture covers one-way and two-way analysis of variance (ANOVA) for analyzing the effect of one or two qualitative factor(s) on a dependent variable. Principal component and factor analysis are techniques which help to reduce multidimensional data to data of lower dimensions. Cluster analysis comprises various techniques which can be used in connection with discriminant analysis. While the first method tries to discover any systematic correlation between variables, the second approach helps to examine hypothesized relationships in the data. The lecture also covers multidimensional scaling models to explore similarities or dissimilarities in the data and to visualize their</p>

	<p>location in a low-dimensional space. There will be computer exercises in STATA and/or R with practical examples.</p> <ul style="list-style-type: none"> • Analysis of Variance (ANOVA) • Cluster Analysis • Principal Components and Factor Analysis • Discriminant Analysis <p>Multidimensional Scaling</p>
Required Readings:	Härdle, W., Simar, L. (2003). Multivariate Statistical Analysis, Berlin and Louvain-la-Neuve
Further Recommended Readings:	<p>Backhaus, K., Erichson, B., Plinke, W., Weiber, R. (2006): Multivariate Analysemethoden. Eine anwendungsorientierte Einführung, 11. Auflage, Berlin u.a.</p> <p>Bortz, J., Döring, N. (2002).. Forschungsmethoden und Evaluation für Human- und Sozialwissenschaftler, 3. Auflage, Berlin u.a.</p> <p>Fahrmeir, L., Hamerle, A., Tutz, G. (1996). Multivariate statistische Verfahren. Berlin et al.: de Gruyter, 2., überarb. Aufl.</p> <p>Hair, J. (2006). Multivariate Data Analysis. Upper Saddle River, NJ: Pearson Prentice Hall, 6th ed.</p> <p>Stier, W. (1999). Empirische Forschungsmethoden. Berlin et al.: Springer, 2., verb. Aufl.</p> <p>Winker, P. (1997). Empirische Wirtschaftsforschung. Berlin: Springer-Verlag</p>
Pedagogy:	Lecture

4. Course:	Qualitative Research Methods (QRM)	Course No.	L-MET3-010
Instructor/-s:	Prof. Dr. Christoph Georgi		

Guest Speaker/-s:	None
Contact:	christoph.georgi@ebs.edu
ECTS:	3
Number of Sessions:	9
Language:	English
Course Description:	<p>This course aims at helping students to successfully master their thesis using qualitative research methods. The discussed topics are particularly interesting to those students who plan to conduct interviews, focus groups and/or analyze a case study within the scope of their thesis.</p> <p>The course attempts to help students not only to better understand qualitative methods in the context of business research methods but also to get to know a 'toolbox' of research tools they can use for writing their thesis. Furthermore, students are given general advice how to avoid possible pitfalls within their research process.</p> <p>We start by discussing and introducing business research in general covering research philosophies, quality criteria for research, scientific reasoning, and tips on how to formulate a solid research question. Next, we discuss the research process and when to use qualitative (as opposed to quantitative) research methods. The main</p>

	<p>part of the lecture is focused on data collection and analysis techniques. We discuss how to conduct interviews (e.g. word questions in the right way) and take field notes. We also discuss techniques to analyze qualitative data (e.g. 'grounded theory') and how to include the gathered data in a case study.</p> <ul style="list-style-type: none"> • The nature of business and management research • The research process • Quantitative and qualitative research: An overview • Sampling strategies • Primary data collection: Qualitative data (Interviews, Focus Groups, Observation) • Case Studies • Fieldwork: Questionnaires and responses • Qualitative data analysis
Required Readings:	-
Further Recommended Readings:	<p>Barley, S. R. (2006). When I write my masterpiece: Thoughts on what makes a paper interesting. <i>Academy of Management Journal</i>, 49(1), 16–20.</p> <p>Blumberg, B. F., Cooper, D. R., & Schindler, P. S. (2014). <i>Business Research Methods</i> (4th ed.), London: McGraw-Hill Education.</p> <p>Easterby-Smith, M., Thorpe, R., & Jackson, P. R. (2015). <i>Management & business research</i>. London: Sage.</p> <p>Eisenhardt, M. K., & Graebner, M. E. (2007). Theory Building from cases: Opportunities and challenges. <i>Academy of Management Journal</i>, 50(1), 25–32.</p> <p>Flyvbjerg, B. (2006). Five misunderstandings about case-study research. <i>Qualitative Inquiry</i>, 12(2), 219–245.</p> <p>Minto, B. (2009). <i>The pyramid principle: Logic in writing and thinking</i> (4th rev. ed.). Harlow: Pearson Education.</p> <p>Pratt, M. G. (2009). For the lack of a boilerplate: Tips on writing up (and rewriting) qualitative research. <i>Academy of Management Journal</i>, 52(5), 856–862.</p> <p>Siggelkow, N. (2007). Persuasion with case studies. <i>Academy of Management Journal</i>, 50(1), 20–24.</p> <p>Trimble, J. R. (2000). <i>Writing with style: Conversations on the art of writing</i> (2nd ed.). Upper Saddle River, NJ: Prentice Hall</p> <p>Yin, R. K. (2009). <i>Case Study Research: Design and Methods</i> (4th ed.). Thousand Oaks, CA: Sage.</p>
Pedagogy :	Lecture, Project

5. Course:	Polls and Surveys for Managers	Course No.	L-MET3-050
Instructor/-s:	Prof. Dr. Julia Hartmann		

Guest Speaker/-s:	None
Contact:	Julia.hartmann@ebs.edu
ECTS:	3
Number of Sessions:	10
Language:	English
Course Description:	<p>Survey results feature prominently in the news almost every day: We get data on how much we should be looking forward (or be frightened of) getting Donald Trump as president of the US. Surveys revealed that watching television increases the risk of dying from a heart attack. However; the results of many surveys are flawed because of errors in the method, the formulation of the questions or the way in which data were collected.</p> <p>The objective of this course is to identify and explain sources of error in survey research and provide theories and practices of successful survey research. To do so, the course will help participants acquire mastery of research literatures as well as experience in designing, conducting, and analysing surveys. This course introduces participants to a set of principles of survey design that are the basis of standard practices. Participants will be exposed to academic literature that uses observational and experimental methods to test key hypotheses. More, precisely, the course will provide answers to the following questions:</p> <ol style="list-style-type: none"> 1. How to design surveys 2. How to sample in surveys 3. How to develop, evaluate, and ask survey questions 4. How to measure survey reliability and validity 5. How to conduct self-administered and mail surveys 6. How to decrease survey nonresponse 7. How to reduce error in survey research 8. How to do post-collection survey data processing 9. How to conduct survey research with integrity
Required Readings:	<p>Bradburn, N., Sudman, S., & Wansink, B. (2004). Asking Questions. The Definitive Guide to Questionnaire Design – For Market Research, Political Polls, and Social and Health Questionnaires. John Wiley & Sons Inc; Rev ed. (21. April 2004)</p> <p>Dillman, D.A., Smyth, J.D., & Christian, L.M. (2014). Internet, Phone, Mail, and Mixed-Mode Surveys: The Tailored Design Method John Wiley and Sons.</p>
Further Recommended Readings:	Will be distributed in class
Pedagogy:	Lecture, Exercises

Name of Module:	Economics IV	Module No. M-ECO3-018
Module Owner:	Prof. Dr. Jenny Kragl	

Contact:	jenny.kragl@ebs.edu
Programme/-s of Study:	Bachelor in General Management
Specialisation/Major:	-
Mandatory/Elective:	<p>Mandatory</p> <p>Degree seeking students in Full-Time: Students have to choose one out of the 5 courses</p> <p>Degree seeking students in Part-Time: Students take the course Management Decision Making</p> <p>Non-degree seeking students: No limitation. Students can choose one or more courses</p>
Semester:	<p>Full-Time: Fall Term, Semester 5</p> <p>Part-Time: Fall Term, Year 4, Block I + II</p>
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	3
Prerequisites:	<p>Economics I, II and III</p> <p>Students who have not attended these modules can find the respective knowledge in:</p> <ul style="list-style-type: none"> • Sydsaeter, K., Hammond, P. J., & Strom, A. (2012). Essential Mathematics for Economic Analysis (4 ed.). Harlow: Pearson Education. • Varian, H. (2014). Intermediate Microeconomics: A Modern Approach (9 ed.). New York: W.W. Norton. • Blanchard, O., Johnson, D. R. (2013). Macroeconomics – Global Edition, 6th Edition, Pearson Prentice Hall, New Jersey, 2013. • Mankiw, G. (2009). Macroeconomics, 7th edition, New York. • Putterman, L., Krozner, R. (2008). The Economic Nature of the Firm, 2nd ed. Cambridge University Press. • Brickley J., Smith, C.W., and J.L. Zimmerman (2007). Managerial Economics & Organizational Architecture, McGraw-Hill.
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration</p> <p>(LO 1)</p> <ul style="list-style-type: none"> • Students develop a thorough understanding of the most important economic theories in different fields of study such as health care, management, international economics, and real estate and learn how to apply these concepts in practice. • On successful completion of the course Law and Economics students are able to apply economic methods to real problems of 'law in action'. Students

	<p>will understand the legal aspects of individual and firms behavior.</p> <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> • Students learn to apply the economic concepts provided in the first- and second-year courses to relevant fields of business studies and society. • In evaluated exercises or presentations, the students train their ability to apply their knowledge to real-life problems. • The courses enable students to understand the impact of individual decision-making on their business environment and other economic actors. <p>Graduates will be capable of working in an international environment</p> <p>On successful completion of this module graduates demonstrate good written and oral communication skills in English (LO 4)</p> <ul style="list-style-type: none"> • Through oral and written exercises in multicultural teams, students develop their communication skills. <p>On successful completion of this module graduates are capable of working in multicultural teams (LO 5)</p> <ul style="list-style-type: none"> • Students prepare presentations or solve exercises in small groups that typically consist of members of at least two nationalities. This facilitates intense interaction and a joint learning experience of students with diverse backgrounds and experience. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6)</p> <ul style="list-style-type: none"> • By the study and application of economic concepts in different contexts, students develop structured and logical thinking that helps them to identify and analyse management challenges in various business contexts. • Students learn how to use quantitative methods to analyse business strategies. • Supported by the foundations of economic reasoning, students will derive meaningful answers to legal constraints on management decisions. <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning processes (LO 7)</p> <ul style="list-style-type: none"> • By reading the course material and solving exercises individually or in groups, students are able to independently solve problems and direct their own learning process.
Relation to other Programmes/Modules:	<p>Programmes: The module is not applicable for other programmes.</p> <p>Modules: The module builds upon the basic knowledge in economics provided in the first- and second-year mandatory courses. Applying and extending the methods from Economics I – III, the courses focus on specific topics in business, economics, and society and student can choose according to their interest. The module strengthens and emphasizes economic reasoning by providing various real-world applications. Moreover, the application of scientific economic tools prepares students for further education in Master Programmes.</p>

Workload Allocation:	90 h total student´s workload, thereof:			
	Classes		18 h	
	Pre-reading and wrap-up		20 h	
	Exercises and homework		18 h	
	Group work/presentations		16 h	
	Exam and exam preparation		18 h	
	Grading:	90 Examination Points		
Kind of Examination		Related Course	Points	Team Grading (TG) / Individual Grading (IG)
Presentation		Health Economics	30	TG
Written Exam		Health Economics	60	IG
Written Exam		International Economics	90	IG
Presentation		Law & Economics	30	TG
Written Exam		Law & Economics	60	IG
Evaluated Exercise		Real-Estate Economics	30	TG
Written Exam		Real-Estate Economics	60	IG
Presentation		Management Decision Making	20	TG
Evaluated Exercise		Management Decision Making	10	IG
Written Exam		Management Decision Making	60	TG
Information on Papers, Allocation of Subjects & Groups, Homework etc.:		In the beginning of the courses, students will receive assignments to be worked on in groups. The groups will be formed at the beginning of the course.		
	Lecture and assignments in small groups. Lecture material is available online. Presentations are based on academic papers. Student presentations may be delivered during the lectures or take place in a separate block session.			
	Students of the full-time programme elect one out of the courses listed above.			
	Students of the part-time programme have to take the course Management Decision Making.			

1. Course:	Health Economics	Course No. L-ECO3-014
Instructor/-s:	Prof. Benjamin Bental, PhD	

Guest Speaker/-s:	None
Contact:	bbental@econ.haifa.ac.il
ECTS:	3
Number of Sessions:	12
Language:	English
Course Description:	<p>In all developed economies, the health-care industry is by far the single largest sector, typically exceeding 10% of GDP. How societies choose to provide and pay for health care has large direct welfare impacts on consumers and producers in that sector, and also affects overall national economic performance.</p> <p>The course uses standard methods from microeconomics to investigate the peculiarities of the health-care system and the role of government in it. A better understanding of the underlying mechanisms is necessary for consumers (patients), providers (doctors and hospitals), insurers (in the German context, the public and private health maintenance organizations) and government officials. Every cognizant participant in the system needs to gain insight about how health care functions in order to assess the implications of different systemic designs and associated policies. Accordingly primary goals of the course will be to (i) master different economic techniques in the context of health care markets and (ii) learn about institutional details and policies relevant to those markets.</p> <p>Topics will include:</p> <ul style="list-style-type: none"> • Basic Statistics in International Perspective • Health and Production: An Aggregate Approach • Health Insurance: Demand and Supply in Perfect Markets • Market Failures in the Health Insurance System • Government Provision of Health Insurance • Some Measures of Medical Cost-Effectiveness • Organization of the German Health-Care System <p>This course enables the students understand the context of management decisions in the health sector. After completion, students will</p> <ul style="list-style-type: none"> • understand the mechanisms of market failures in the health sector, • know the mechanism of adverse selection in health insurance contracts, • know how moral hazard can result from health insurance contracts, • understand the implication of information asymmetries in the patient – doctor relationship, • have a solid overview of the regulatory response with a special focus on the German context. • have improved their presentation and discussion skills by preparing their own presentations on academic papers and/or problem sets related to the topics of the course.
Required Readings:	Breyer, F., Zweifel, P., Kifmann, M. (2005). Health Economics (5 th ed.). Springer.

Further Recommended Readings:	Zweifel, P., Eisen, R. (2002). Versicherungsökonomie, 2. Aufl. Springer.
Pedagogy:	Lecture and student presentations.

2. Course:	International Economics	Course No.	L-ECO3-023
Instructor/-s:	Prof. Dr. Jan-Christoph Rülke		

Guest Speaker/-s:	None
Contact:	jan-christoph.ruelke@ebs.edu
ECTS:	3
Number of Sessions:	12
Language:	English
Course Description:	<p>Course outline:</p> <ul style="list-style-type: none"> • International trade, theory and empirical developments • Gains and losses from trade • Arrangements for treaties in international trade • Fundamentals of tariffs and non-tariff systems • Trade and the environment • Trade policies for developing countries • Modalities of international payments • Management of foreign exchange rate risks • Foreign exchange and international financial markets • Government policies toward the foreign exchange market • Policy decisions about the exchange rate system <p>After successful completion of the course, students</p> <ul style="list-style-type: none"> • are familiar with the development of international trade both in absolute dimensions and in relation to respective GDP's in important countries of the world, • are acquainted with the legal and economic structure of international treaties, • know different tariff systems and are familiar with non-tariff arrangements, • understand the procedures of banks in the handling of international payments, • know risks of exchange rate variations and their effects on the economic outcome of international trade flows. They are also informed about the usual procedures of hedging those risks, • can evaluate the economic meaning and consequences of developments in the balance of payments, • are informed about different historical exchange rate systems and the actual alternatives.

Required Readings:	Krugman, P. R.; Obstfeld, M.; Melitz, M. J. (2014). International Economics, 10th ed. Pearson Education
Further Recommended Readings:	Feenstra, R., Taylor, A., (2017) International Economics, 4th ed. (Paperback), Pugel, T. (2016). International Economics (16 th ed.). McGraw Hill.
Pedagogy:	Lecture

3. Course:	Law & Economics	Course No. L-ECO3-015
Instructor/-s:	Elena Jarocinska, PhD	

Guest Speaker/-s:	None
Contact:	elena.jarocinska@ebs.edu
ECTS:	3
Number of Sessions:	12
Language:	English
Course Description:	<p>Law and economics is currently one of the fastest-growing interdisciplinary subjects. It uses standard economic tools to explain laws and legal institutions. Law and economics asks such questions as: "When is private ownership efficient?"; "What is the optimal patent term?"; "How to design remedies for breach of contract?" or "What is the best way to regulate accidents?".</p> <p>This course introduces students to the fundamentals of law and economics. We will cover the four key areas of law: property law, contract law, liability law, legal process and criminal law.</p> <p>Prior knowledge of specific legal fields or methods employed is not required, as there will be a short review of concepts where necessary.</p> <p>This course enables the students to study law questions from the economic perspective. After having successfully completed this course, students will</p> <ul style="list-style-type: none"> • Understand basic economic concepts that are used in Law and economics, e.g. the Coase theorem, transaction costs, efficiency; • be able to not simply mix economic and law knowledge, but to apply economic methods to real problems of 'law in action'; • be able to combine the law and the economic perspective, • understand the importance of interdisciplinary thinking, • improve their presentation and discussion skills by preparing their own presentations on academic papers related to the topics of the course.
Required Readings:	Cooter, R., Ulen, T. (2014). Law and Economics (6 th ed.). Pearson New International Edition (or earlier editions)
Further Recommended Readings:	Miceli, T. (2008) The Economic Approach to Law, 2d Edition. Posner, R. (2007) An Economic Analysis of Law. 7th Edition
Pedagogy:	Lecture and student presentations in small groups.

4. Course:	Real-Estate Economics	Course No. L-REM3-020
Instructor/-s:	Prof. Dr. Jan Mutl, PhD	

Guest Speaker/-s:	None										
Contact:	jan.mutl@ebs.edu										
ECTS:	3										
Number of Sessions:	12										
Language:	English										
Course Description:	<p>The real estate economics course provides a basic understanding of economic forces that affect the real estate markets. The aim is to provide students with theoretical tools to understand how real estate markets function and interact with the rest of the economy, as well as the ability to interpret the role of real estate in events such as the recent financial crises in 2008.</p> <p>The course will consist of the following components:</p> <table> <tr> <td>1. Introduction to Real Estate Markets</td><td>(1 x 90 min)</td></tr> <tr> <td>2. Urban Economics</td><td>(2 x 90 min)</td></tr> <tr> <td>3. Microeconomic Analysis of Property Markets</td><td>(3 x 90 min)</td></tr> <tr> <td>4. Macroeconomic Analysis of Property Markets</td><td>(3 x 90 min)</td></tr> <tr> <td>5. Case Studies Presentations</td><td>(3 x 90 min)</td></tr> </table>	1. Introduction to Real Estate Markets	(1 x 90 min)	2. Urban Economics	(2 x 90 min)	3. Microeconomic Analysis of Property Markets	(3 x 90 min)	4. Macroeconomic Analysis of Property Markets	(3 x 90 min)	5. Case Studies Presentations	(3 x 90 min)
1. Introduction to Real Estate Markets	(1 x 90 min)										
2. Urban Economics	(2 x 90 min)										
3. Microeconomic Analysis of Property Markets	(3 x 90 min)										
4. Macroeconomic Analysis of Property Markets	(3 x 90 min)										
5. Case Studies Presentations	(3 x 90 min)										
Required Readings:	Miller, N., Geltner, D. (2007). Commercial Real Estate: analysis and investments, 2 nd ed., Thomson South-Western.										
Further Recommended Readings:	<p>DiPasquale, D., Wheaton, W.C. (1996) Urban Economics and Real Estate Markets, Prentice Hall.</p> <p>Rottke, N.B., Voigtländer, M. (2011). Immobilienwirtschaftslehre, Band II: Immobilienökonomie, Köln: Immobilien Manager Verlag.</p>										
Pedagogy:	Lectures and case studies										

5. Course:	Management Decision Making	Course No. L-ECO3-039
Instructor:	Dr. Peter Wachendorff	

Contact:	pw@pmwachendorff.de
ECTS:	3
Number of Sessions:	12
Language:	English
Course Description:	<p>The privately owned company is the success model of the Western world. It is little short of a miracle how effective, profitable, innovative, and well organized modern companies are. This success is based on the decisions made by a group of people running the company; the managers. On the one hand, decision theory aims at providing us with the basics on how these decisions are derived. On the other hand, many management decision models have been developed to support managers in</p>

	<p>their decisions on organization, strategy, innovation, development, motivation, quality, efficient processes, power and discipline.</p> <p>Ensuring efficient managerial decision making in companies is of utmost importance for entrepreneurs in general and start-ups in particular. In the initial phase of starting a new business an entrepreneurial decision-making logic shows positive effects on performance. The entrepreneurial logic is characterized by experimentation and flexibility. As the venture is growing a more managerial logic is necessary to successfully make decisions. Planning and goal orientation are getting more important to lead the complex organization. Furthermore, to achieve funds from stakeholders a managerial approach inspires trust in the founder's skills.</p> <p>This course connects decision theory and management decision models. It enables students understand the big tasks of management and how they can be achieved in an efficient way. Students learn the concepts of management decision models, their connection to decision theory, major management principles and their importance for organization and decision making in companies. Thereby, they become familiar with both theory-based and practical methods for strategic decision making.</p>
Required Readings:	Liker, J. (2004). The Toyota Way, McGraw Hill. Kaplan, R.S., (1996). The Balanced Scorecard, Harvard University School Press.
Further Recommended Readings:	<p>Cooper, R.G. (2011). Winning at New Products, Basic Books. Deming, W.E., (1982). Out of the Crisis, MIT Press.</p> <p>Laraia, A. C., Moody, P.E., (1999). The Kaizen Blitz: Accelerating Breakthroughs in Productivity and Performance, John Wiley & Sons.</p> <p>Niccolo Machiavelli (2004): The Art of War and the Prince (2004), Pan Macmillan.</p> <p>St. Benedict of Nursia (2012): The Rule of St. Benedict, Aziloth Books.</p>
Pedagogy:	The course comprises lectures and student presentations in small typically international groups of 3-4 members. Parts of the lectures will follow the flipped classroom approach. Some lectures will have specific pre-reading tasks and foster open discussions and discourses. Lectures are based on slideshow presentations with video elements.

Name of Module:	Studium Universale III – Intake 2016	Module No. M-PHI3-002
Module Owner:	Prof. Dr. Richard Raatzsch	

Contact:	richard.raatzsch@ebs.edu
Programme/-s of Study:	Bachelor in General Management
Specialisation/Major:	-
Mandatory/Elective:	Mandatory
Semester:	Fall Term, Semester 5
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	2
Prerequisites:	-

<p>Contribution to Programme Learning Goals and Objectives:</p>	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> • Discussing the main ethical outlooks and elucidating them by way of cases will enable students to recognize and to treat ethical conflicts in business contexts. <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> • By way of discussing cases, students learn to detect ethical conflicts in practice, and how to approach them. <p>Graduates will be capable of working in an international environment</p> <p>On successful completion of this module graduates are capable of working in multicultural teams (LO 5)</p> <ul style="list-style-type: none"> • By discussing cases from different historical periods and cultures, students acquire the capability to apply ethical outlooks to essentially different cultural environments. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning processes (LO 7)</p> <ul style="list-style-type: none"> • Due to the inherently critical nature of ethical thinking, acquiring ethical capabilities includes acquiring abilities to analyse and critically self-assess their own situation • By acquiring a higher lever of mastery regarding ethical thinking students will be able to also master personal challenges during their educational periods. <p>Graduates will have the foundation for becoming a responsible leader in an uncertain rapidly changing world</p> <p>On successful completion of this module graduates are able to recognise and discuss the ethical dilemmas inherent in many business decisions and take a stand (LO 8)</p> <ul style="list-style-type: none"> • Since behaving ethically is an important condition to be a good leader, by studying ethics students learn important parts of what it means to behave ethically. <p>On successful completion of this module graduates are able to handle conflicts constructively (LO 10)</p> <ul style="list-style-type: none"> • Since ethics is by nature a critical disciplin, and since criticism is a form of conflict, learning ethics is a training in detcting necessary conflicts and in dealing with them in a fruitful way.
<p>Relation to other Programmes/Modules:</p>	<p>Programmes: The module is not applicable for other programmes.</p> <p>Modules: The module is related to “Business and Society”, “Economics” and “Strategy”. But it also frequently uses examples from other areas of management science.</p>

Workload Allocation:	60 h total student´s workload, thereof: <table><tr><td>Classes</td><td>16 h</td></tr><tr><td>Reading and discussion</td><td>24 h</td></tr><tr><td>Take Home Exam</td><td>20 h</td></tr></table>	Classes	16 h	Reading and discussion	24 h	Take Home Exam	20 h						
Classes	16 h												
Reading and discussion	24 h												
Take Home Exam	20 h												
Grading:	60 Examination Points <table><tr><th>Kind of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading (TG) / Individual Grading (IG)</th></tr><tr><td>Take-Home Exam</td><td>Complete module</td><td>40</td><td>IG</td></tr><tr><td>Class Participation</td><td>Complete module</td><td>20</td><td>IG</td></tr></table>	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)	Take-Home Exam	Complete module	40	IG	Class Participation	Complete module	20	IG
Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)										
Take-Home Exam	Complete module	40	IG										
Class Participation	Complete module	20	IG										
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	Further information about the class participation will be provided in due time.												

1. Course:	Foundations of Ethics	Course No. L-PHI3-004
Instructor/-s:	Prof. Dr. Richard Raatzsch	

Guest Speaker/-s:	None
Contact:	Richard.raatzsch@ebs.edu
ECTS:	2
Number of Sessions:	9
Language:	English
Course Description:	<p>The aim of the course is to teach the foundations of general ethics and governance ethics (business and economic ethics).</p> <p>Starting with case studies the students learn how a systematic reflection of ethical topics helps to make clear decisions even when facing border cases or conflicting goals. In order to lay a foundation for ethical decision making, the main ethical systems are introduced and discussed. The examples used are mostly taken from the professional context and especially reflect situations in leadership. The course aims at personality formation through ethical reflection.</p> <p>After completion of the module the participants are able to analyse complex states of affairs within broad contexts, including ethical components, to embed their own specific knowledge into professional communication and to see and make use of transdisciplinary relations of one topic to the other.</p>
Required Readings:	A reader of the required readings will be provided via campusnet. Geuss, R., (2005) Outside Ethics, Princeton UP

	Scanlon, T. (1998). What We Owe to Each Other, Cambridge, London.
Further Recommended Readings:	-
Pedagogy:	Lecture, interactive, short essays during class (starting around the 4 th lecture, and used as part of the evaluation of class room participation).

Name of Module:	Advanced Corporate Finance	Module No. M-FIN3-053
Module Owner:	Prof. Ulrich Hommel, PhD.	

Contact:	ulrich.hommel@ebs.edu/ben.woods@ebs.edu
Programme/-s of Study:	Bachelor in General Management
Specialisation/Major:	-
Mandatory/Elective:	Elective
Semester:	Fall Term, Semester 5
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	Investments I, II and Finance III (Corporate Finance)
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO1)</p> <ul style="list-style-type: none"> By attending lectures and completing assignments, students will have gained an understanding of the core theories, principles, and methods of corporate finance and will have shown an ability to apply that knowledge to analyse problems relating to venture valuation, financial portfolios and instruments. <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> By completing realistic, relevant, and challenging assignments in class, students will have demonstrated the ability to draw upon their knowledge in a practical context. <p>Graduates will be capable of working in an international environment</p> <p>On successful completion of this module graduates demonstrate good written and oral communication skills in English (LO 4)</p> <ul style="list-style-type: none"> By completing written assignments and finance-specific presentations, students will have demonstrated good communication skills. <p>Graduates will have well-developed critical thinking skills</p>

	<p>On successful completion of this module graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6)</p> <ul style="list-style-type: none"> Through their work on real-life venture valuation cases, students will have learned to identify and evaluate relevant information using spreadsheet modelling methods to derive meaningful answers. <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning processes (LO7)</p> <ul style="list-style-type: none"> By working independently to solve loosely-bounded problems, students will have demonstrated their ability to direct their own learning process. <p>Graduates will have the foundation for becoming a responsible leader in an uncertain rapidly changing world</p> <p>On successful completion of this module graduates are able to recognise and discuss the ethical dilemmas inherent in many business decisions and take a stand (LO 8)</p> <ul style="list-style-type: none"> By contributing to in-class discussions and through their work on real-world problems, students will have demonstrated the ability to recognize ethical dilemmas and will possess the skills and confidence to articulate their opinions on such matters. Students become acquainted with how a corporate finance function is institutionalized and how the finance function is linked to company strategy formulation and, thereby, product as well as financial market dynamics. 								
Relation to other Programmes/Modules:	<p>Programmes: The module is not applicable for other programmes.</p> <p>Modules: The module builds on the valuation techniques covered in the basic corporate finance course (3rd semester). The module covers conceptual linkages to corporate strategy.</p>								
Workload Allocation:	<p>180 h total student's workload, thereof:</p> <table border="1"> <tr> <td>Classes</td><td>36 h</td></tr> <tr> <td>Pre-reading & wrap up</td><td>33 h</td></tr> <tr> <td>Exercises</td><td>35 h</td></tr> <tr> <td>Case studies & Presentations</td><td>76 h</td></tr> </table>	Classes	36 h	Pre-reading & wrap up	33 h	Exercises	35 h	Case studies & Presentations	76 h
Classes	36 h								
Pre-reading & wrap up	33 h								
Exercises	35 h								
Case studies & Presentations	76 h								

Grading:	180 Examination Points			
	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)
	Class Participation	Strategic Corporate Finance	15	TG
	Essay	Strategic Corporate Finance	50	IG
	Oral Exam	Strategic Corporate Finance	25	TG
	Class Participation	Venture Valuation	15	IG
	Case Study	Venture Valuation	75	TG
Information on Papers, Allocation of Subjects & Groups, Homework etc.:				
<p>For Strategic Corporate Finance course, student work will involve literature analysis, interaction with practitioners, case study analysis and group presentations throughout the teaching period.</p> <p>For the Venture Valuation course, students will be given a real-life valuation case involving the structuring of a LBO transaction in teams. Each team will analyze the case and present its case solution on the presentation day.</p>				

1. Course:	Strategic Corporate Finance	Course No. L-FIN3-082
Instructor/-s:	Prof. Ulrich Hommel, PhD	

Guest Speaker/-s:	Tbd
Contact:	ulrich.hommel@ebs.edu/ben.woods@ebs.edu
ECTS:	3
Number of Sessions:	12
Language:	English
Course Description:	<p>Part I of the module takes a more holistic view of corporate finance and studies the linkage between corporate strategy and the financing of companies. Issues to be discussed are:</p> <ul style="list-style-type: none"> a. the organization of the finance function, specifically the expansion of the CFO's responsibilities within a corporate organization; b. the linkage between corporate strategy and corporate financing, especially in the context of creating and managing corporate risk exposures; c. the impact of market dynamics on a company's financial policy (product as

	<p>well as financial markets);</p> <p>d. choosing the portfolio of financing sources with special reference to alternative financing options (e.g. private equity, hedge funds, ABS);</p> <p>e. the impact of technological innovation on financial policy (e.g. digitalization);</p> <p>f. interaction (and potential tradeoffs) between capital market orientation in corporate financing and corporate social responsibility.</p>
Required Readings:	Hommel,U. et al.,(2011) The Strategic CFO, Springer, Additional required readings will be specified in the syllabus.
Further Recommended Readings:	Will be announced in due time
Pedagogy:	Lecture, Group Discussions, Presentations

2. Course:	Venture Valuation	Course No. L-FIN3-083
Instructor/-s:	Maximilian W. Weißenrieder	

Guest Speaker/-s:	None
Contact:	Ben Woods (ben.woods@ebs.edu)
ECTS:	3
Number of Sessions:	12
Language:	English
Course Description:	<p>Part II of the module focuses on corporate valuation techniques and applications. The course consists of three sessions, a two-day interactive lecture session and a case-study session. During the two-day interactive lecture session, students will be introduced to valuation techniques used to value businesses as well as the corresponding Excel modeling techniques. Students will subsequently work on a real-life valuation case involving the structuring of an integrated financial business plan and subsequent valuation. Each student will complete the financial model and valuation during the session and submit their .xls-files at the end via USB stick. While working on the case, structured mentoring will help students to master the challenge.</p> <p>Upon successful completion, students should have gained the practical knowledge and skills required for valuing companies.</p> <p>From our guest lecturer, Mr. Weißenrieder, the students will get a short introduction to Citigroup, overview of global M&A markets and key trends, corporate finance valuation overview and venture valuation, introduction to financial modeling (operating and valuation models), and get a hand in building an operating and venture valuation model from scratch on their own.</p> <p>The case study will be about a venture valuation of a real case, which includes preparation of an operating financial model and a valuation model.</p> <p>The number of students admitted to this course is strictly limited to a maximum of 30.</p>
Required Readings:	Damodaran, A. (2012) Investment Valuation, Wiley,

	Further course materials will be distributed via campusnet
Further Recommended Readings:	Further readings may be assigned during the course.
Pedagogy:	Lecture. Case Study

Name of Module:	Banking and Capital Markets	Module No. M-FIN3-006
Module Owner:	Prof. Jan Mutl, PhD	

Contact:	puriya.abbassi@gmail.com
Programme/-s of Study:	Bachelor in General Management (BSc)
Specialisation/Major:	-
Mandatory/Elective:	Elective
Semester:	Fall Term, Semester 5 or Spring Term, Semester 6
Module Duration:	1 Semester
Frequency:	Half-yearly
ECTS:	6
Prerequisites:	Module Economics III, Course Macroeconomics Students who have not attended the course, can find the respective knowledge in: Gärtner, M. (2009). Macroeconomics, Pearson Education
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> This module makes students acquainted to the major issues in the financial system concerning banking, other financial institutions and financial markets by providing a solid understanding of the functioning of the different types of financial markets and financial institutions. It provides and explains to the students the most relevant theories of financial intermediation and related issues so that they are able to apply them in a business decision making context. <p>On successful completion of this module graduates understand technology and its impact on both individuals and organisations (LO 3)</p> <ul style="list-style-type: none"> The module provides the students the quantitative tools that are necessary to perform risk analyses. Furthermore, this module provides students with the main concepts in banks' risk management and discusses the role of central banks in particular and the financial sector in general. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific</p>

	<p>methods (LO 6)</p> <ul style="list-style-type: none">After the completion of the module students will understand the functioning of the various financial markets and institutions, know about their interrelation, are acquainted with the main principles of financial management of banks and are aware of the implications of a changing regulatory framework. The students will be equipped with the necessary theoretical as well as quantitative tool to asses the impact of changing environment in the context of a risk analysis.												
Relation to other Programmes/Modules:	<p>Programmes: The module is not applicable for other programmes.</p> <p>Modules: Builds on the learning of the mandatory course Macroeconomics. The module belongs to the rather strong area of Finance and is related to other electives in Finance like f. ex. International Financial Management.</p>												
Workload Allocation:	<p>180 h total student´s workload, thereof:</p> <table><tr><td>Classes:</td><td>36 h</td></tr><tr><td>Cases Studies & Presentations:</td><td>70 h</td></tr><tr><td>Reading & Exercises:</td><td>44 h</td></tr><tr><td>Exam & Exam Preparation:</td><td>30 h</td></tr></table>	Classes:	36 h	Cases Studies & Presentations:	70 h	Reading & Exercises:	44 h	Exam & Exam Preparation:	30 h				
Classes:	36 h												
Cases Studies & Presentations:	70 h												
Reading & Exercises:	44 h												
Exam & Exam Preparation:	30 h												
Grading:	<p>180 Examination Points :</p> <table><tr><th>Kind of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading (TG) / Individual Grading (IG)</th></tr><tr><td>Presentation</td><td>Complete module</td><td>90</td><td>TG</td></tr><tr><td>Written Exam</td><td>Complete module</td><td>90</td><td>IG</td></tr></table>	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)	Presentation	Complete module	90	TG	Written Exam	Complete module	90	IG
Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)										
Presentation	Complete module	90	TG										
Written Exam	Complete module	90	IG										
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	<p>Project groups are assigned in the first lectures. The students will work in the groups on a take-home project and will present the results.</p>												

1. Course: Money, Banking, and Financial Markets

Course No. L-FIN3-047

Instructor/-s: Dr. Puriya Abbassi

Guest Speaker/-s:	Tba
Contact:	puriya.abbassi@gmail.com
ECTS:	3
Number of Sessions:	12
Language:	English
Course Description:	After attending this course students have a detailed overview of the financial system

	and its functions. They will have a clear understanding of the function of the major financial markets, banks and other financial intermediaries in lending and borrowing. Student learn about the different types of banks and banking activities, and the structure of the banking sector. The course makes students also acquainted to the functions and roles of central banks and of the legal and regulatory framework governing the financial system.
Required Readings:	Mishkin, F. S., Eakins, S. G. (2008). Financial Markets and Institutions (6 th international ed.). Amsterdam: Addison-Wesley Longman.
Further Recommended Readings:	Howells, P., Bain, K. (2008). The Economics of Money, Banking and Finance, (4 th ed.). Prentice Hall. Fabozzi, F. J., Modigliani, F., Jones F. J. (2009). Foundations of Financial Markets and Institutions (4 th ed.). Pearson Education.
Pedagogy:	Lecture

2. Course:	Capital Markets: Institutions, Pricing and Risk Management Course No. L-FIN3-009
Instructor/-s:	Dr. Puriya Abbassi

Guest Speaker/-s:	Tba
Contact:	puriya.abbassi@gmail.com
ECTS:	3
Number of Sessions:	12
Language:	English
Course Description:	This course focuses on return and risk and their sources. Students will learn to measure and manage the risks a modern FI is facing while performing their core businesses in broader financial markets. After completion, students will be able to relate ways in which the managers of modern FIs can expand return with a managed level of risk to achieve the best, or most favorable, return-risk outcome for FI owners. The course is highly quantitative and model-based in many of its core areas.
Required Readings:	Saunders, A., Cornett, M Financial Markets and Institutions: A Modern Perspective. (6 th ed.). Irwin: McGraw-Hill.
Further Recommended Readings:	Grinnblatt, M., Titman, S. (1998). Financial Markets and Corporate Strategy. McGraw-Hill. Hull, J. (2007). Risk Management and Financial Institutions (1 st ed.). Pearson. MacKinlay, A. C. (1997). Event Studies in Economics and Finance. Journal of Economic Literature 35, 13-39.
Pedagogy:	Lecture

Name of Module: Brand Management Operations and Market Communication Module No. M-MKT3-027

Module Owner: Prof. Dr. Roland Mattmüller

Contact:	roland.mattmueller@ebs.edu
Programme/-s of Study:	Bachelor in General Management
Specialisation/Major:	-
Mandatory/Elective:	Elective
Semester:	Fall Term, Semester 5
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	None
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> • The module is offered in collaboration with partner companies, who supplement the lecture with real business cases, which the students will work on. Students learn to apply strategic brand management strategies when innovating new products, apply multi- and omnichannel management tools to enhance customer engagement with the respective products. • Students can apply a consumer focus when introducing new products to an existing product line, chose effective communication channels and apply appropriate communication skills when exchanging ideas with company representatives. <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> • Students are provided with necessary concepts and frameworks regarding communicational tools, which companies would also use to get in touch with their customers. • During the course students can apply their ideas on real-life business cases and directly transfer their knowledge into practice, when collaborating with partner companies to solve the business challenges. <p>Graduates will be capable of working in an international environment</p> <p>On successful completion of this module graduates demonstrate good written and oral communication skills in English (LO 4)</p> <ul style="list-style-type: none"> • Students can demonstrate good written and oral communication skills in English by working within internationally diverse teams, presenting their results during presentations and writing a written exam at the end of the module.

	<ul style="list-style-type: none"> Moreover, after completion of the module students improve their presentation skills and exercise themselves in giving constructive feedback <p>On successful completion of this module graduates are capable of working in multicultural teams (LO 5)</p> <ul style="list-style-type: none"> Students take part in a business game and work on different case studies within different and cultural diverse teams. The case studies challenge students to develop innovative products and develop solutions in teams. Students can work in teams to develop business and marketing plans for their innovative ideas. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning processes (LO 7)</p> <ul style="list-style-type: none"> Based on the business game and case studies given to the students within the module, students will improve their critical thinking skills, develop own ideas to solve real-life business challenges and develop solutions independently as well as within their groups. Students can independently solve problems and direct their own learning process by engaging in the different exercise and discussions during class and within their teams. <p>Graduates will have the foundation for becoming a responsible leader in an uncertain rapidly changing world</p> <p>On successful completion of this module graduates can identify business opportunities (LO 9)</p> <ul style="list-style-type: none"> Students are knowledgeable in the fields of managing brands and communication strategies and understand the important requirements and challenges of both areas. They can make profound managerial decisions with respect to strategic and operational marketing activities. <p>The module "#Brandmanagement and -Communication" has the objective of providing a detailed overview of two very important fields of marketing, namely Brandmanagement and Market Communication. The module covers these two fields and embeds relevant topics of Brandmanagement and Market Communication in economical contexts.</p>								
Relation to other Programmes/Modules:	<p>Programmes: This module is not applicable for other programmes.</p> <p>Modules: The elective is related to the marketing modules in semester 1 and 3</p>								
Workload Allocation:	<p>180 h total student's workload, thereof:</p> <table border="1"> <tr> <td>Classes</td><td>24 h</td></tr> <tr> <td>Wrap up</td><td>45 h</td></tr> <tr> <td>Presentation preparation</td><td>75 h</td></tr> <tr> <td>Exam and exam preparation</td><td>36 h</td></tr> </table>	Classes	24 h	Wrap up	45 h	Presentation preparation	75 h	Exam and exam preparation	36 h
Classes	24 h								
Wrap up	45 h								
Presentation preparation	75 h								
Exam and exam preparation	36 h								

Grading:	180 Examination Points			
	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)
	Presentation I	Brand Management Operations	60	TG
	Presentation II	Market Communication	60	TG
	Written Exam	Complete module	60	IG
Information on Papers, Allocation of Subjects & Groups, Homework etc.	<p>The course Brand Management Operations requires students to identify a white spot in the market, develop an innovative product and prepare a business plan including an appropriate marketing procedure for the product launch. The results of this task will be presented including different aspects of the business plan. Each group will present their ideas.</p> <p>In the course Market Communication students are taught traditional and new communication concepts and asked to develop innovative and disruptive communication ideas for practical case examples from partner companies.</p>			

1. Course: **Brand Management Operations**Course No. **L-MKT3-046**Instructor/-s: **Prof. Dr. Roland Mattmüller / N.N.**

Guest Speaker/-s:	Various representatives of the company Henkel AG & Co. KGaA
Contact:	fabian.schmitz@ebs.edu
ECTS:	3
Number of Sessions:	12
Language:	English
Course Description:	<p>Within the course, Brand Management Operations students are introduced to brand management and a business game provided by Henkel. The business game focuses on innovation, creativity, and business know-how. Students will team-up as part of the business game to develop a business plan for a new, imaginary product for one of Henkel's brands, which must be created by the students themselves. The students will then present their brand extension ideas to the lecturer, who will select the top groups to showcase their brand extension ideas in front of representatives of Henkel.</p> <p>Additionally, the course Brand Management Operations includes an introductory part, during which theoretical and practical knowledge in the field of concept writing and managing brands will be presented to the students. These introductory sessions will recap basic and deep-grounded concepts and theories that help students understand customer feedback to promotion impulses and provide them with the necessary 'toolbox' enabling them to act as brand managers for their fictive product.</p> <p>After completion, students know the importance of brands for strategic and operative marketing. Through this course, they learn how to exploit consumer psychological responses to different branding approaches and get to know the strategic options to market brands. Furthermore, they become acquainted with the development of a</p>

	business plan which contributes to the students' formation of management skills with respect to strategic and operational Brand Management. Additionally, the group work trains students in being able to inspire their team members, deliver results beyond expectations and act professionally in front of top management company representatives.
Required Readings:	<p>Cravens, D. W., & Piercy, N. (2006). Strategic marketing (Vol. 7). New York: McGraw-Hill.</p> <p>Kapferer, J. N. (2012). The new strategic brand management: Advanced insights and strategic thinking. Kogan page publishers.</p> <p>Kotler, P., & Gertner, D. (2002). Country as brand, product, and beyond: A place marketing and brand management perspective. Journal of brand management, 9(4), 249-261.</p> <p>Mattmueller, R., & Boettcher, F. (2017). Orientation Phases in Marketing and the Integrated Process-Oriented Marketing Approach - An introduction. Institut fuer Marketing-Management und -Forschung e.V.</p> <p>Schmitt, B. H., & Rogers, D. L. (2008). Handbook on Brand and Experience Management. Edward Elgar.</p> <p>Verhoef, P. C., Lemon, K. N., Parasuraman, A., Roggeveen, A., Tsiros, M., & Schlesinger, L. A. (2009). Customer experience creation: Determinants, dynamics and management strategies. Journal of retailing, 85(1), 31-41.</p>
Further Recommended Readings:	<p>Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media. Business horizons, 53(1), 59-68.</p> <p>Kotler, P., & Pfoertsch, W. (2006). B2B brand management. Springer Science & Business Media.</p> <p>Mattmueller, R., & Zuberer, J. (2017). Strategic Business Fields. Institut fuer Marketing-Management und -Forschung e.V.</p> <p>Neslin, S. A., Grewal, D., Leghorn, R., Shankar, V., Teerling, M. L., Thomas, J. S., & Verhoef, P. C. (2006). Challenges and opportunities in multichannel customer management. Journal of Service Research, 9(2), 95-112.</p>
Pedagogy:	Lecture, Business Game, group work.

2. Course: **Market Communication**Course No. **L-MKT2-003**Instructor/-s: **Prof. Dr. Roland Mattmüller**

Guest Speaker/-s:	Guest Lecturers of different partner companies
Contact:	fabian.schmitz@ebs.edu
ECTS:	3
Number of Sessions:	12
Language:	English
Course Description:	<p>The course Market Communication aims at providing students with an understanding and appreciation of customer-cantered communication measures.</p> <p>Areas of study include:</p> <ul style="list-style-type: none"> - Introduction to Market Communication

	<ul style="list-style-type: none"> - Theoretical Frameworks and Communication Concepts - Forms of Market Communication - Managing Market Communication - Advertising Design - The lectures will be separated into theoretical basics and practical insights, provided by well-known practitioners from the field. Further, students will have to show their ability to strategically develop and design marketing communication measures, which will be presented (Presentation II).
Required Readings:	<p>Belch, G. E., & Belch, M. A. (2004). Advertising and Promotion: An Integrated Marketing Communications Perspective, 6 Th. New York: NY: McGraw-Hill.</p> <p>Chernev, A. (2014). Strategic marketing management. Cerebellum Press.</p> <p>De Pelsmacker, P., Geuens, M., & Van den Bergh, J. (2007). Marketing communications: A European perspective. Pearson education.</p> <p>Kitchen, P. J., & Burgmann, I. (2010). Integrated marketing communication. John Wiley & Sons, Ltd.</p> <p>Mattmüller, M. & Boettcher, F. (2010). Orientation phases in marketing and the Integrated Process-Oriented Marketing Approach: An introduction. Unpublished working paper.</p> <p>Masterson, R., & Pickton, D. (2010). Marketing: an introduction. Sage Publications.</p> <p>Verhoef, P. C., Kannan, P. K., & Inman, J. J. (2015). From multi-channel retailing to omni-channel retailing: introduction to the special issue on multi-channel retailing. Journal of retailing, 91(2), 174-181.</p> <p>Wilmschurst, J., & Mackay, A. (2002). The fundamentals and practice of marketing. Routledge.</p> <p>Wilson, R. M., & Gilligan, C. (2012). Strategic marketing management. Routledge.</p>
Further Recommended Readings:	<p>De Pelsmacker, P., Geuens, M., & Anckaert, P. (2002). Media context and advertising effectiveness: The role of context appreciation and context/ad similarity. Journal of Advertising, 31(2), 49-61.</p> <p>Geuens, M., De Pelsmacker, P., & Fasseur, T. (2011). Emotional advertising: Revisiting the role of product category. Journal of Business Research, 64(4), 418-426.</p> <p>Hennig-Thurau, T., Malhotra, E. C., Frieger, C., Gensler, S., Lobschat, L., Rangaswamy, A., & Skiera, B. (2010). The impact of new media on customer relationships. Journal of service research, 13(3), 311-330.</p> <p>Klewes, J., Popp, D., & Rost-Hein, M. (2017). Digital Transformation and the Challenges for Organizational Communications: An Introduction. In Out-thinking Organizational Communications (pp. 1-6). Springer International Publishing.</p> <p>Stauss, B. (2000). Using new media for customer interaction: a challenge for relationship marketing. In Relationship marketing (pp. 233-253). Springer Berlin Heidelberg.</p>
Pedagogy:	Lecture, Case Studies, Presentations, Group Work.

Name of Module:	Entrepreneurship	Module No. M-STR3-003
Module Owner:	Prof. Dr. Diane Robers	

Contact:	florian.bayer@ebs.edu
Programme/-s of Study:	Bachelor in General Management
Specialisation/Major:	-
Mandatory/Elective:	Elective
Semester:	Fall Term, Semester 5 or Spring Term, Semester 6
Module Duration:	1 Semester
Frequency:	Half-yearly
ECTS:	6
Prerequisites:	None
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> • Guest lecturers will give real-life insights into practical application and implementation of theories and procedures. • The students apply the theories, principles and methods taught in class in group exercises and the exam. <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> • Guest lecturers present their first-hand experiences to the students and show how the theory is linked to real-world problems. By discussions students will actively participate and can address potential lacks of understanding. • In small group works the guest lecturer will confront the students with real problems from their business life and give feedback on their decisions. <p>Graduates will be capable of working in an international environment</p> <p>On successful completion of this module graduates are capable of working in multicultural teams (LO 5)</p> <ul style="list-style-type: none"> • In class exercises and case-studies foster teamwork. The groups are assigned by the lecturer, with special regard to a multi-cultural composition. • The students will learn theoretical concepts on team-building and founding a company. This enables them to reflect their own behavior in team work, which prepares them for the work life. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning processes (LO 7)</p> <ul style="list-style-type: none"> • By solving exercises and discussing applications of the theory studied in class, students are able to independently solve problems and direct their

	<p>own learning process.</p> <p>Graduates will have the foundation for becoming a responsible leader in an uncertain rapidly changing world</p> <p>On successful completion of this module graduates can identify business opportunities (LO 9)</p> <ul style="list-style-type: none">• By learning from real-life examples students acquire the skill to identify business opportunities in the real world, instead of mere models and frameworks.• Drivers of market, technology and internal uncertainty are explained and tools and skills are taught to react to these uncertainties or even exploit them by creating a new venture. <p>On successful completion of this module graduates are able to handle conflicts constructively (LO 10)</p> <ul style="list-style-type: none">• Team work is the essential part in this course. The students learn about the Tuckman's model of team work.• Furthermore, the organization of the group is done highly autonomously, while there is always the chance to ask the supervisor for moderation on conflicts too. <p>.</p>												
Relation to other Programmes/Modules:	<p>Programmes: The module is not applicable for other programmes.</p> <p>Modules: Due to the interdisciplinary of the module it relates to a large number of modules in the Bachelor programme, as f. ex. Marketing I and II, Finance III, Managing People, the business law courses in the modules ACT I and II. Additionally, the module is complementary to and complements other electives of the programme, f. ex. Innovation Management, Marketing of Brands and Services.</p>												
Workload Allocation:	<p>180 h total student's workload, thereof:</p> <table><tr><td>Classes</td><td>27 h</td></tr><tr><td>Pre-reading & wrap up</td><td>18 h</td></tr><tr><td>Exercise & Homework</td><td>15 h</td></tr><tr><td>Group work</td><td>120 h</td></tr></table>	Classes	27 h	Pre-reading & wrap up	18 h	Exercise & Homework	15 h	Group work	120 h				
Classes	27 h												
Pre-reading & wrap up	18 h												
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Group work	120 h												
Grading:	<p>180 Examination Points</p> <table><tr><th>Kind of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading (TG) / Individual Grading (IG)</th></tr><tr><td>Project</td><td>Essentials of Entrepreneurship</td><td>50</td><td>TG</td></tr><tr><td>Presentation</td><td>Innovative Entrepreneurship</td><td>130</td><td>TG</td></tr></table>	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)	Project	Essentials of Entrepreneurship	50	TG	Presentation	Innovative Entrepreneurship	130	TG
Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)										
Project	Essentials of Entrepreneurship	50	TG										
Presentation	Innovative Entrepreneurship	130	TG										
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	<p>The groups for in-class exercises, homework, the project and presentation are randomly assigned by the lecturer at the beginning of the module. The groups will be the same for whole module. The project and presentation are linked to each other. The project will contain the business model of the students newly developed idea. Students will at the end of the course present their results in a final event. The work is mainly done outside the class, enriched by small in-class exercises. Details on the</p>												

	presentation format and submission to be announced by the lecturer.
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1. Course:	Essentials of Entrepreneurship	Course No. L-STR3-069
Instructor/-s:	Prof. Dr. Katrin Burmeister-Lamp	

Guest Speaker/-s:	1-2 successful entrepreneurs
Contact:	florian.bayer@ebs.edu
ECTS:	3
Number of Sessions:	9
Language:	English
Course Description:	<p>In “Essentials of Entrepreneurship” students learn issues face by starting a new venture. The course teaches the basic tools, requirements, chances and risks of entrepreneurship in theory but also embeds those tools into practice by offering students the opportunity to bring their own ideas into practice while working together with students from other institutes to experience an interdisciplinary working platform. That way students gain important entrepreneurial knowledge and skills as well as entrepreneurial attitude.</p> <p>From the process of foundation, over behavioral guidelines, to financial applications, the course encapsulates the entire spectrum. Therefore, the course ventures key questions surrounding Entrepreneurship, such as: What are fundamental requirements? What types are there? Which positions does it offer? What are the driving forces of successful predecessors? What insights can we gain from failure of others? How do we cope with uncertainty?</p> <p>Uncertainty takes a special role in Entrepreneurship. At the core of Entrepreneurship are new business opportunities, which base on unrealized potentials or contingencies. These arise from trends such as changing customer behavior or new technologies. Following Knight (1921) and Schumpeter (1942), Entrepreneurship takes place in an environment that is characterized by true uncertainty.</p> <p>The course is constructed to alternate between theoretical and practical phases, allowing students to integrate their individual judgment, hence sharpen their skills in evaluating opportunities. Furthermore, the course will cover the following leading elements:</p> <ul style="list-style-type: none"> • General theory and concepts of entrepreneurship • Human factors such as the entrepreneurial personality and team processes • Origination and detection of opportunities • Strategic execution through a business model, business plan or lean approaches • Marketing and finance planning • Entrepreneurial ecosystem including venture capital, business incubator • Agile project management tools <p>After successful completion of the module, students will have a profound knowledge of concepts on entrepreneurship and venture foundation. Moreover, through hands-on experience, participants will have developed a repertoire of skills and capabilities needed to build up and sustain a new venture .</p>

Required Readings:	<p>Bygrave, W., Zacharakis, A. (2011). Entrepreneurship, Second Edition, New Jersey: John Wiley and Sons</p> <p>Katz, Green (2013). Entrepreneurial Small Business (4rd ed.). International Edition, McGraw-Hill, Chapters: 4, 5, 6, 7, 8</p> <p>Sarasvathy, S. D. (2001). Causation and effectuation: Toward a theoretical shift from economic inevitability to entrepreneurial contingency. Academy of Management Review, 26(2), 243–263.</p>
Further Recommended Readings:	<p>Hisrich, R., Peters, M., Shepherd, D. (2010). Entrepreneurship. Boston: McGraw-Hill/Irwin.</p> <p>Timmons, J., Spinelli, S. (2008). New Venture Creation. Boston: McGraw-Hill/Irwin</p> <p>Byers, T. H., Dorf, R. C., Nelson, A. J., (2010). Technology Ventures: From Idea to Enterprise (3rd ed.). Boston: McGraw-Hill/Irwin.</p>
Pedagogy:	Lecture, Case discussion, Practical experience (project)

2. Course:	Innovative Entrepreneurship	Course No. L-STR3-070
Instructor/-s:	Prof. Dr. Katrin Burmeister-Lamp	

Guest Speaker/-s:	1-2 successful entrepreneurs
Contact:	florian.bayer@ebs.edu
ECTS:	3
Number of Sessions:	9
Language:	English
Course Description:	<p>The second course aims on deepening the knowledge about entrepreneurship and on bringing the theory into practice by examples of innovative entrepreneurs as well as a real life challenge where students should present cases to business angels. The entrepreneurial deep dive focuses on specific aspects of innovative entrepreneurship (including traditional manufacturing and service companies as well as technology, IT and internet business).</p> <p>Business today has become an uncertain, rapidly changing, and volatile environment. Innovation is a critical business differentiator and has become widely recognized as a key to competitive success. Beyond the success of an individual innovation, this course will assess the significance of innovation in an economical discussion.</p> <p>The course will provide students with successful examples of family businesses and secrets of hidden champions as well as covering the specific aspects of technology or social oriented entrepreneurs. A technology entrepreneur generally seeks to solve a problem that exists in the market. Whether that means developing a better communication resource tool, a better optical switching device, or a better bioinformatics system, a void is always identified and then attempted to be filled. The course provides the information most helpful to start-up a technology based new enterprise and to effectively manage technical ventures.</p> <p>Well-known company founders, entrepreneurs and managers covering a wide range of industry will introduce to students their concepts of innovative strategies and management, growth and leadership.</p>

Required Readings:	Bessant, J., Tidd, J. (2015) Innovation and Entrepreneurship (3 rd ed.), John Wiley and Sons, Chichester.
Further Recommended Readings:	<p>Katz, Green (2013). Entrepreneurial Small Business (4rd ed.). International Edition, McGraw-Hill, Chapters: 9, 10, 12, 14, 19, 20</p> <p>Mair, J., Robinson, J., Hockerts, K. (2006). Social Entrepreneurship, Palgrave Macmillan : Hampshire.</p> <p>Byers, T. H., Dorf, R. C., Nelson, A. J. (2010). Technology Ventures: From Idea to Enterprise (3rd ed.). Boston: McGraw-Hill/Irwin.</p> <p>Shavinina, L. V. (2004). Silicon Valley North: A High-Tech Cluster of Innovation and Entrepreneurship, Oxford: ELSEVIER Ltd.</p>
Pedagogy:	Lecture, Guest speakers, Business Angel Challenge

Name of Module:	Innovation Management	Module No. M-STR3-004
Module Owner:	Dr. Jan Christoph Munck	

Contact:	christoph.munck@ebs.edu
Programme/-s of Study:	Bachelor in General Management (BSc)
Specialisation/Major:	-
Mandatory/Elective:	Elective
Semester:	Fall Term, Semester 5
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	<p>None. However, it is recommended to have basic to intermediate knowledge of corporate strategy management, preferably through the module "Managing Strategy" or equivalent. Knowledge of Entrepreneurship, Finance, Marketing and Organization Theory would be additional assets.</p> <p>Due to the highly interactive teaching methods the module is limited to max. 30 participants.</p>
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module, graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> • (Guest) lecturers will give real-life insights into practical application and implementation of theories and procedures. • The students apply the theories, principles and methods taught in class in group exercises and the exam. <p>On successful completion of this module, graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> • (Guest) Lecturers present their first-hand experiences to the students and

	<p>show how the theory is linked to real-world problems.</p> <ul style="list-style-type: none"> By working on real cases in groups, students learn to combine theory with practice. <p>On successful completion of this module graduates understand technology and its impact on both individuals and organisations (LO 3)</p> <ul style="list-style-type: none"> Students get to know insights from (guest) lecturers on the impact of the radicality of innovations on innovation management practices <p>Graduates will be capable of working in an international environment</p> <p>On successful completion of this module graduates demonstrate good written and oral communication skills in English (LO 4)</p> <ul style="list-style-type: none"> As the Lectures are held in English, submissions have to be done in English as well. The proficiency of the language will be part of the grading. <p>Graduates will have the foundation for becoming a responsible leader in an uncertain rapidly changing world</p> <p>On successful completion of this module, graduates can identify business opportunities (LO 9)</p> <ul style="list-style-type: none"> By learning from real-life examples students acquire the skill to identify business opportunities in the real world, instead of mere models and frameworks. Drivers of market, technology and internal uncertainty are explained and tools and skills are taught to react to these uncertainties or even exploit them by creating a new venture. 								
Relations to other Programmes/Modules:	<p>Programmes: The module is not applicable for other programmes.</p> <p>Modules: Innovation Management is cross-functional extending far beyond the R&D department of a firm. Thus, the scope of relations to other modules is broad: Strategy, Entrepreneurship, Finance, Marketing and Organization are a few examples.</p>								
Workload Allocation:	<p>180 h total student's workload, thereof:</p> <table border="1"> <tr> <td>Lectures</td><td>13,5 h</td></tr> <tr> <td>Pre-reading, Wrap up, & Essay</td><td>83,0 h</td></tr> <tr> <td>Practical case sessions</td><td>13,5 h</td></tr> <tr> <td>Preparation of case studies/presentations</td><td>70,0 h</td></tr> </table>	Lectures	13,5 h	Pre-reading, Wrap up, & Essay	83,0 h	Practical case sessions	13,5 h	Preparation of case studies/presentations	70,0 h
Lectures	13,5 h								
Pre-reading, Wrap up, & Essay	83,0 h								
Practical case sessions	13,5 h								
Preparation of case studies/presentations	70,0 h								

Grading:	180 Examination Points			
	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)
	Written Exam	Lecture Innovation Management	90	IG
	Presentation	Practical Case Session Innovation Management	45	TG
	Essay		45	TG
Information on Papers, Allocation of Subjects & Groups. Homework etc.:	In the first lecture, readings and case studies will be provided and student groups (of 5-6 students) assigned by the professor.			

1. Course:	Lecture Innovation Management	Course No. L-STR3-007
Instructor/-s:	Dr. Volker Nestle / Dr. Jan Christoph Munck	

Guest Speaker/-s:	None
Contact:	christoph.munck@ebs.edu
ECTS:	3
Number of Sessions:	9
Language:	English
Course Description:	<p>Business today has become an uncertain, rapidly changing, and volatile environment. Innovation is a critical business differentiator and has become widely recognized as a key to competitive success. Beyond the success of an individual innovation, this course will assess the significance of innovation in an economical discussion.</p> <p>The course "Innovation Management" also teaches the core concepts how companies can manage innovations basing a competitive advantage and ensuring sustaining success. The objective of innovation management is to increase the value of a company through a novel combination of means and purposes.</p> <p>This module conveys basic principles of innovation management. These comprise strategic aspects, operational innovation processes and innovations developed by inter-company cooperations/networks. Foundational concepts, typical activities, possibilities of usage of different methods and key success factors are shown in the course. After completion of the course, students should be able to describe innovation strategies, the basic innovation process and its management, control and performance measurement challenges; and devise a methodology for the study and management of innovative and creative practices. Furthermore, students should know how to apply basic innovation management tools in practice.</p> <p>The course will provide a thorough overview about principles and theories of innovation management:</p> <ul style="list-style-type: none"> • Foundations of innovation: <ul style="list-style-type: none"> ○ Sources of innovation

	<ul style="list-style-type: none"> ○ Types and pattern of innovation ○ Standards battles and design dominance ○ Timing of entry ● Formulating and Measuring Innovation Strategy <ul style="list-style-type: none"> ○ Defining the organization's strategic direction ○ Setting up an innovation scorecard ● Implementing Innovation Strategy <ul style="list-style-type: none"> ○ Innovation portfolio management ○ Choosing innovation projects ○ Managing the new product development process ○ Organizing for innovation ○ Managing innovation teams ○ Collaboration strategies
Required Readings:	<p>The course is based on materials presented in most standard textbook. The following background reading is required:</p> <p>Schilling, Melissa A. (2017). Strategic Management of Technological Innovation, 5th edition. McGraw-Hill Education.</p>
Further Recommended Readings:	<p>Christensen, C. M. (1997). The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail. Boston, Mass.: Harvard Business School Press.</p> <p>Dodgson, M., Gann, D., Salter, A. (2008). The Management of Technological Innovation. Oxford University Press: Oxford.</p> <p>Tidd, J., Bessant, J. (2013) Managing Innovation: Integrating Technological, Market and Organizational Change, 5th edition. John Wiley & Sons: Chichester.</p>
Pedagogy:	Lecture, case discussions

2. Course:	Practical Case Session Innovation Management	Course No. L-STR3-108
Instructor/-s:	Dr. Jan Christoph Munck / Dr. Matthias Handrich	

Guest Speaker/-s:	None
Contact:	christoph.munck@ebs.edu
ECTS:	3
Number of Sessions:	9
Language:	English
Course Description:	As the history of e.g. Apple Inc. demonstrates, innovation and the management of it have become highly important as a key driver of success in both research and business. However, the creation and realization of innovations is a difficult process often paved with set-backs and failure. Nevertheless, there exist methods and tools which will help you to become a successful manager of business and product innovations.

	<p>In the first part of the practical case session you will focus on the analysis of a specific industry (e.g. journalism, energy, healthcare...).</p> <p>Here you will learn to apply tools like the</p> <ul style="list-style-type: none"> • Porter's 5 Forces • PESTEL analysis • Stakeholder analysis • Trend analysis • Scenario planning <p>After having an idea about the status quo and prospective development of your group's industry, in the second part of the practical case session, you will develop a real case business model in interdisciplinary groups. Thereby you will learn to apply the business model canvas.</p> <p>In a last step you slip in the role of a business angel or an investor and select your favourite business model idea, by using the principles of innovation portfolio management.</p>
Required Readings:	Osterwalder, A., & Pigneur, Y. (2013). Business model generation: a handbook for visionaries, game changers, and challengers. John Wiley & Sons.
Further Recommended Readings:	<p>Literature listed below is from past years and is likely to change. Some cases might be classics that are still of great relevance. However, it always serves as additional, recommended reading.</p> <p>de Geus, A. P. (1997) The Living Company - Growth, Learning and Longevity in Business, Prologue "The Lifespan of a Company", p. 7-19</p> <p>Iyer, B., A. Davenport, T. (2008). Reverse Engineering Google's Innovation Machine, in: Harvard Business Review, 86(4), April, pp. 58-68.</p> <p>Johnson, M.W., Christensen, C.M., Kagermann, H. (2008). Reinventing your Business Model, in: Harvard Business Review, December 2008, pp. 50-59.</p> <p>Kuosa, T. (2010): Evolution of futures studies, in: Futures, Vol. 43(3) 2011;</p> <p>Moldenhauer-Salazar, J. and Välikangas, L. (2008). Sun Ray's struggle to overcome innovation trauma, in: Strategy and Leadership, 36(3): pp. 15-20.</p> <p>Nambisan, S., Sawhney, M. (2007). A Buyer's Guide to the Innovation Bazaar, in: Harvard Business Review, June 2007, pp. 109-118.</p> <p>Popper (2008): Foresight Methodology, in: Georghiou et al. (Eds.), The Handbook of Technology Foresight, pp. 44-88</p> <p>Ralston, B./Wilson, I. (2006): The Scenario Planning Handbook – Developing Strategies in Uncertain Times</p>
Pedagogy:	Presentation of Best Practices, Case discussion, Group Work

Name of Module:	Managing Corporate Performance	Module No. M-ACT3-002
Module Owner:	Prof. Niels Dechow, PhD	

Contact:	macc@ebs.edu
Programme/-s of Study:	Bachelor in General Management
Specialisation/Major:	-
Mandatory/Elective:	Elective
Semester:	Fall Term, Semester 5
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	Completion of module ACT III, or equivalent international cost accounting course.
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> Students will be introduced to standard performance management tools and the ideas motivating each of them. These tools are set in the framework that there are four pillars by which organizations must manage corporate performance: strategy, finance, operations and people. <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> The course balances between theory and practice in the sense that students are both introduced to modern tools and techniques and challenged to assess the performance of a firm introduced by the (former) CFO of this firm. In order to assess firm and CFO performance students have to apply their theoretical knowledge and mobilize it for the purposes of interviewing with the CFO. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6)</p> <ul style="list-style-type: none"> Students are charged with the task of producing a critical evaluation of firm and CFO performance. In so doing they must with immediate effect use the theories to assess a practical setting. <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning processes (LO 7)</p> <ul style="list-style-type: none"> Students will be introduced to various reading packs – literature from which they themselves must select the aspects, the theories and the tools critical to their own learning process, as later recorded by themselves in a written learning journal, to be handed in.
Relation to other Programmes/Modules:	<p>Programmes: The module is not applicable for other programmes.</p> <p>Modules: The module builds on the learning of ACT III. There is a relation to the</p>

	mandatory modules ACT I and II. Furthermore, it complements the modules Introduction to German Tax Law and Accounting.			
Workload Allocation:	180 h total student´s workload, thereof:			
	Classes		28 h	
	Homework:		66 h	
	Groupwork:		40 h	
	Learning Report:		46 h	
Grading:	180 Examination Points:			
	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)
	Class Participation	Performance Measurement Concepts	20	IG
	Evaluated Exercise	Performance Measurement Concepts	60	TG
	Class Participation	Performance Measurement Practice	20	TG
	Learning Journal	Complete Module	80	IG
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	In study groups course participants will develop a short concept-paper to be submitted formally towards the end of the course, prior to the second and final session with the CFO of the case firm.			
	Group work on a real-life project.			
	Groups are self-selected with the requirement that all groups mix and match national and international students in reasonable ways.			
	Attendance and active class participation required. Due to the course format the max number of course participants is 30.			

1. Course:	Performance Measurement Concepts	Course No. L-ACT3-037
Instructor/-s:	Prof. Niels Dechow, PhD	

Guest Speaker/-s:	Tba
Contact:	macc@ebs.edu
ECTS:	3
Number of Sessions:	9
Language:	English
Course Description:	This course offers an introduction to performance measurement and management from a management control systems perspective.

	<p>The course begins with an introduction to a real-life case – a firm having to build up from scratch a complete set of management control systems as a result of being parted from its parent and taken over by a private equity investor..</p> <p>New ownership brings about new premises of control. With point of departure in these premises, the course introduces modern tools used for management accounting and control. Beyond a technical introduction to various tools, the course raises questions about, which combination of tools a firm the size of the case firm might need to both run its operations and serve a P/E investor with decision relevant information.</p> <p>The objective of the 1st course in the module is to contextualize management control in between and in relation to the domains of strategy, finance, organisation and operations. The course will introduce to both traditional financial performance measurement tools (eg ROI) and modern tools for performance management (such as for example the Balanced Scorecard). The first goal is to ensure that students understand the role that management control plays in the mobilisation of strategy, the design of organisation and the enrichment of social processes / intellectual capital. The second goal is to ensure that students understand how management control tools work both in theory and practice, and on that basis learn how to work with these tools in different ways depending on organisational context and purpose.</p>
Required Pre-Reading:	Tba
Required Course Readings:	Bowhill, B. (2008). Business Planning and Control – Integrating Accounting, Strategy & People. Wiley.
Further Recommended Readings:	Tba
Pedagogy:	Lecture, Real life project

2. Course:	Performance Measurement Practice	Course No. L-ACT3-038
Instructor/-s:	Prof. Niels Dechow, PhD	

Guest Speaker/-s:	Dr. Ingo Koch, CFO
Contact:	macc@ebs.edu
ECTS:	3
Number of Sessions:	9 (combined into two events framing the 1 st course with a beginning and end)
Language:	English
Course Description:	<p>This course is structured around a practitioners view on the management development process his organisation went through when changing form – from subsidiary to an independently incorporated firm. The course lecturer will draw on theoretical elements of the 1st lecture, as relevant to the specific case presented.</p> <p>This course is contingent on deliberate and active interaction, and students are expected to test and defend their theoretical knowledge against the real life case presented, in order to learn why and how the implementation of management tools and concepts is contingent on translation from theory to practice.</p> <p>The learning goal of this course is to gain insight knowledge on a real-life project and develop ways to assess the performance of a firm and its management – both from a principal and a pragmatist stance.</p>

Required Readings:	Tba
Further Recommended Readings:	None
Pedagogy:	Lecture, Real life Case

Name of Module:	Real Estate Principles	Module No. M-REM3-002
Module Owner:	Prof. Jan Mutl, PhD	

Contact:	jan.mutl@ebs.edu/ assistenten@ebs-remi.de
Programme/-s of Study:	Bachelor in General Management
Specialisation/Major:	-
Mandatory/Elective:	Elective
Semester:	Fall Term, Semester 5
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	None
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> The module Real Estate Principles aims at providing students with a thorough understanding of real estate development, urban planning and development theories, the fundamentals of real estate law and national valuation approaches. Students will get deeper insights into the reciprocal relationships and influences between real estate valuation, real estate law, urban planning and real estate development. <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> Throughout the course site visits and field trips to leading German real estate companies are organized by the institute. In this way students become more aware and enthusiastic about the real estate area. Many of the classes are held by external real estate practitioners and professionals, which convey real life applications of the theory learned from the textbooks. <p>Graduates will be capable of working in an international environment</p> <p>On successful completion of this module graduates are capable of working in multicultural teams (LO 5)</p> <ul style="list-style-type: none"> This module requires working in coordination within teams. Exchange students from different partner universities participate in a collaborative environment to finalize a case study. Because of the live course character attending all lectures during the semester is mandatory.

	<p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning processes (LO 7)</p> <ul style="list-style-type: none">• The thorough focus on the development of various property types is reflected in presentations of well-regarded practitioners and case studies. They enable the students to work with a focus on the value-creation of real estate projects as well as to structure the required steps in the process.• After completion of the module students are able to understand the basics of real estate decision making.																
Relation to other Programmes/Modules:	<p>Programmes: The module is not applicable for other programmes.</p> <p>Modules: The module is embedded in the real estate education at EBS and is the first of three elective modules in real estate in the Bachelor programme. The other modules are Real Estate Investments and Finance as well as Real Estate Innovation and Entrepreneurship. They are complemented by the elective course Real Estate Economics (as part of Economics IV). There is a relation to other Finance modules in the Bachelor programme esp. Finance III. Furthermore, it is a sound basis for the Master of Science in Real Estate at EBS.</p>																
Workload Allocation:	<p>180 h total student’s workload, thereof:</p> <table><tr><td>Lectures</td><td>27 h</td></tr><tr><td>Preparation and Wrap up</td><td>54 h</td></tr><tr><td>Case Studies</td><td>99 h</td></tr></table>	Lectures	27 h	Preparation and Wrap up	54 h	Case Studies	99 h										
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Grading:	<p>180 Examination Points:</p> <table><tr><th>Kind of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading (TG) / Individual Grading (IG)</th></tr><tr><td>Case Study</td><td>Complete module</td><td>80</td><td>TG</td></tr><tr><td>Class Room Participation</td><td>Complete module</td><td>20</td><td>IG</td></tr><tr><td>Written Exam</td><td>Complete module</td><td>80</td><td>IG</td></tr></table>	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)	Case Study	Complete module	80	TG	Class Room Participation	Complete module	20	IG	Written Exam	Complete module	80	IG
Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)														
Case Study	Complete module	80	TG														
Class Room Participation	Complete module	20	IG														
Written Exam	Complete module	80	IG														
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	<p>A case study on development and valuation is handed out which has to be prepared within 4 weeks.</p>																

1. Course: Fundamentals of Real Estate Development

Course No. L-REM3-002

Instructors: Prof. Jan Mutl, PhD / N.N.

Guest Speaker:	Tba
Contact:	assistenten@ebs-remi.de
ECTS:	3

Number of Sessions:	9
Language:	English
Course Description:	<p>The course Fundamentals of Real Estate Development aims at introducing students to the development of different types of real property as well as urban planning and development theories. The students will learn to appreciate the importance of location, its surroundings and their joint development as well as to apply these in feasibility studies.</p> <p>The first session will be a half-day excursion serves as the kick-off event in order to introduce the students to the real estate industry.</p> <p>After completion of the course, students are able to judge a commercial property (office, retail) itself from the point of view of functionality as well as its urban context and how it fits to it (feasibility analysis).</p> <p><u>Part 1 (3x 90 Minutes):</u> Development of Office and Retail Space</p> <p><u>Part 2 (3x 90 Minutes):</u> Urban Planning and Development</p> <p><u>Part 3 (3x 90 Minutes):</u> Feasibility Analysis</p>
Required Readings:	<p>Graaskamp, J. A. (1991). Fundamentals of real estate development, Graaskamp on Real Estate, pp. 228-265.</p> <p>Miles, M. E., Berens, G., Eppli, M. J. Weiss, M. A. (2007). Real Estate Development: Principles and Process (4rd ed.). Washington D.C., Urban Land Institute, Chapt. 1, 3, 10, 12, 16, 17.</p>
Further Recommended Readings:	<p>Ewald, W., Bragg J. (2005) Trammell Crow: A Legacy of Real Estate Innovation, Washington D.C.: Urban Land Institute.</p> <p>Marmot, A., & Eley, J. (2000). Office Space Planning: Designs for Tomorrow's Workplace, New York City: McGraw-Hill Professional.</p> <p>Peiser, R. B., Frej, A. B. (2003) Professional Real Estate Development, The ULI Guide to the Business (2nd ed.). Washington D.C.: Urban Land Institute.</p> <p>Poorvu, W. J., Cruikshank, J. L. (1999). The Real Estate Game: The Intelligent Guide To Decisionmaking And Investment. New York City: Free Press.</p>
Pedagogy:	Lecture, excursion, group work, case study

2. Course:	Real Estate Valuation	Course No. L-REM3-003
Instructor/-s:	Prof. Dr. Alexander Goepfert / Prof. Jan Mutl, PhD	

Guest Speaker/-s:	None
Contact:	assistenten@ebs-remi.de
ECTS:	3
Number of Sessions:	9
Language:	English
Course Description:	The course Real Estate Valuation aims to introduce students to national real estate valuation approaches as well as to the fundamentals of tenant law. Students will get deeper insights into basics of valuation (German Verkehrswert, Fair Market Value,

	<p>Mortgage Lending Value) and the different valuation methodologies. Furthermore, the data necessary for real estate valuations (location, quality) and their influence on valuation results will be discussed.</p> <p>After completion, students know how to apply valuation methods (income, sales comparison as well as cost approach) in a German context. This serves as basis for the decision making process in real estate investment and finance.</p> <p><u>Part 1 (5x 90 Minutes):</u> Real Estate Valuation</p> <p><u>Part 2 (4x 90 Minutes):</u> Fundamentals of Tenant Law</p>
Required Readings:	Adair, A., Downie, M.L., McGrea, S.I (2003). European Valuation Practice, Taylor & Francis eLibrary
Further Recommended Readings:	<p>Usinger, W., Schneider H.-J. (2009). Real Property in Germany. Legal and Tax Aspects of Development and Investment (7th ed.). Frankfurt/M: Knapp.</p> <p>Adair, A., Downie, M.L., McGreal, S., Vos, G. (1996). European Valuation Practice. London: Routledge Chapman & Hall.</p> <p>Baum, A., Crosby, N. (2007). Property Investment Appraisal, London/Boston: Blackwell Publ.</p>
Pedagogy:	Lecture, case study, group work

Name of Module:	The EU as a Business Hub	Module No. M-LAW3-014
	– All You need to know as an European Entrepreneur	
Module Owner:	Prof. Dr. Adrian Cloer	

Contact:	adrian.cloer@ebs.edu; steuern@ebs.edu; nicola.niemeyer@ebs.edu
Programme/-s of Study:	Bachelor in General Management
Specialisation/Major:	-
Mandatory/Elective:	Elective
Semester:	Fall Term, Semester 5
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	Required literature will be announced after final enrolment to the course.
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> By solving complex and real life case studies and discussing applications of the theory studied in class, students are able to directly transfer the theoretical knowledge to practice. <p>Graduates will be capable of working in an international environment</p> <p>On successful completion of this module graduates demonstrate good written and oral communication skills in English (LO 4)</p>

	<ul style="list-style-type: none"> • Good written and oral communication skills in English will be facilitated by various case studies, presentations and speaker sessions all held in English. Furthermore students will be familiarized with tax related technical terms. <p>On successful completion of this module graduates are capable of working in multicultural teams (LO 5)</p> <ul style="list-style-type: none"> • During the course programme students will meet other students from different countries and work with them in groups. As the students are obliged to prepare and discuss case studies within those groups, they will learn to work within multicultural teams and how to deal with this working environment. Since they will present and discuss their research outcomes in front of the rest of the class they will enhance their team spirit. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6)</p> <ul style="list-style-type: none"> • On successful completion of this course graduates will understand the enormous impact of taxation on cross border investments and will gain a profound and thorough understanding of the fundamentals of cross border taxation in an international and european context. • With this knowlegde graduates are able to critically evaluate and intepret the consequences of an investment from a fiscal perspective. They are able to apply their knowledge to solve real-life cases by applying scientific methods of European and International business tax law. <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning processes (LO 7)</p> <ul style="list-style-type: none"> • By working individually or in small groups on complex cross border tax and finance related case studies, students will learn how to solve problems independently and how to direct their own learning process. <p>Graduates will have the foundation for becoming a responsible leader in an uncertain rapidly changing world</p> <p>On successful completion of this module graduates are able to handle conflicts constructively (LO 10)</p> <ul style="list-style-type: none"> • Within the course, students will improve their presentation skills. Presentation skills do not only encompass a formal powerpoint presentation, but also speaking technique, team work and the capability to present a given topic in an easy-to-understand fashion. • Students will learn how to deal with criticism of practioners, who often have a divergent opinion. The students will learn to not only accept and appreciate this criticism, but also adapt and consider it in further presentations.
Relation to other Programmes/Modules:	<p>Programmes:</p> <p>Modules: To participate at the module, it might be advantageous to have a basic understanding of taxation. However, it is not mandatory to pass this course. There are links between the Controlling and Accounting electives of semester 5 and 6.</p> <p>It is possible to participate as a "visitor" in the course. This means that the respective visiting participant is not required to give a presentation or write the exam, but is able to attend all classes as well as the excursion to Brussels, including the different workshops.</p>

Workload Allocation:	180 h total student´s workload, thereof: <table><tr><td>Lectures</td><td>40 h</td></tr><tr><td>Self Study after lectures</td><td>50 h</td></tr><tr><td>Preparation of Presentation</td><td>20 h</td></tr><tr><td>Student Presentations</td><td>10 h</td></tr><tr><td>Workshop on European Tax Law</td><td>5 h</td></tr><tr><td>Excursion</td><td>10 h</td></tr><tr><td>Preparation for Exercise</td><td>10 h</td></tr><tr><td>Preparation for final exam</td><td>35 h</td></tr></table>	Lectures	40 h	Self Study after lectures	50 h	Preparation of Presentation	20 h	Student Presentations	10 h	Workshop on European Tax Law	5 h	Excursion	10 h	Preparation for Exercise	10 h	Preparation for final exam	35 h
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Grading:	180 Examination Points <table><tr><th>Kind of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading (TG) / Individual Grading (IG)</th></tr><tr><td>Presentation</td><td>Complete module</td><td>90</td><td>IG</td></tr><tr><td>Oral Exam</td><td>Complete module</td><td>90</td><td>IG</td></tr></table>	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)	Presentation	Complete module	90	IG	Oral Exam	Complete module	90	IG				
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Presentation	Complete module	90	IG														
Oral Exam	Complete module	90	IG														
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	<p>Since most investment decisions in a business environment are tax driven, it is almost indispensable for students to gain a profound understanding of the fundamentals of cross – border taxation in an international – and european context. In total this course provides an unique mix of the most important tax, finance and legal issues to set up and run an enterprise in the EU. Within this course students will learn that taxation plays a crucial role in structuring financial products and investing internationally. The students will learn to analyze, qualify, and quantify the tax burden in cross-border investments, which will enable them to take on a more sophisticated and critical view regarding business and investment decisions. The students will be introduced to the OECD Model Convention, which is the basis for most double tax treaties in Europe. Furthermore, the students will gain deeper insights in the principles of taxation in the European Union against the background that the optimisation of tax payments is vital for companies, since tax burdens significantly differ across Member States. Students will gain an understanding how large MNEs like Google, Amazon and Apple could significantly reduce their tax burden, by exploiting the differences between the national tax systems across EU member states. On the other side they will also learn how the EU is intensifying its fight against efficient tax structuring by implementing measures against tax evasion.</p> <p>To bridge theory and practice the students will have the opportunity to study European Taxation during a five-day workshop in the heart of Europe – in Brussels. Each student should account for a contribution of around 350 EUR. The fee has to be paid immediately after enrollment. Since the costs are based on fee estimation from previous semesters, minor additional payments could be required. In case participants, cannot afford the required fee payment, the Chair of Business Taxation and International Tax Law offers the possibility to apply for funding under the condition that credible evidence is provided.</p> <p>The course includes several classroom sessions in Wiesbaden with an introduction to the basic fundamentals of tax law. The workshops will be held in Brussels, which do not only cover tax issues but also the politics and history of Belgium and the EU. During the workshops, the students will present research outcomes within the scope</p>																

	<p>of International and European Taxation, which they previously solved in groups.</p> <p>In order to pass the module, it is necessary to pass all two parts of the examination. The presentation of the case studies in Brussels has to be given in English language.</p> <p>All students are required to accept the Code of Conduct for group trips by the Chair. The lecturer reserves the right to include observations of inappropriate social behavior in the awarding of participation marks. The students are expected to participate actively in the group work, engage in discussions, and respect the schedule of the workshop in Brussels. Further, inappropriate social behavior will not be accepted.</p> <p>Even though the timetable is subject to change at short notice, the workshop is planned to take place as follows:</p> <p>Several classroom sessions in September.</p> <p>Five days in October (2.10.2018/ approx. 18h – 5.10.2018/ approx..16h)</p> <p>The course is limited to 20 students. The chair will select the participants by asking for documents (englisch CV, motivational statement and a code of conduct) they need to hand in. The chair will send those documents to each student at the beginning of the course. Students need to comply with the deadline given with the information to hand in the documents! The course fee accounts for approx.. 200 EUR to cover the costs of the excursion to Brussels.</p>
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1. Course:	International Business Taxation	Course No. L-LAW3-026
Instructor/-s:	Prof. Dr. Adrian Cloer	

Guest Speaker/-s:	-
Contact:	adrian.cloer@ebs.edu
ECTS:	3
Number of sessions	4
Language:	English
Course Description:	Within several class room sessions in Wiesbaden the lecturer will give an introduction to the basic principles of cross-border taxation. The introductory sessions will help students to solve the research questions which they have to present in Brussels. The scope of the course includes investments in Non-EU or Non-EEA states. The system and structure of double tax treaties will be taught on the basis of the OECD-Model Convention. The goal is to enable the students to analyse cross-European transactions from a tax perspective in order to calculate tax burdens for investment decisions.
Required Readings:	Will be announced after the final course enrollment by Email.
Pedagogy:	Mixture of lecture (10%), case discussions (30%), seminar (30%), workshop (20%), Tutorial (10%)

2. Course:	European Business Taxation	Course No. L-LAW3-027
Instructor/-s:	Prof. Dr. Adrian Cloer	

Guest Speaker/-s:	Speakers of the European Commission, Tax practitioners from Germany and Belgium
Contact:	adrian.cloer@ebs.edu
ECTS:	3
Number of Sessions:	24 (Block course in Brussels/Belgium)
Language:	English
Course Description:	<p>The course objective is to realize the enormous impact of European Law on investment decisions, particularly in the field of taxation. Emphasis is on the premises given by the European Court of Justice and the European Directives with a focus on the parent-subsidiary directive, interest directive and the interest-and-royalties directive. Furthermore students will learn about recent developments on level of the EU against efficient tax structuring of MNEs.</p> <p>The goal is to enable the students to analyse cross-European transactions from a tax perspective in order to calculate tax burdens. The course will be held in English language during a five-day excursion to Brussels. The excursion includes study sessions, a workshop with a multinational auditing company in Brussels, a visit to the European Commission and European Council, an excursion to a former concentration camp, sightseeing in the city of Brussels, and socializing. Research questions will be handed out before the excursion, which the students have to prepare and present in small groups during the study sessions. Practitioners will accompany the excursion and give the students the chance to get an insight into the daily business of tax advisors.</p>
Required Readings:	Will be announced after the final course enrollment by Email.
Pedagogy:	Mixture of lecture (10%), case discussions (30%), seminar (30%), workshop (20%), Tutorial (10%)



Module Catalogue

MSc Incomings

Intake FT 2018

Modules MSc Incomings

Intake FT 2018

Module/ Course Nr.	MSc Progr	Module/ Course	Semester	Page
M-MET4-020	CORE	Research Methods (1 to be selected)	1/2	1
L-MET4-030		Advanced Market Research: Experimentation		
L-MET3-039		Data Analysis & Statistics for Managers - Level I		
L-MET4-040		Data Analysis & Statistics for Managers - Level II		
L-MET4-025		Econometrics of Financial Markets		
L-MET4-007		Qualitative Research Methods		
M-ACT4-020	FIN	Advanced Accounting	1/2	11
L-ACT4-013		Principles of Auditing		
L-ACT4-014		Financial Statement Analysis		
M-ACT4-023	FIN	Advanced Management Accounting	1/2	15
L-ACT4-039		Corporate Valuation		
L-ACT4-040		Value-Based Management		
M-FIN4-034	FIN	Asset Pricing & Derivatives	1/2	20
L-FIN4-059		Asset Pricing		
L-FIN4-060		Derivatives		
M-FIN4-009	FIN	Corporate Finance	1/2	25
L-FIN4-012		Empirical Corporate Finance		
L-FIN4-106		Fundamentals of Corporate Valuation		
M-STR4-084	MGT	Founders Skillset	1/2	30
L-STR4-125		Fundamentals of Entrepreneurship		
M-ACT4-038	MGT	How to deal with disruptive events as a CFO	1	35
L-ACT4-063		How to deal with disruptive events as a CFO		
M-ECO4-023	MGT	International Business	1/2	38
L-ECO4-040		International Business		
M-HRM4-005	MGT	Managerial Decision Making	1/2	42
L-HRM4-023		Managerial Decision Making		
M-ECO4-003	MGT	Managerial Economics	1/2	45
L-ECO4-005		Managerial Economics		
M-FAC4-002	MGT	Mega Projects - Management, Accounting & Finance	1/2	49
L-FAC4-001		Mega Projects in Business & Society		
L-FAC4-002		Projects Management, Finance, Accounting		

Modules MSc Incomings

Intake FT 2018

Module/ Course Nr.	MSc Progr	Module/ Course	Semester	Page
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L-STR4-095		Social Innovation		
M-SCM4-023	MGT	Operations Management	1/2	59
L-SCM4-038		Operations Management		
M-FIN4-071	MGT	Private Equity	1/2	63
L-FIN4-116		Private Equity		
M-STR4-059	MGT	Start-up & New Business Model Development	1/2	67
L-STR4-102		Start-up & New Business Model Development		
M-MKT4-035	MKT	Advanced Brand Management & Consumer Behaviour	1/2	72
L-MKT4-058		Advanced Brand Management		
L-MKT4-057		Advanced Consumer Behavior		
M-AUT4-009	MKT	Brand Management & Consumer Behaviour	1/2	77
L-MKT4-038		Brand Management		
L-MKT4-021		Consumer Behavior		
M-MKT4-028	MKT	Product Management & Services Marketing	1/2	81
L-MKT4-013		Product Management		
L-MKT4-049		Services Marketing		
M-REM4-010	RE	Real Estate Economics	1/2	87
L-REM4-055		Regional and Urban Economics		
L-REM4-056		Empirical Real Estate Economics		
M-REM4-042	RE	Real Estate Finance	1/2	92
L-REM4-057		Methods of Real Estate Finance		
L-REM4-013		Real Estate Cash Flow Modelling		
M-REM4-043	RE	Real Estate Tax & Law	1/2	97
L-REM4-058		Real Estate & Legal Aspects		
L-REM4-059		Real Estate & Fiscal Aspects		
M-REM4-003	RE	Real Estate Valuation	1/2	101
L-REM4-051		International Real Estate Valuation Methods		
L-REM4-052		Applied Real Estate Valuation		

Name of Module:	Research Methods Fall Term	Module No:
Module Owner:	Professor Sandra Paterlini, PhD	M-MET4-020
Contact:	sandra.paterlini@ebs.edu	
Programmes of Study:	Master in Automotive Management Master in Finance Master in Management Master in Real Estate	
Specialisation/Major:	n/a	
Mandatory/Elective:	Mandatory	
Semester:	Fall Term	
Module Duration:	1 Semester	
Frequency:	Yearly	
ECTS:	3	
Prerequisites:	Please see at course level.	
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be highly competent in their field of study.</p> <p>Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines. (LO 1):</p> <ul style="list-style-type: none"> In this module, students learn different quantitative and/or qualitative research methods and apply them to real-world data. <p>Graduates will be capable of taking different roles in an international environment.</p> <p>Graduates demonstrate excellent written and oral communication skills in English. (LO 4):</p> <ul style="list-style-type: none"> The knowledge obtained in these courses will be applied to practical problems through exercises and/or case studies. The objective of the module is to prepare the students for writing academic papers, especially their Master Thesis. <p>Graduates will have highly-developed critical thinking skills.</p> <p>Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods. (LO 6):</p> <ul style="list-style-type: none"> Real-world problems will be selected and the students must learn to select the right theoretical method and apply it. Students learn to identify those problems on their own and to independently develop problem solving methods to train analytical thinking. 	
Relation to other Programmes/Modules:	<p>Programmes: The module is not applicable to other programmes.</p> <p>Modules: The contents of the courses build upon the methodical knowledge</p>	

	acquired in the qualifying Bachelor degree. Depending on the chosen course students are prepared for different research approaches. Together with the second course, that has to be chosen in the spring term module "Research Methods", this module lays the foundation for writing academic papers. This knowledge is applied in many of the specialisation modules and prepares students to write seminar papers, project papers and the final Master Thesis.																																											
Workload Allocation:	90 h total student's workload, thereof: Please see below at course level																																											
Grading:	<div>90 Examination Points</div> <table><tr><th>Types of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading/ Individual Grading</th></tr><tr><td>Evaluated Exercise</td><td>Data Analysis & Statistics for Managers Level I</td><td>90</td><td>IG</td></tr><tr><td>Evaluated exercise</td><td>Data Analysis & Statistics for Managers Level II</td><td>90</td><td>IG</td></tr><tr><td>Evaluated exercise</td><td>Econometrics of Financial Markets</td><td>90</td><td>IG</td></tr><tr><td>Project</td><td>Advanced Market Research: Experimentation</td><td>45</td><td>TG</td></tr><tr><td>Peer group evaluation</td><td>Advanced Market Research: Experimentation</td><td>15</td><td>IG</td></tr><tr><td>Take home exam</td><td>Advanced Market Research: Experimentation</td><td>30</td><td>IG</td></tr><tr><td>Written exam</td><td>Qualitative Research Methods</td><td>90</td><td>IG</td></tr><tr><td>Written exam</td><td>The Theory of Strategic Interaction and Bargaining</td><td>60</td><td>IG</td></tr><tr><td>Evaluated exercise</td><td>The Theory of Strategic Interaction and Bargaining</td><td>30</td><td>TG</td></tr></table>				Types of Examination	Related Course	Points	Team Grading/ Individual Grading	Evaluated Exercise	Data Analysis & Statistics for Managers Level I	90	IG	Evaluated exercise	Data Analysis & Statistics for Managers Level II	90	IG	Evaluated exercise	Econometrics of Financial Markets	90	IG	Project	Advanced Market Research: Experimentation	45	TG	Peer group evaluation	Advanced Market Research: Experimentation	15	IG	Take home exam	Advanced Market Research: Experimentation	30	IG	Written exam	Qualitative Research Methods	90	IG	Written exam	The Theory of Strategic Interaction and Bargaining	60	IG	Evaluated exercise	The Theory of Strategic Interaction and Bargaining	30	TG
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Written exam	Qualitative Research Methods	90	IG																																									
Written exam	The Theory of Strategic Interaction and Bargaining	60	IG																																									
Evaluated exercise	The Theory of Strategic Interaction and Bargaining	30	TG																																									
Information on Papers, Allocation of Subjects & Groups, Homework etc.	<p>Every student has to choose one course out of the offered courses:</p> <p>For Master in Finance students the course "Econometrics of Financial Markets" is mandatory.</p> <p>For Master in Automotive Management students the course "Data Analysis & Statistics for Managers Level I" is mandatory in the first semester.</p> <p>For Master in Real Estate students the course "Data Analysis & Statistics for Managers Level I" is mandatory in the first semester.</p> <p>Master in Management students choose any of the offered courses except "Econometrics of Financial Markets".</p> <p><i>For the course "Advanced Market Research: Experimentation":</i></p> <p><i>Group work:</i> Students will be allocated to groups of three-five participants by the lecturer and are required to deliver a final presentation. Groups will receive</p>																																											

	<p>individual coaching during pre-planned sounding board sessions</p> <p><i>Peer evaluation:</i> Students will quantitatively evaluate their group members based upon a set of predefined criteria. Additionally, qualitative feedback comments will be provided to team-mates. The processes will be supported by a cloud application of paper passed templates.</p> <p>Take home exam: Students will complete one-or two mini quizzes, potentially enable via a cloud application. Deadlines will be announced ahead of time. Content only relates to the material covered in one of the respective sessions.</p>
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1. Course		Data Analysis & Statistics for Managers – Level I	Course No.:						
Instructor:		Dr. Guido Möser	L-MET3-039						
Guest Speakers:	None								
Contact:	guido.moeser@ebs.edu								
ECTS:	3								
Number of Sessions:	9								
Language:	English								
Course prerequisites:	Statistics, econometrics and linear algebra								
Course Description:	<p>The course aims to provide the quantitative tools to support the decision-making processes of managers. Nowadays, the vast amount of data available to managers has pointed out the need of being capable of analysing them and extracting the relevant information. Statistical tools will be presented by discussing case studies and solutions that students will find by using Excel (and if time permits Tableau or other statistical software, such as STATA, SPSS, R) to perform practical analysis. To understand the theory behind the used methods, economic interpretations and the discussion of the results are an integral part of the lecture.</p> <ul style="list-style-type: none">- Exploring data/visualisation techniques (bivariate)- Probability and decision making under uncertainty- ANOVA and Regression Analysis- Times Series Analysis <p>The course takes the form of interactive lectures with practical exercises. By the end of the course participants will both have a sound knowledge of important theoretical concepts and be able to engage in empirical analyses of their own.</p>								
Required Readings:	<p>Lectures Notes.</p> <p>David R. Anderson; Dennis J. Sweeney; Thomas A. Williams, Modern Business Statistics with Microsoft® Excel®, 5th edition.</p>								
Further Recommended Reading:	<p>Albright, Winston and Zappe, Data Analysis and Decision Making, 4th edition, Cengage Learning, Selected Chapters.</p> <p>Aczel and Sounderpandian, Complete Business Statistics (McGraw-Hill/Irwin Series Operations and Decision Sciences), Mc Graw Hill.</p> <p>Siegel, A.F. (2012), Practical Business Statistics, Sixth Edition, AP.</p>								
Pedagogy:	Lecture, tutorials.								
Workload Allocation:	90 h total students workload, thereof: <table><tr><td>Classes (9 x 90)</td><td>13,5 hours</td></tr><tr><td>Pre-readings & wrap up</td><td>16,5 hours</td></tr><tr><td>Exercises & homework</td><td>60,0 hours</td></tr></table>			Classes (9 x 90)	13,5 hours	Pre-readings & wrap up	16,5 hours	Exercises & homework	60,0 hours
Classes (9 x 90)	13,5 hours								
Pre-readings & wrap up	16,5 hours								
Exercises & homework	60,0 hours								

2. Course		Data Analysis & Statistics for Managers – Level II	Course No.:						
Instructor:		Dr. Guido Möser	L-MET4-040						
Guest Speakers:	None								
Contact:	guido.moeser@ebs.edu								
ECTS:	3								
Number of Sessions:	9								
Language:	English								
Course prerequisites:	Solid background in statistics, econometric and linear algebra, proved by having attended more advanced classes during the BSc studies than Quantitative Methods I and II. Capability of using excel for statistical analysis in a proficient way and previous experience with other statistical packages, such as SPSS, STATA, SAS.								
Course Description:	<p>The course aims to provide the quantitative tools to extract relevant information from multivariate data. Advanced statistical tools will be presented by discussing case studies and solutions that students will find by using statistical software to perform practical analysis. To understand the theory behind the used methods, economic interpretations, and the discussion of the results are an integral part of the lecture.</p> <ul style="list-style-type: none">- Data Visualisation in multivariate dimensions- Cluster Analysis- Principal Component Analysis- Network Analysis <p>The course takes the form of interactive lectures in the computer lab, where the theoretical models are implemented and tested on real-world data. By the end of the course participants will both have a sound knowledge of important theoretical concepts and be able to engage in empirical analyses of their own.</p>								
Required Readings:	<p>Lectures Notes.</p> <p>David R. Anderson; Dennis J. Sweeney; Thomas A. Williams, Modern Business Statistics with Microsoft® Excel®, 5th edition.</p>								
Further Recommended Reading:	<p>Albright, Winston and Zappe, Data Analysis and Decision Making, 4th edition, Cengage Learning, Selected Chapters.</p> <p>Aczel and Sounderpandian, Complete Business Statistics (McGraw-Hill/Irwin Series Operations and Decision Sciences), Mc Graw Hill.</p> <p>Siegel, A.F. (2012), Practical Business Statistics, Sixth Edition, AP.</p>								
Pedagogy:	Lecture, tutorials.								
Workload Allocation:	90 h total student’s workload, thereof: <table><tr><td>Classes (9 x 90)</td><td>13,5 hours</td></tr><tr><td>Pre-Readings & wrap up</td><td>16,5 hours</td></tr><tr><td>Exercises & homework</td><td>60,0 hours</td></tr></table>			Classes (9 x 90)	13,5 hours	Pre-Readings & wrap up	16,5 hours	Exercises & homework	60,0 hours
Classes (9 x 90)	13,5 hours								
Pre-Readings & wrap up	16,5 hours								
Exercises & homework	60,0 hours								

3. Course	Econometrics of Financial Markets	Course No.:
Instructor:	Prof. Sandra Paterlini, PhD	L-MET4-025
Guest Speakers:	None	
Contact:	sandra.paterlini@ebs.edu	
ECTS:	3	
Number of Sessions:	12 + 3 Tutorials	
Language:	English	
Course prerequisites:	Undergraduate courses in Statistics and Introductory Econometrics. Students must be familiar with basic probability theory, continuous and discrete random variables, point estimates, confidence intervals, hypothesis test and the simple linear regression models.	
Course Description:	<p>This course introduces the main econometrics tools used in the analysis of financial data. We begin by discussing basic concepts of asset returns, market efficiency and basic statistical concepts for analysing financial time series. The lectures cover, e.g. distributional properties of returns, test for normality, autocorrelation, unit roots and random walk models. Subsequently, we focus on the multivariate regression model with application to CAPM estimation and Sharpe's Return-Based style analysis. Finally, if time permits, we study panel data models and linear times series models and GARCH-type models. The course takes the form of interactive lectures with exercises in the computer lab. Students will learn to empirically implement theoretical models and test them on real-world data using statistical-mathematical software.</p> <ul style="list-style-type: none"> - Stylised Facts for Asset Returns - Random Walk and Test on Market Efficiency - Multivariate Regression Model: Specification, Diagnostic and its Limitation - CAPM and Sharpe's Return Based Style Analysis - Panel Data Models (if time permits) - Linear times series models (if time permits) - Modelling volatility: GARCH-type models (if time permits). 	
Required Readings:	Brooks, C. (2008). Introductory Econometrics for Finance, Cambridge.	
Further Recommended Reading:	<p>Ruppert, D. (2011). Statistics and Data Analysis for Financial Engineering, Springer (selected chapters).</p> <p>Campbell, J. Y., Lo, A. W., MacKinlay, A. C. (1997). The Econometrics of Financial Markets, Princeton.</p> <p>Tsay, R.S. (2013). An introduction to analysis of financial data with R, Wiley.</p> <p>Stock, J.H. & Watson, M.W. (2007): "Introduction to Econometrics", 2nd edition, Pearson. wps.aw.com/aw_stock_ie_2/</p>	
Pedagogy:	Interactive lecture, exercises in computer lab.	

Workload Allocation:	90 h total student's workload, thereof:	
	Classes + tutorials (15 x 90)	22,5 hours
	Pre-readings & wrap up	10,0 hours
	Exercises & homework	37,5 hours
	Evaluated exercise and preparation	20,0 hours

4. Course	Qualitative Research Methods	Course No.:
Instructor:	Prof. Dr. Karin Kreutzer	L-MET4-007
Guest Speakers:	None	
Contact:	karin.kreutzer@ebs.edu	
ECTS:	3	
Number of Sessions:	8	
Language:	English	
Course prerequisites:	None	
Course Description:	<p>This course aims at helping students to successfully prepare research papers in areas that often draw on qualitative research methods (e. g., but not limited to: Management & Leadership, Marketing, and Supply Chain Management). Thus, the discussed topics are particularly interesting to those students who plan to conduct interviews and/or analyse a case study within the scope of their academic papers or Master Thesis.</p> <p>The course not only attempts to help students in getting to know a 'toolbox' they can use for writing their papers, but also gives some general advice how to avoid possible pitfalls within this process (e. g., with regard to an appropriate project planning). We start by discussing and introducing three elements that are constitutive for research in general (i. e. a research method, a theoretical perspective, and a unit of analysis). Next, we discuss when to use qualitative research methods and how to come up with appropriate samples. The main part of the lecture is focused on data collection techniques. We discuss how to conduct interviews (e. g., word questions in the right way) and take field notes.</p> <p>Based on this discussion, we also discuss techniques to analyse qualitative data (e. g., 'grounded theory') and how to include the gathered data in a case study. Last but not least, we discuss some possible pitfalls that are likely to occur when doing qualitative research in general and writing a Master Thesis in particular. The lecture is supported by practical exercises and examples. For instance, students are asked to conduct interviews within class.</p> <ul style="list-style-type: none"> - Setting the Context – The Nature of Qualitative Research - Designing Qualitative Studies - 'Doing Fieldwork' – Collecting Qualitative Data - Analysing Qualitative Data - Case Study Analysis - Writing a Thesis – Some Possible Pitfalls 	
Required Readings:	<p>Patton, M. Q.: Qualitative Research & Evaluation Methods, 3rd edition, Thousand Oaks, 2002.</p> <p>Yin, R. K.: Case Study Research, 2nd edition, Newbury Park, 2003.</p>	
Further Recommended Reading:	Eisenhardt, K.M. (1989): Building Theories from Case Study Research, Academy of Management Review, Vol. 14, No. 4, pp. 532-550.	
Pedagogy:	Lecture.	

Workload Allocation:	<p>90 h total student's workload, thereof:</p> <table border="1" data-bbox="454 324 1149 548"> <tr> <td>Classes (8 x 90)</td><td>12,0 hours</td></tr> <tr> <td>Pre-readings & wrap up</td><td>18,0 hours</td></tr> <tr> <td>Exercises & homework</td><td>25,0 hours</td></tr> <tr> <td>Evaluated exercise and preparation</td><td>35,0 hours</td></tr> </table>	Classes (8 x 90)	12,0 hours	Pre-readings & wrap up	18,0 hours	Exercises & homework	25,0 hours	Evaluated exercise and preparation	35,0 hours
Classes (8 x 90)	12,0 hours								
Pre-readings & wrap up	18,0 hours								
Exercises & homework	25,0 hours								
Evaluated exercise and preparation	35,0 hours								

5. Course		Advanced Market Research: Experimentation	Course No.:								
Instructors:		Katrin Merfeld Dr. Mark-Philipp Wilhelms	L-MET4-030								
Guest Speakers:	tba										
Contact:	katrin.merfeld@ebs.edu mark-philipp.wilhelms@ebs.edu research assistant for organisational questions: anne-sophie.riegger@ebs.edu										
ECTS:	3										
Number of Sessions:	11										
Language:	English										
Course prerequisites:	None										
Course Description:	Experimentation is commonly used in social science to infer causal relationships. The course aims to provide students with a basic introduction to the use of experimental methods in the social sciences and to equip them with the foundations for designing, implementing, conducting and analysing experiments in the social sciences. The course will deal with methodological, theoretical, and practical aspects of experimentation. During this course, experiments will be introduced as the primary method employed in causal research. Students will learn what research questions can be addressed using experimental methods, how to formulate research questions, managerial problems, and hypotheses. This course will provide students with detailed insights into how to set-up, design, conduct and analyse an experiment in both an academic and managerial context. Students will obtain an understanding of the methodology behind experimental design. Parts of this course will be devoted to the application of experimental techniques, the interpretation and communication of results. In a course project, students will work on a real-life project to set-up an experiment for an organisation.										
Required Readings:	Malhotra, N. K. (2010). Marketing Research: An Applied Orientation (6 ed.). Upper Saddle River, New Jersey: Pearson Education.										
Further Recommended Readings:	Field, Andy and Graham Hole (2003), How to Design and Report Experiments. London, England: Sage Publications Ltd. tba in class.										
Pedagogy:	Lecture, group work, coaching.										
Workload Allocation:	90 h total student's workload, thereof: <table><tr><td>Classes (11 x 90)</td><td>16,5 hours</td></tr><tr><td>Pre-readings & wrap up</td><td>21,5 hours</td></tr><tr><td>Exercises & homework</td><td>17,0 hours</td></tr><tr><td>Evaluated exercise and preparation</td><td>35,0 hours</td></tr></table>			Classes (11 x 90)	16,5 hours	Pre-readings & wrap up	21,5 hours	Exercises & homework	17,0 hours	Evaluated exercise and preparation	35,0 hours
Classes (11 x 90)	16,5 hours										
Pre-readings & wrap up	21,5 hours										
Exercises & homework	17,0 hours										
Evaluated exercise and preparation	35,0 hours										

Name of Module:	Advanced Accounting	Module No:
Module Owner:	Prof. Niels Dechow, PhD	M-ACT4-020
Contact:	macc@ebs.edu	
Programme of Study:	Master in Finance	
Specialisation/Major:	None	
Mandatory/Elective:	Mandatory	
Semester:	Fall Term	
Module Duration:	1 Semester	
Frequency:	Yearly	
ECTS:	6	
Prerequisites:	<p>Financial Accounting equivalent to the EBS Bachelor Programme mandatory and elective accounting courses, or as can be read up in:</p> <p>Wahlen, J. M., Baginski, S. P., Bradshaw, MT. (2011). Financial Reporting, Financial Statement Analysis and Valuation. Southwestern Cengage Learning.</p> <p>Dick, W., Missionier-Piera, F. (2010). Financial Reporting under IFRS – A Topic Based Approach. Wiley.</p> <p>Coenenberg, A. G., Haller, A., Schultze, W. (2012). Jahresabschluss und Jahresabschlussanalyse (22nd ed.). Stuttgart: Schäffer-Poeschel.</p>	
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be highly competent in their field of study.</p> <p>Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines. (LO 1):</p> <ul style="list-style-type: none"> This module covers advanced topics in financial reporting such as auditing and financial statement analysis. It is designed to provide participants with an understanding of the complexity of the auditing process and the regulatory environment an auditor is confronted with. Further, it teaches students to analyse financial statements. Both classes of this module apply case studies to provide students with a real world experience. Upon completion of the module, a successful candidate will know how to: <ul style="list-style-type: none"> Gain insights on a company from an external perspective Approach and conduct an auditing assignment in an international context Deal with corporate governance regulations of multinational enterprises Assess companies' financial performance via financial statements Use ratios for business plan analysis, business planning and valuation purposes Transform financial ratios into meaningful and holistic knowledge about the examined company. <p>Graduates will have highly-developed critical thinking skills.</p>	

	<p>Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods. (LO 6):</p> <ul style="list-style-type: none">From attending the two courses respectively in auditing and financial statement analysis students will learn how to interpret financial statements respectively in the role as an investment analyst and in the role of an auditor. Methods used in each of these two roles are introduced throughout the module. <p>Graduates are able to independently solve problems and direct their own learning processes. (LO 7):</p> <ul style="list-style-type: none">The module is built around case studies facilitating hands-on learning of the work done for the purposes of financial statement analysis and corporate auditing.																
Relation to other Programmes/Modules:	<p>Programmes: This module is not applicable to other programmes.</p> <p>Modules: This module deepens the accounting and auditing knowledge acquired during the EBS BSc programme or equivalent studies on an advanced and strategic level. Furthermore, it enables students to work scientifically (e.g. in the context of their master thesis) on accounting topics.</p>																
Workload Allocation:	<p>180 h total student´s workload, thereof:</p> <table><tr><td>Classes (18 x 90)</td><td>27 hours</td></tr><tr><td>Pre-readings & wrap up</td><td>30 hours</td></tr><tr><td>Case study</td><td>48 hours</td></tr><tr><td>Presentation & preparation</td><td>45 hours</td></tr><tr><td>Exam and exam preparation</td><td>30 hours</td></tr></table>	Classes (18 x 90)	27 hours	Pre-readings & wrap up	30 hours	Case study	48 hours	Presentation & preparation	45 hours	Exam and exam preparation	30 hours						
Classes (18 x 90)	27 hours																
Pre-readings & wrap up	30 hours																
Case study	48 hours																
Presentation & preparation	45 hours																
Exam and exam preparation	30 hours																
Grading:	<p>180 Examination Points</p> <table><tr><th>Types of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading/ Individual Grading</th></tr><tr><td>Case study (written group work)</td><td>Principles of Auditing</td><td>45</td><td>TG</td></tr><tr><td>Case study & presentation</td><td>Financial Statement Analysis</td><td>75</td><td>TG</td></tr><tr><td>Written exam</td><td>Complete module</td><td>60</td><td>IG</td></tr></table>	Types of Examination	Related Course	Points	Team Grading/ Individual Grading	Case study (written group work)	Principles of Auditing	45	TG	Case study & presentation	Financial Statement Analysis	75	TG	Written exam	Complete module	60	IG
Types of Examination	Related Course	Points	Team Grading/ Individual Grading														
Case study (written group work)	Principles of Auditing	45	TG														
Case study & presentation	Financial Statement Analysis	75	TG														
Written exam	Complete module	60	IG														
Information on Papers, Allocation of Subjects & Groups, Homework etc.	<p>The case study simulates the auditing process. Students submit the case study solution in a written form.</p> <p>The course financial statement analysis requires a group presentation. This covers a comparative analysis of financial statements as well as an explanation and interpretation of the key findings.</p>																

1. Course	Principles of Auditing	Course No.:
Instructor:	Michael Hofmann	L-ACT4-013
Guest Speaker:	None	
Contact:	macc@ebs.edu	
ECTS:	3	
Number of Sessions:	9	
Language:	English	
Course Description:	<p>This lecture illustrates the normative framework of auditing and the auditing process from an international perspective. It enhances the students' understanding of auditing by providing practical examples and in class discussions. The lecture also supplies the students with additional auditing related topics like the Sarbanes Oxley Act, the COSO Framework and Corporate Governance.</p> <p>The aim of the course is to provide students with a strategic view on auditing in internationally active companies based on international, US and German auditing standards.</p> <p>The application of the material will be practiced in case studies and homework assignments.</p>	
Required Readings:	tba in class.	
Further Recommended Reading	tba	
Pedagogy:	Lecture, case discussion	

2. Course	Financial Statement Analysis	Course No.:
Instructor:	Oliver Böhm	L-ACT4-014
Guest Speaker:	None	
Contact:	oliver.boehm@ebs.edu	
ECTS:	3	
Number of Sessions:	9	
Language:	English	
Course Description:	<p>Financial statement analysis is used for various purposes in practice. Creditors look for information about the solvency and the default probability of a potential debtor, competitors are interested in the financial situation of a competitor, analysts judge the value of a share. For these and other purposes, various ratios are used to transfer the different values of the balance sheet and the profit and loss statement into more useful and focused information.</p> <p>In particular, this class applies ratio analysis to assess the liquidity, profitability and capital structure of a corporation as well as the efficiency of operations and its stock market performance.</p>	
Required Readings:	<p>Boscaljon, B., Dizenhuz, S. E., & Ferraro, S. (2005). Financial Statement Analysis. Boston: Kaplan Financial. OR</p> <p>Walton, P. J. (2000). Financial Statement Analysis. An International Perspective. London: Thompson Learning. OR</p> <p>Wild, J. J., Subramanyam, K. R., & Halsey, R. F. (2005). Financial Statement Analysis (9th ed.). New York: McGraw-Hill.</p>	
Further Recommended Readings:	None	
Pedagogy:	Lecture, case discussion.	

Name of Module:	Advanced Management Accounting	Module No:
Module Owner:	Prof. Niels Dechow, PhD	M-ACT4-023
Contact:	macc@ebs.edu	
Programmes of Study:	Master in Finance Master in Management MBA	
Specialisation/Major:	None	
Mandatory/Elective:	Elective	
Semester:	Fall Term	
Module Duration:	1 Semester	
Frequency:	Yearly	
ECTS:	6	
Prerequisites:	<p>Cost Accounting, Performance Measurement/Management, and Corporate Finance equivalent to the EBS Bachelor Programme mandatory and elective controlling and finance courses, or as can be read up in:</p> <p>Brealey, R. A, Myers, S.C., Allen F. (2008). Principles of Corporate Finance (9th ed.). McGraw-Hill.</p> <p>Bowhill, B. (2008). Business Planning and Control – Integrating Accounting, Strategy & People. Wiley.</p> <p>Drury, C. (200x). Management Accounting for Business. Xth Edition. South-Western Cengage Learning.</p>	
Contribution to Programme Learning Goals and Objectives:	<p>This module introduces to the discipline of valuation and value-based management. Taking point of departure in corporate valuation, the course turns to focus on the ways that value-based management builds and extends on the shareholder value focus and the valuation techniques introduced.</p> <p>Upon completion of the module, a successful candidate will know how to:</p> <ul style="list-style-type: none"> • structure a financial return-focused value based management strategy • perform a financial values-oriented valuation of the firm • make management control tools and concepts useful • cascade value-based management down to the different organizational functions. <p>Graduates will be highly competent in their field of study.</p> <p>Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines. (LO 1):</p> <ul style="list-style-type: none"> • The module revolves around the juxtaposition of valuation and value based management – related disciplines, yet different in scope. Whereas the valuation course focuses on the development of principles for a proper outside-in analysis. The value based management course focuses on the development of principles for organizational implementation and mobilization of the shareholder value concept. 	

	<p>Graduates will have highly-developed critical thinking skills.</p> <p>Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods. (LO 6):</p> <ul style="list-style-type: none">• Each course trains students in the methods and tools used respectively to analyse a firm outside-in and to mobilise shareholder value in the context of planning and control.• The course ends with a case integrating aspects of valuation and value based management. This case is done in groups and presented in class. In addition students individually write papers to be handed in for each course. These papers must cover the use of the tools and techniques taught throughout the module. <p>Graduates are able to independently solve problems and direct their own learning processes. (LO 7):</p> <ul style="list-style-type: none">• Both courses introduce students to cases to be solved and decisions to be made both with regards to valuation and with regards to the idea of value based management.																
Relation to other Programmes/Modules:	<p>Programmes: This module is not applicable to other programmes.</p> <p>Modules: This module introduces a value-based management perspective on financial management. It elaborates conceptually on theoretical corporate finance.</p>																
Workload Allocation:	<p>180 h total student’s workload, thereof:</p> <table><tr><td>Classes(18 x 90)</td><td>27 hours</td></tr><tr><td>Pre-readings & wrap up</td><td>40 hours</td></tr><tr><td>Exercises & homework</td><td>25 hours</td></tr><tr><td>Group work, case studies and/ or Presentations</td><td>48 hours</td></tr><tr><td>Exam and exam preparation</td><td>40 hours</td></tr></table>	Classes(18 x 90)	27 hours	Pre-readings & wrap up	40 hours	Exercises & homework	25 hours	Group work, case studies and/ or Presentations	48 hours	Exam and exam preparation	40 hours						
Classes(18 x 90)	27 hours																
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Grading:	<p>180 Examination Points</p> <table><tr><th>Types of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading/ Individual Grading</th></tr><tr><td>Case study</td><td>Complete module</td><td>60</td><td>TG</td></tr><tr><td>Essay</td><td>Valuation</td><td>60</td><td>IG</td></tr><tr><td>Essay</td><td>Value-Based Management</td><td>60</td><td>IG</td></tr></table>	Types of Examination	Related Course	Points	Team Grading/ Individual Grading	Case study	Complete module	60	TG	Essay	Valuation	60	IG	Essay	Value-Based Management	60	IG
Types of Examination	Related Course	Points	Team Grading/ Individual Grading														
Case study	Complete module	60	TG														
Essay	Valuation	60	IG														
Essay	Value-Based Management	60	IG														
Information on Papers, Allocation of Subjects & Groups, Homework etc.	<p>It is absolutely essential to prepare all case studies prior to lectures. Further information will be announced in class.</p> <p>This module is limited to 30 participants.</p>																

1. Course	Corporate Valuation	Course No.:
Instructor:	Prof. Dr. Burkhard Bamberger	L-ACT4-039
Guest Speaker:	None	
Contact:	macc@ebs.edu	
ECTS:	3	
Number of Sessions:	9	
Language:	English	
Course Description:	This course introduces students to different valuation approaches, including fundamental (DCF approach, WACC approach, LBO valuation) and market oriented methodologies (comparable companies and precedent transactions). The learning objective is to introduce and discuss different valuation techniques from a practical, user-oriented perspective. Upon successful completion of this course, students will know how to approach a valuation of a firm.	
Required Readings:	Knight, J. A. (1998). Value Based Management, New York.	
Further Recommended Readings:	<p>Neale, B., & McElroy, T. (2004). Business Finance – A Value-Based Approach. Financial Times Press. Prentice Hall.</p> <p>Brealey, R. A., Myers, S. C., & Allen, F. (2006). Principles of Corporate Finance (10th ed.), New York.</p> <p>Copeland, T., Koller, T., & Murrin, J. (2000). Valuation: Measuring and Managing the Value of Companies (3rd ed.), New York.</p> <p>Lee, K. M. (2004). Accounting for Investment Analysts: An International Perspective (2nd ed.), New York.</p> <p>Ross, S. A., Westerfield, R. W., & Jaffe, J. (2004): Corporate Finance (7th ed.).</p>	
Pedagogy:	Lecture, case discussion	

2. Course	Value-Based Management	Course No.:
Instructor:	Prof. Niels Dechow, PhD	L-ACT4-040
Guest Speaker:	None	
Contact:	macc@ebs.edu	
ECTS:	3	
Number of Sessions:	9	
Language:	English	
Course Description:	<p>Building upon the valuation techniques discussed in the first part of the module, this course develops a strategic value-based management approach for managing complex organisations. The aim of this course is three-fold: (1) to know and understand different key performance indicators of shareholder value; (2) learning how to manage value in ongoing operations by means of value drivers, and finally; (3) how to implement value-based management.</p> <p>The course will be taught over the course of three (blocked) sessions. The first block focuses on A/ the definition, B/ the calculation and C/ the differentiation of common shareholder value indicators. The 2nd block will elaborate on the differentiation of the various kpi's introduced in the first block. It will be explored, how different types of calculations differ in terms of the agenda they set for value management. This part is taught in parts by the visual disintegration of value-pyramids and then by the introduction and discussion of various supporting tools such as working capital management, strategic cash management etc. Finally, the third block will move focus back to the organisation that has yet to introduce value based management. Focus in this session will be on the implementation of value based management. Do's and Don't's with regards to the implementation process, incentivisation etc. will be discussed.</p>	
Required Readings:	<p>Digital reading packs including but not limited to:</p> <p>Haspelagh, P. Noda, T & Boulos, F: Managing for Value – It is not just about the numbers. Harvard Business Review. July-August, 2001 – Pp.65-73.</p> <p>Jensen, M (2001): Value Maximisation, Stakeholder Theory and the Corporate Objective Function. European Financial Management, Vol.7 No 3 – Pp297-317.</p> <p>Koller, T (1994): What is Value Based Management. The McKinsey Quarterly, No.3 – Pp. 87-101.</p> <p>McIntyre, EV. (1999): Accounting choices and EVA. Business Horizons. Jan-Feb. Pp.66-74.</p> <p>Pitman, B (2003): Leading for Value. Harvard Business Review. April – Pp.41-46.</p> <p>Olsen, E (2003): Rethinking Value Based Management. Handbook of Business Strategy - Pp.286-301.</p> <p>Slater, SF & Olson, EM (1996): A Value-Based Management System. Business Horizon. Sept-Oct – Pp.48-52.</p> <p>Young, D (1997): Economic Value Added – A Primer for European Managers. European Management Journal. Vol.15, No.4 – Pp.335-343.</p> <p>Volk, C (2007): Six-Shot Economics. How many shots do you have at shareholder value. Strategic Finance. Dec – Pp.21-26.</p>	

Further Recommended Readings:	Young, S.D./O'Byrne, S.F. (2001), <i>EVA and value-based management: a practical guide to implementation</i> , New York: McGraw Hill.
Pedagogy:	Didactically the course is taught by a mix of methods, a discussion of their managerial application, and last but not least by means of a case study.

Name of Module:	Asset Pricing and Derivatives	Module No:
Module Owner:	Prof. Rasa Karapandza, PhD	M-FIN4-034
Contact:	rasa.karapandza@ebs.edu	
Programme of Study:	Master in Finance	
Specialisation/Major:	None	
Mandatory/Elective:	Elective	
Semester:	Fall Term	
Module Duration:	1 Semester	
Frequency:	Yearly	
ECTS:	6	
Prerequisites:	This module requires core knowledge of finance. It also requires a solid background in algebra, calculus and statistics.	
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be highly competent in their field of study.</p> <p>Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines. (LO 1):</p> <ul style="list-style-type: none"> Bonds, stocks and derivatives markets have grown both in volume and in sophistication over the past four decades. In order to participate in this fast growing finance environment, the course provides both necessary theories and tools. The first course covers stocks and bonds while the second course covers financial derivatives. At the conclusion of the module, the students will be able to understand the theories of price formation of stocks, bonds and derivatives, understand and hedge risks that arise from participating in these markets. <p>Graduates are able to directly transfer their knowledge to practice. (LO2)</p> <ul style="list-style-type: none"> In their project students will have to test an investment strategy using the most sophisticated methods used in contemporary investment banking. They will have to apply theoretical knowledge to come up with economically feasible idea of investing, but then they will also have to test this idea using state of the art empirical tests in practice. <p>Graduates are able to leverage technology relevant to their field of study. (LO3):</p> <ul style="list-style-type: none"> The first step in testing a real investment strategy is to understand the technology required to collect historical and real-time data from the markets using Bloomberg, or DataStream terminals. The second step in testing an investment strategy requires students to be able to use sophisticated methods and implement them using some programming language. All this together, puts students in the shoes that every quant in an investment fund needs to fill. <p>Graduates will have highly-developed critical thinking skills.</p> <p>Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods. (LO 6):</p>	

	<ul style="list-style-type: none"> In the presentation Students will be presenting their own trading strategy that has to have economic foundation and reasoning behind it. In the class we will show how this process looks like in real life by covering examples of trading strategies based on D/P ratio or momentum. Students will have to develop similar strategies that will be economically sound and test their performance using state of the art scientific methods like Fama-French regressions, Fama and Macbeth type regressions as well as predictive regressions. <p>Graduates are able to independently solve problems and direct their own learning processes. (LO 7):</p> <ul style="list-style-type: none"> By learning how leading scientists in the field have discovered and documented asset pricing anomalies in the class and followed by the independent work on the presentation, where students will demonstrate similar thinking patterns and use of scientific methods. <p>Graduates have the foundation for becoming a responsible leader in an uncertain rapidly changing world.</p> <p>Graduates can identify and leverage business opportunities. (LO 9):</p> <ul style="list-style-type: none"> The ultimate goal of this class is that every student will be able to come up with economically sound investment strategy that he/she will be able to test. Investment strategies by their nature are business opportunities. 						
Relation to other Programmes/Modules:	<p>Programmes: This module is not applicable to other programmes.</p> <p>Modules: This module builds on finance and mathematics knowledge like the one provided by the EBS BSc in General Management, MSc in Finance Prep Finance course or equivalent studies. This existing, basic, knowledge is complemented by specialised knowledge about bonds, stocks and financial derivatives that is necessary for anyone that intends to take an active role in the real-world financial markets or would like to pursue an academic carrier in the field of finance. Relationship to MSc in Finance modules can be broken down to:</p> <ul style="list-style-type: none"> The module is extensively using skills developed in preparatory Matlab and Excel courses. These skills are extensively used through the course. This course enables students to value bonds, stocks and derivatives in detail. These skills are extensively used and necessary for successful valuation of companies covered in Corporate Finance and Mergers and Acquisitions modules. Measurement of performance of equity portfolios and benchmarking of various investment strategies are mastered in this course and very much useful in modules Financial modelling and Advanced Finance Capital Markets module. 						
Workload Allocation:	<p>180 h total student's workload, thereof:</p> <table border="1"> <tr> <td>Classes (18 x 90)</td><td>27 hours</td></tr> <tr> <td>Exercises & homework</td><td>80 hours</td></tr> <tr> <td>Exam and exam preparation</td><td>73 hours</td></tr> </table>	Classes (18 x 90)	27 hours	Exercises & homework	80 hours	Exam and exam preparation	73 hours
Classes (18 x 90)	27 hours						
Exercises & homework	80 hours						
Exam and exam preparation	73 hours						

Grading:	180 Examination Points			
	Types of Examination	Related Course	Points	Team Grading/ Individual Grading
	Presentation	Asset Pricing	90	IG
	Written exam	Derivatives	90	IG
Information on Papers, Allocation of Subjects & Groups, Homework etc.	In the asset pricing course students will be required to present an important paper in the field of asset pricing in front of the class and will be asked to replicate one selected table of professor's choice from the same paper.			

1. Course	Asset Pricing	Course No.:
Instructors:	Prof. Rasa Karapandza, PhD	L-FIN4-059
Guest Speaker:	None	
Contact:	rasa.karapandza@ebs.edu	
ECTS:	3	
Number of Sessions:	9	
Language:	English	
Course Description:	<p>This course presents classical and modern ideas of finance with an applied focus. Students will master the analytic tools and the financial theory for making smart investments by using stocks and bonds but will also get their hands dirty with the data. The course starts with an overview of important methods from mathematics and statistics, software tools and financial data. It continues with pricing of bonds and other fixed income instruments, discusses the risks associated with fixed income investments, demonstrates the methods to derive zero-coupon yield curves and shows how to hedge interest rate risk. The course then deals with stocks and covers the following topics: Predictability of stock returns, The cross section of stock returns, Asset pricing theory (utility, discount factors, expected returns, CAPM, ICAPM, APT), Empirical asset pricing methods (time-series, cross-sectional and Fama-MacBeth regressions). We also study the performance of Mutual funds and Hedge funds. The final session of the course will be devoted to answering questions related to this course that are frequently asked in the job interviews in investment banks.</p>	
Required Readings:	<p>Asset Pricing, Cochrane, John H., 2005, Princeton University Press, New Jersey.</p> <p>Lecture notes.</p> <p>During the course a number of important academic papers will be assigned for reading.</p>	
Further Recommended Reading	None	
Pedagogy:	Lecture	

2. Course	Derivatives	Course No.:
Instructor:	Prof. Milos Bozovic, PhD	L-FIN4-060
Guest Speaker/-s:	None	
Contact:	rasa.karapandza@ebs.edu	
ECTS:	3	
Number of Sessions:	9	
Language:	English	
Course Description:	<p>The aim of this course is to give an overview of derivatives markets and to illustrate basic methods of derivatives pricing. The course starts with mechanics of derivatives markets, and introduces forwards and futures, and application of these instruments in hedging. No-arbitrage argument is used to derive prices of most important types of forwards and futures. The course continues with options, their properties, trading strategies involving options, and a brief overview of exotic options. These topics are followed by interest-rate derivatives, CDSs, commodity, energy and weather derivatives.</p> <p>The second part of the course introduces stochastic processes used for asset price modeling, Itô's lemma, and general principles of risk-neutral pricing in continuous time and its relationship with the no-arbitrage principle. Partial differential equations and risk-neutral expected values are used as two equivalent ways to price derivatives and other contingent claims. Here, the Black-Scholes-Merton model is introduced as an illustration of these principles in option pricing. Some related topics, such as option "Greeks" and volatility smiles, are presented.</p> <p>The course concludes with the most important numerical methods used in derivatives pricing, with an emphasis on Monte Carlo simulations.</p>	
Required Readings:	Hull, J. C. (2008). Options, Futures, and Other Derivatives. Prentice Hall.	
Further Recommended Readings:	Björk, T. (2009). Arbitrage Theory in Continuous Time (3 rd ed.). Oxford Finance.	
Pedagogy:	Lecture	

Name of Module:	Corporate Finance	Module No:
Module Owner:	Prof. Mrdjan M. Mladjan, PhD	M-FIN4-009

Contact:	mrdjan.mladjan@ebs.edu
Programme of Study:	Master in Finance
Specialisation/Major:	None
Mandatory/Elective:	Mandatory
Semester:	Fall Term
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	Basic financial mathematics, basic capital market theory, basic valuation. Basics in statistics and econometrics.
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be highly competent in their field of study.</p> <p>Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines. (LO 1):</p> <ul style="list-style-type: none"> This module lays the foundation for a thorough understanding of the theory and practice of corporate finance. Students acquire and apply tools to enable them to assess the vast set of different financing options available to firms today. Students learn to critically analyse the main theories, principles, and methods of corporate finance (such as value and risk, CAPM, dividend and capital structure policy, WACC, corporate valuation, etc.) and apply them to real world problems <p>Graduates are able to directly transfer their knowledge to practice. (LO2):</p> <ul style="list-style-type: none"> The work on the take-home assignment and its presentation will consist of valuation of a real-world company. It would be dedicated to perfecting of corporate valuation skills which would be immediately applicable at workplace. Analysing articles from the financial press and business cases would also enable the students to make more mature contributions at the moment of entering their first job. <p>Graduates will be capable of taking different roles in an international environment.</p> <p>Graduates demonstrate excellent written and oral communication skills in English. (LO 4):</p> <ul style="list-style-type: none"> Students will not only need to participate in class discussions and work on exam preparation together, but also work on a project and prepare its presentation. All these interactions will take place in a class with mixed nationalities, which will give them the experience of communicating, cooperating, working together, and

	<p>leading groups in an international environment.</p> <p>Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods. (LO 6):</p> <ul style="list-style-type: none"> Exam questions will require the students to independently select the relevant from a wider set of data. Analysing articles from the financial press will require the students to critically evaluate the arguments presented and develop their own view instead. The work on the take-home assignment will require the students to independently select the relevant data, decide on the best line of investigation as well as argumentation about the robustness of the findings. <p>Graduates will have highly-developed critical thinking skills.</p> <p>Graduates are able to independently solve problems and direct their own learning processes. (LO 7):</p> <ul style="list-style-type: none"> Both exam preparation, and work on the take home assignment, will require much independent work of both individuals and teams. This will require solving problems independently, and taking responsibility for directing own learning process and for choosing the direction of investigation for the whole group. <p>Graduates have the foundation for becoming a responsible leader in an uncertain rapidly changing world.</p> <p>Graduates can identify and leverage business opportunities. (LO 9):</p> <ul style="list-style-type: none"> The work on the take-home assignment would give the students a chance to identify business opportunities of the valued company, keeping in mind any uncertainty and changes that may happen to its business environment, as well as to evaluate the investment in the valued company itself as a possible opportunity. The lecture on standards of practice will help the students to recognize and derive possible solutions to the ethical dilemmas inherent in many business opportunities. 								
Relation to other Modules:	<p>Programmes: This module is not applicable to other programmes.</p> <p>Modules: This module is compulsory with the Master in Finance. It presents a key building block for a number of other elective modules. Most directly related, “Advanced Management Accounting” and “Mergers and Acquisitions” directly built on its content to further the understanding of corporate valuation, while “The Economics of Financial Markets and Crises” uses the knowledge it gives of the firm’s operations to expand the view by considering the consequences of firm’s decisions on the wider economy, and vice versa.</p>								
Workload Allocation:	<p>180 h total student’s workload, thereof:</p> <table border="1"> <tr> <td>Classes (22 x 90)</td><td>33,0 hours</td></tr> <tr> <td>Pre-Readings & Wrap up</td><td>20,0 hours</td></tr> <tr> <td>Preparation Take-home Assignment</td><td>63,5 hours</td></tr> <tr> <td>Exam and its preparation</td><td>63,5 hours</td></tr> </table>	Classes (22 x 90)	33,0 hours	Pre-Readings & Wrap up	20,0 hours	Preparation Take-home Assignment	63,5 hours	Exam and its preparation	63,5 hours
Classes (22 x 90)	33,0 hours								
Pre-Readings & Wrap up	20,0 hours								
Preparation Take-home Assignment	63,5 hours								
Exam and its preparation	63,5 hours								

Grading:	180 Examination Points			
	Types of Examination	Related Course	Points	Team Grading/ Individual Grading
	Written exam	Empirical Corporate Finance	90	IG
	Take-home assignment and its <u>presentation</u>	Fundamentals of Corporate Valuation	90	IG
Information on Papers, Allocation of Subjects & Groups, Homework etc.	Fundamentals of Corporate Valuation: Students (in groups of up to 3) are expected to complete a take-home assignment and prepare a presentation of their work. The instructor and the students will agree on team members at the beginning of the Fundamentals of Corporate Valuation.			

1. Course	Empirical Corporate Finance	Course No.:
Instructor:	Prof. Mrdjan M. Mladjan, PhD	L-FIN4-012
Guest Speaker:	tba.	
Contact:	mrdjan.mladjan@ebs.edu	
ECTS:	3	
Number of Sessions:	10	
Language:	English	
Course Description:	<p>Given a firm's present portfolio of real assets and its future investment strategy, the course provides students with the tools to ascertain the best financing strategy. It addresses specific concepts, techniques, instruments, and institutions involved in financing investment. The course starts with a brief review of the fundamental ideas that relate to the concepts of value and risk, the net present value and the capital asset pricing model. It then explains and discusses the important insight of market efficiency. The course further addresses different financing options specific to each life-stage of the firm. Main deviations from the Modigliani–Miller irrelevance theorem are used to demonstrate how dividend policy and capital structure decisions can add value to a firm. The course concludes by discussing the principal terminology and concepts related to mergers, acquisitions and company restructuring. Finally, one session on Standards of Practice (Ethics) in line with the Chartered Financial Analyst (CFA) Curriculum will be delivered by a guest lecturer from the CFA Society Germany. Throughout the course, students will get a chance to critically evaluate articles from the financial press related to the topics studied.</p>	
Required Readings:	<p>Brealey, Richard, Steward Myers and Franklin Allen. <i>Principles of Corporate Finance</i>. New York: McGraw-Hill. (BMA) (Any recent edition would serve).</p> <p>CFA Institute, 2014, <i>Standards of Practice Handbook</i> http://www.cfapubs.org/doi/pdf/10.2469/ccb.v2014.n4.1</p>	
Further Recommended Readings:	<p>Copeland, T.E./Weston, J.F./Shastri, K.: <i>Financial Theory and Corporate Policy</i>, Addison Wesley, 2004. 4th edition.</p>	
Pedagogy:	Lecture	

2. Course	Fundamentals of Corporate Valuation	Course No.:
Instructor:	Prof. Mrdjan M. Mladjan, PhD	L-FIN4-106
Guest Speaker:	None	
Contact:	mrdjan.mladjan@ebs.edu	
ECTS:	3	
Number of Sessions:	12 (8 lectures and 4 sessions of student presentations)	
Language:	English	
Course Description:	<p>The course allows students to improve their knowledge acquired in the empirical corporate finance course by analysing real world problems. Two sets of such problems will be analysed. First, students will gain experience with problems one faces in calculating the WACC of a real-world company. Second, methods of project and firm valuation and their application in practice will be mastered. Students will learn how to determine the relevant cash flows and match them with the appropriate discount rate. Concepts of free cash flows, WACC, adjusted present value, and real options will be mastered. They would all finally be applied to valuing a real-world company.</p> <p>The take-home assignment consists of two parts: calculating the WACC of a company using publicly available data and valuing the same company. With the presentation of their results to the rest of the class, the students would have an opportunity to practice and receive structured feedback on both their presentation and valuation skills.</p> <p>The course consists of a combination of lectures, case studies, and tutorials on using spreadsheet software for calculating the WACC and valuing a real company.</p>	
Required Readings:	Brealey, Richard, Steward Myers and Franklin Allen. <i>Principles of Corporate Finance</i> . New York: McGraw-Hill. (any recent edition would serve). (BMA).	
Further Recommended Readings:	<p>Damodaran, Aswath. 2014. <http://pages.stern.nyu.edu/~adamodar/></p> <p>Damodaran, Aswath. 2006. "Damodaran on Valuation". 2nd edition. John Wiley & Sons.</p> <p>Damodaran, Aswath. 2010. "The Dark Side of Valuation – Valuing Young, Distressed, and Complex Businesses". 2nd edition. John Wiley & Sons.</p> <p>Newspaper and magazine articles on topics in finance and economics.</p>	
Pedagogy:	Lecture, case discussion, tutorial, real-life project	

Name of Module:	Founders' Skillset	Module No:
Module Owner:	Prof. Dr. Diane Robers	M-STR4-084
Contact:	florian.bayer@ebs.edu	
Programme/-s of Study:	Master in Management	
Specialisation/Major:	Major in Entrepreneurship	
Mandatory/Elective:	Elective	
Semester:	Fall Term	
Module Duration:	1 Semester	
Frequency:	Yearly	
ECTS:	6	
Prerequisites:	None	
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be highly competent in their field of study.</p> <p>Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines. (LO 1):</p> <ul style="list-style-type: none"> In this course, students will be taught major theories and practical approaches of entrepreneurship (e. g. Timmons Model, Effectuation, Design Thinking, Lean Start-Up Method). These promote the understanding of entrepreneurial behaviours and actions. <p>Graduates are able to directly transfer their knowledge to practice. (LO2):</p> <ul style="list-style-type: none"> Fundamentals of Entrepreneurship provides students with the basic knowledge of entrepreneurship and connects to other basic management concepts (marketing, finance, legal,...). The course will answer questions such as: What defines entrepreneurship in theory and practice? Why entrepreneurship? What are behavioural aspects and personal requirements of an entrepreneur? What are the different types of entrepreneurship? Other issues will be: innovation, creativity, market analysis, product and service development, business development, financing new ventures, human resource management in new ventures, marketing and sales, legal aspects, business plan, network and partnering, managing growth of new ventures. <p>Graduates are able to leverage technology relevant to their field of study. (LO3):</p> <ul style="list-style-type: none"> An important part of entrepreneurial studies is to cope with important new technologies, which can disrupt existing business models (e. g. AI, Digitalisation, Robotics, etc.) and understand how they can drive new business opportunities. <p>Graduates will be capable of taking different roles in an international environment.</p> <p>Graduates demonstrate excellent written and oral communication skills in</p>	

	<p>English. (LO 4):</p> <ul style="list-style-type: none"> Pitches (e. g. elevator pitches) and group work will be essential parts of the course. Excellent Pitch Decks require an excellent command of the English language. <p>Graduates are capable of contributing effectively to multicultural teams. (LO 5):</p> <ul style="list-style-type: none"> Most examples of entrepreneurial best practices are relevant global and scalable themes. Thus to understand different markets and environments multicultural teams will contribute to a broader way of thinking, acting and understanding business opportunities. <p>Graduates will have highly-developed critical thinking skills.</p> <p>Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods. (LO 6):</p> <ul style="list-style-type: none"> To analyse markets and deal with financials in a context of opportunities and risks is one major task of entrepreneurs. Thus relevant strategic tools (like SWOT or Portfolio analysis) or financial modelling as well as tools for Business Simulation (e. g. Business Model Canvas) will be used during class. <p>Graduates are able to independently solve problems and direct their own learning processes. (LO 7):</p> <ul style="list-style-type: none"> The decision to be an Entrepreneur has a great impact on all settings of a business and personal life. This means first to understand own motivations, skillsets and desired outcomes. Students will cope with traits and characteristics of famous entrepreneurs that include passion as well as perseverance in tough times. <p>Graduates have the foundation for becoming a responsible leader in an uncertain rapidly changing world.</p> <p>Graduates are able to recognise and discuss the ethical dilemmas inherent in many business decisions and derive solutions. (LO 8):</p> <ul style="list-style-type: none"> Entrepreneurship is a way of life. An Entrepreneur is a person of very high aptitude who pioneers change, possessing outstanding characteristics and skills. He/She goes further than anyone else, even if facing high risk and uncertain outcomes. Entrepreneurial journeys can be found in corporate (intrapreneurship), business or social contexts. <p>Graduates can identify and leverage business opportunities. (LO 9):</p> <ul style="list-style-type: none"> The starting point for entrepreneurs is to detect new opportunities for businesses, e. g. identify gaps or insufficient fulfillment of market needs. <p>Graduates are able to handle leadership challenges. (LO 10):</p> <ul style="list-style-type: none"> The module teaches the state of the art research in entrepreneurship. Entrepreneurship research accumulated considerable work related to opportunities, entrepreneurial decision-making under uncertainty (effectuation), As Entrepreneurs take over responsibility for their own business and respective teams, they also have to understand HR issues (e. g. motivation of teams, handling conflicts, set clear goals etc.).
<p>Relation to other Programmes/Modules:</p>	<p>Programmes: This module is not applicable to other programmes.</p> <p>Modules: This module provides basic insights into (a) research in entrepreneurship and (b) different tools and methodologies to apply in new venture creation. Students will acquire skills by an interactive, real-life project and present their results to real-life committee. The course builds a</p>

	comprehensive foundation for further entrepreneurship courses such as “Start-up and New Business Model Development”, “Entrepreneurial Finance” or “Entrepreneurial Marketing”, but is due to its interdisciplinary nature beneficial to all business students.			
Workload Allocation:	180 h total student’s workload, thereof:			
	Classes		27 hours	
	Pre-Readings		18 hours	
	Exams and exam preparation		30 hours	
	Group work		105 hours	
Grading:	180 Examination Points			
	Types of Examination	Related Course	Points	Team Grading/ Individual Grading
	Project & Presentation	Complete module	120	TG
	Written exam	Complete module	60	IG
Information on Papers, Allocation of Subjects & Groups, Homework etc.	Student presentations and submissions to be announced by the lecturer. Students have to reflect their theoretical knowledge by solving a practical case using the theoretical frameworks learned during class.			

1. Course:	Fundamentals of Entrepreneurship	Course No.:
Instructor:	Prof. Dr. Diane Robers	L-STR4-125
Guest Speakers:	tba	
Contact:	diane.robbers@ebs.edu	
ECTS:	6	
Number of Sessions:	18	
Language:	English	
Course Description:	<p>In this course, students will be taught the theory and practice of entrepreneurship. This includes a general introduction to the national and international scene, a discussion of the scientific perspective, including relevant models, such as the Timmon's model. The course will outline the reasons and motivation for becoming an entrepreneur, also with regards to the personality, traits and competencies that make the mindset of successful founders. Further emphasis will be laid on the founding process itself, starting with opportunity recognition and idea building and then elaborating on realisation strategies, such as the theory behind developing business models, marketing and financing. The course will then provide the students with an overview over the entrepreneurial ecosystem and its components, such as venture capital funds, incubators and business angels. Furthermore, the course will provide the necessary tools that entrepreneurs need to interact with this system. Interesting guest speakers, networking with founders and business angels as well as visits to tech quarters will complete the practical part of the course.</p>	
Required Readings:	<p>Bygrave, W., Zacharakis, A. (2011). Entrepreneurship, Second Edition, New Jersey: John Wiley and Sons.</p> <p>Katz, Green (2013). Entrepreneurial Small Business (4rd ed.). International Edition, McGraw-Hill, Chapters: 4, 5, 6, 7, 8.</p> <p>Christensen, C. M. (2016): The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail.</p> <p>Sarasvathy, S. D. (2001). Causation and effectuation: Toward a theoretical shift from economic inevitability to entrepreneurial contingency. Academy of Management Review, 26(2), 243–263.</p> <p>Perry, J. T., Chandler, G. N., & Markova, G. (2012). Entrepreneurial Effectuation: A Review and Suggestions for Future Research. Entrepreneurship: Theory and Practice, 36(4), 837–861.</p> <p>Bessant, J., Tidd, J. (2015) Innovation and Entrepreneurship (3rd ed.), John Wiley and Sons, Chichester.</p> <p>Kuratko, D. F. (2016). Entrepreneurship: Theory, process, and practice. Cengage Learning.</p> <p>Alvarez, S. A., Audretsch, D., & Link, A. N. (2016). Advancing Our Understanding of Theory in Entrepreneurship. Strategic Entrepreneurship Journal, 10(1), 3-4.</p> <p>http://www.vc-magazin.de</p> <p>http://www.fastcompany.com/most-innovative-companies</p>	
Further Recommended Reading	<p>Grichnik, D., Brettel, M., Koropp, C., Mauer, R. (2017) Entrepreneurship: Unternehmerisches Denken, Entscheiden und Handeln in innovation und technologieorientierten Unternehmungen.</p> <p>Dialogue of five articles in Academy of Management Review, July 2016, 41, p. 528-</p>	

	<p>556.</p> <p>Thiel, P. (2015): Zero to One: Notes on Start Ups, or How to Build the Future.</p> <p>Kawasaki, G. (2015): The Art of the Start 2.0.</p> <p>Blank, S. G., Dorf, B. (2012): The startup owner's manual: The step-by-step guide for building a great company.</p> <p>Ries, E. (2011): The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses.</p> <p>Hisrich, R., Peters, M., Shepherd, D. (2010). Entrepreneurship. Boston: McGraw-Hill/Irwin.</p> <p>Timmons, J., Spinelli, S. (2008). New Venture Creation. Boston: McGraw-Hill/Irwin.</p> <p>Byers, T. H., Dorf, R. C., Nelson, A. J., (2010). Technology Ventures: From Idea to Enterprise (3rd ed.). Boston: McGraw-Hill/Irwin.</p> <p>http://www.gruenderszene.de</p> <p>http://www.manager-magazin.de</p> <p>http://www.forbes.com</p>
Pedagogy:	Lecture, guest speakers, business angel challenge.

Name of Module:	How to deal with disruptive events as a CFO	Module No:
Module Owner:	Prof. Dr. Adrian Cloer	M-ACT4-038
Contact:	adrian.cloer@ebs.edu; steuern@ebs.edu; nicola.niemeyer@ebs.edu	
Programmes of Study:	Master in Management	
Specialisation/Major:	None	
Mandatory/Elective:	Elective	
Semester:	Fall Term	
Module Duration:	1 Semester	
Frequency:	Yearly	
ECTS:	6	
Prerequisites:	<p>None; general understanding of tax systems and European institutions is advantageous.</p> <p>If otherwise necessary, required literature will be announced after final enrolment to the course.</p>	
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be highly competent in their field of study.</p> <p>Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines. (LO 1):</p> <ul style="list-style-type: none"> • Management strategies will guide the students to make well-considered decisions in case of unforeseen (external) events. <p>Graduates are able to directly transfer their knowledge to practice. (LO2):</p> <ul style="list-style-type: none"> • After completing the course, students will be able to lead a company through disruptive events. <p>Graduates will be capable of taking different roles in an international environment.</p> <p>Graduates demonstrate excellent written and oral communication skills in English. (LO 4):</p> <ul style="list-style-type: none"> • During the course, students will improve their presentation skills. Presentation skills do not only encompass a formal powerpoint presentation, but also speaking technique, team work and the capability to present a given topic in an easy-to-understand fashion. • The students will learn how to deal with criticism of practioners, who often have a divergent opinion. • The students will learn to not only accept and appreciate this criticism, but also adapt and consider it in further presentations. <p>Graduates have the foundation for becoming a responsible leader in an uncertain rapidly changing world.</p> <p>Graduates are able to recognise and discuss the ethical dilemmas inherent in</p>	

	<p>many business decisions and derive solutions. (LO 8):</p> <ul style="list-style-type: none">• By examining the economic and political consequences of disruptive events such as Brexit, Catalexit, students will learn about the ethical dilemmas inherent in strategic business decisions. <p>Graduates are able to handle leadership challenges. (LO 10):</p> <ul style="list-style-type: none">• The students will learn how to deal with disruptive and unforeseen events through application of management and financial strategies.																
Relation to other Programmes/Modules:	To participate at the module, it might be advantageous to have a basic understanding of taxation. However, it is not mandatory to pass this course. There are links to the module “Advanced Management Accounting”.																
Workload Allocation:	<p>180 h total student’s workload, thereof:</p> <table><tr><td>Lectures (15 x 90)</td><td>22,5 hours</td></tr><tr><td>Self-study after lectures</td><td>50 hours</td></tr><tr><td>Preparation of presentation</td><td>37,5 hours</td></tr><tr><td>Student’s presentations</td><td>15 hours</td></tr><tr><td>Preparation for exercise</td><td>20 hours</td></tr><tr><td>Preparation for final exam</td><td>35 hours</td></tr></table>	Lectures (15 x 90)	22,5 hours	Self-study after lectures	50 hours	Preparation of presentation	37,5 hours	Student’s presentations	15 hours	Preparation for exercise	20 hours	Preparation for final exam	35 hours				
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Preparation for final exam	35 hours																
Grading:	<p>180 Examination Points</p> <table><tr><th>Types of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading/ Individual Grading</th></tr><tr><td>Presentation</td><td>Complete module</td><td>60</td><td>TG</td></tr><tr><td>Class participation</td><td>Complete module</td><td>60</td><td>IG</td></tr><tr><td>Oral exam</td><td>Complete module</td><td>60</td><td>IG</td></tr></table>	Types of Examination	Related Course	Points	Team Grading/ Individual Grading	Presentation	Complete module	60	TG	Class participation	Complete module	60	IG	Oral exam	Complete module	60	IG
Types of Examination	Related Course	Points	Team Grading/ Individual Grading														
Presentation	Complete module	60	TG														
Class participation	Complete module	60	IG														
Oral exam	Complete module	60	IG														
Information on Papers, Allocation of Subjects & Groups, Homework etc.	<p>In order to pass the module, it is necessary to pass all three parts of the examination.</p> <p>The presentation of the case studies in Barcelona has to be given in English language. The oral exam will be held in English.</p> <p>If one partype of examination is below 50 % of examination points, a re-take written exam with 180 examination points has to be passed.</p> <p>All students are required to accept the Code of Conduct for group trips by the Chair. The lecturer reserves the right to include observations of inappropriate social behavior in the awarding of participation marks. The students are expected to participate actively in the group work, engage in discussions, and respect the schedule of the workshop in Barcelona. Further, inappropriate social behavior will not be accepted.</p> <p>Even though the timetable is subject to change at short notice, the workshop is planned to take place as follows:</p> <ul style="list-style-type: none">• Several classroom sessions in Wiesbaden during October.• Dates of excursion to Barcelona: 13. – 16.11.2018																

1. Course	How to deal with disruptive events as a CFO	Course No.:
Instructor:	Prof. Dr. Adrian Cloer	L-ACT4-063
Guest Speakers:	None	
Contact:	adrian.cloer@ebs.edu; Steuern@ebs.edu; Nicola.niemeyer@ebs.edu	
ECTS:	6	
Number of Sessions:	15 (including excursion to Barcelona)	
Language:	English	
Course Description:	<p>The course deals with disruptive or unforeseen political events related independence movements of states or regions such as “Brexit” or “Catalexit” and examines its consequences on strategic and financial business decisions.</p> <p>The course will focus especially on the implications for financial and tax related issues and how to deal with such risks and uncertainties. Thereby applying managerial techniques, in particular those for disruptive events. Disruptive events are unforeseen events, which massively influence organisations or whole business sectors in their daily business operations.</p> <p>Traditional methods such as Crisis Management and Business Continuity and other techniques such as Strategic foresight will be applied.</p> <p>Even though the course can be seen as a business management course, it also contains jurisprudential and cultural science elements.</p>	
Required Readings:	<p>None; general understanding of tax systems and European institutions is advantageous.</p> <p>If otherwise necessary, required literature will be announced after final enrolment to the course.</p>	
Further Recommended Reading	None	
Pedagogy:	<p>The module includes a mandatory trip to Barcelona for which the participating students should account for a contribution of around 250 EUR. The fee has to be paid immediately after enrolment. Since the costs are based on fee estimation from previous semesters, minor additional payments could be required. In case participants cannot afford the required fee payment, the Chair of Business Taxation and International Tax Law offers the possibility to apply for funding under the condition that credible evidence is provided.</p> <p>The course includes several classroom sessions in Wiesbaden with an introduction to the basics fundamentals of tax law. The workshops will be held in Barcelona, which do not only cover tax issues but also the politics and history of Spain, Great-Britain and the EU. During the workshops, the students will present research outcomes of beforehand distributed topics, which they previously solved in groups.</p> <p>The course particularly puts emphasis on good presentation methods and the ability to accept criticism.</p> <p>The course is limited to 20 participants.</p>	

Name of Module:	International Business	Module No:
Module Owner:	Prof. Dr. Stefan Kayser	M-ECO4-023
Contact:	stefan.kayser@ebs.edu	
Programmes of Study:	Guest students MSc & MBA	
Specialisation/Major:	None	
Mandatory/Elective:	Elective	
Semester:	Fall Term	
Module Duration:	1 Semester	
Frequency:	Yearly	
ECTS:	6	
Prerequisites:	<p>Basic knowledge of:</p> <p>Macroeconomics, General Management (marketing, supply chain management, Finance, Organization), strategy frameworks (industry analysis, value chain analysis, generic strategies), transaction cost economics.</p>	
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be highly competent in their field of study.</p> <p>Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines. (LO 1):</p> <ul style="list-style-type: none"> In its first part the aim of the module is to explain and discuss the patterns and players of globalisation. In its second part the course focuses on the internationalisation of companies. It also focuses on the implications of the theories for the regionalisation of economics activities and sheds light on the side effects linked to this. The course deals with the EU as an example of this development. <p>Graduates will be capable of taking different roles in an international environment.</p> <p>Graduates demonstrate excellent written and oral communication skills in English. (LO 4):</p> <ul style="list-style-type: none"> Students are required to write an English-written essay about an international-oriented topic and present this in class. <p>Graduates are capable of contributing effectively to multicultural teams. (LO 5):</p> <ul style="list-style-type: none"> The course covers the challenges of management across borders by analysing cultural differences and the implications of corporate responsibility and sustainability. The students discuss cases in groups consisting of student fellows from various countries and thus, learn to integrate their views with a multicultural point of view. <p>Graduates will have highly-developed critical thinking skills.</p>	

	<p>Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods. (LO 6):</p> <ul style="list-style-type: none"> • The module explores theories of international trade and foreign direct investments. It provides the requisite frameworks and theories to understand the complex and interdependent environments in which globally active companies, in particular MNEs are embedded. Students will be able to distinguish between different theories, critically reflect and discuss these approaches, in particular with respect to their applicability to the practice. • The case method used in this course enables students to find in groups creative solutions to case questions. In this way they are challenged to come up with their own ideas and discuss these with the fellow students and the professor in class. <p>Graduates are able to independently solve problems and direct their own learning processes. (LO 7):</p> <ul style="list-style-type: none"> • Students are required to independently write an essay on an international-oriented business topic. In this essay students use theoretical models and concepts in order to apply them to the research question. • In an oral presentation the students can present and discuss their topic in class and learn from this discussion. <p>Graduates have the foundation for becoming a responsible leader in an uncertain rapidly changing world.</p> <p>Graduates can identify and leverage business opportunities. (LO 9):</p> <ul style="list-style-type: none"> • In the third part the course examines the strategy of companies as they internationalise and the structural and coordination challenges that they need to manage. Students become aware of the pros and cons of different strategies given an uncertain development of the context. • The course treats international business problems from different angles and illustrates them by using several cases. Students are motivated to identify the embedded business opportunities and prioritise them. 										
Relation to other Programmes/Modules:	<p>Programmes: This module is not applicable to other programmes.</p> <p>Modules: International Business is a cross-functional discipline. The module strongly relates to courses in International Economics, Strategic Management, Organisation Theory, International Management.</p>										
Workload Allocation:	<p>180 h total student's workload, thereof:</p> <table border="1"> <tr> <td>Classes</td><td>30 hours</td></tr> <tr> <td>Pre-readings & wrap up</td><td>40 hours</td></tr> <tr> <td>Essay</td><td>40 hours</td></tr> <tr> <td>Presentation and its preparation</td><td>20 hours</td></tr> <tr> <td>Exam and its preparation</td><td>50 hours</td></tr> </table>	Classes	30 hours	Pre-readings & wrap up	40 hours	Essay	40 hours	Presentation and its preparation	20 hours	Exam and its preparation	50 hours
Classes	30 hours										
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Exam and its preparation	50 hours										

Grading:	180 Examination Points			
	Types of Examination	Related Course	Points	Team Grading/ Individual Grading
	Written exam	Complete module	90	IG
	Presentation (Group Assignment)	Complete module	35	IG
	Essay (Written Group Assignment)	Complete module	35	IG
	Class participation	Complete module	20	IG
Information on Papers, Allocation of Subjects & Groups, Homework etc.	The module implies group work. Topics for presentations and essays will be allocated at the beginning of the course. Groups will be composed at the beginning of the course as well. Sound preparation and active class participation are essential for understanding international business and the development of skills in this field.			

1. Course:	International Business	Course No.:
Instructor:	Prof. Dr. Stefan Kayser	L-ECO4-040
Guest Speakers:	None	
Contact:	stefan.kayser@ebs.edu	
ECTS:	6	
Number of Sessions:	20	
Language:	English	
Course Description:	<p>In its first part the aim of the module is to explain and discuss the patterns and players of globalisation. In its second part the course focuses on the internationalisation of companies. It provides the requisite frameworks and theories to understand the complex and interdependent environments in which globally active companies, in particular MNEs are embedded. It also focuses on the implications of the theories for the regionalisation of economics activities and sheds light on the side effects linked to this. The course deals with the EU as an example of this development.</p> <p>In the third part the course examines the strategy of companies as they internationalise and the structural and coordination challenges that they need to manage. In its fourth part the course covers the challenges of management across borders by analysing cultural differences and the implications of corporate responsibility and sustainability.</p> <p>After completion of the course students have an understanding of:</p> <ul style="list-style-type: none"> • The drivers for globalisation, regionalisation and internationalization. • The diverse and complex country environments that globally active companies face. • The formulation and implementation of MNE strategies in order to benefit from their dispersed range of activities and location. • The complex legitimacy and SCR issues MNEs face. 	
Required Readings:	tba at the beginning of the semester.	
Further Recommended Reading:	tba at the beginning of the semester.	
Pedagogy:	Lectures, team presentations, class and group discussions, case discussions, written assignments and projects, readings.	

Name of Module:	Managerial Decision Making	Module No:
Module Owner:	Prof. Marjo-Riitta Diehl, PhD	M-HRM4-005
Contact:	marjo-riitta.diehl @ebs.edu	
Programmes of Study:	Master in Management MBA	
Specialisation/Major:	Major in Strategy & Consulting	
Mandatory/Elective:	Elective	
Semester:	Fall Term	
Module Duration:	1 Semester	
Frequency:	Yearly	
ECTS:	6	
Prerequisites:	None	
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be highly competent in their field of study.</p> <p>Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines. (LO 1):</p> <ul style="list-style-type: none"> During this module the students develop an in-depth understanding of the fundamental theories, concepts and tools as well as contemporary approaches to decision-making from the multidisciplinary perspective of law, economics and psychology. <p>Graduates will have highly-developed critical thinking skills.</p> <p>Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods. (LO 6):</p> <ul style="list-style-type: none"> Students will learn concepts and frameworks for analysing decision-making and the process of making decisions. For their presentation and essay, the students specifically need to independently search, evaluate and use information. They are required to present their solutions and decisions to business dilemmas to others. <p>Graduates are able to independently solve problems and direct their own learning processes. (LO 7):</p> <ul style="list-style-type: none"> Students will be introduced to a number of techniques and tools which enable them to address and solve business dilemmas and make business decisions. They will need to independently and in groups use these techniques and tools to make and evaluate decisions. The students will gain an understanding of how to evaluate their own managerial decision making, as well the decision-making of others. <p>Graduates have the foundation for becoming a responsible leader in an</p>	

	<p>uncertain rapidly changing world.</p> <p>Graduates are able to recognise and discuss the ethical dilemmas inherent in many business decisions and derive solutions. (LO 8):</p> <ul style="list-style-type: none">By analysing and discussing real-life business decisions, students gain clarity of their own leadership principles, values, and ethical boundaries, and how they will respond under pressure when severely challenged. They will learn to evaluate decision-making from the perspective of law and liability and critically discuss classical leadership dilemmas, e. g. the trade- offs between short-term and long-term orientation or between individual and societal interests. <p>Graduates are able to handle leadership challenges. (LO 10):</p> <ul style="list-style-type: none">With the decision-making concepts, theories and tools students learn and practice, they will develop an understanding of one of the key tasks of leaders – decision-making.																				
Relation to other Programmes/Modules:	<p>Programmes: This modules is not applicable to other programmes.</p> <p>Modules: This module provides the participants with a practice-orientated but theoretically solid understanding of decision-making at the top level. Thereby it links to courses on strategy.</p>																				
Workload Allocation:	<p>180 h total student’s workload, thereof:</p> <table><tr><td>Classes</td><td>30 hours</td></tr><tr><td>Pre-Readings & Wrap up</td><td>45 hours</td></tr><tr><td>Essay</td><td>40 hours</td></tr><tr><td>Presentation and its preparation</td><td>20 hours</td></tr><tr><td>Exam and its preparation</td><td>45 hours</td></tr></table>	Classes	30 hours	Pre-Readings & Wrap up	45 hours	Essay	40 hours	Presentation and its preparation	20 hours	Exam and its preparation	45 hours										
Classes	30 hours																				
Pre-Readings & Wrap up	45 hours																				
Essay	40 hours																				
Presentation and its preparation	20 hours																				
Exam and its preparation	45 hours																				
Grading:	<p>180 Examination Points</p> <table><tr><th>Types of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading/ Individual Grading</th></tr><tr><td>Written exam</td><td>Complete module</td><td>60</td><td>IG</td></tr><tr><td>Presentation</td><td>Complete module</td><td>60</td><td>TG</td></tr><tr><td>Essay</td><td>Complete module</td><td>30</td><td>TG</td></tr><tr><td>Evaluated Exercise</td><td>Complete module</td><td>30</td><td>IG</td></tr></table>	Types of Examination	Related Course	Points	Team Grading/ Individual Grading	Written exam	Complete module	60	IG	Presentation	Complete module	60	TG	Essay	Complete module	30	TG	Evaluated Exercise	Complete module	30	IG
Types of Examination	Related Course	Points	Team Grading/ Individual Grading																		
Written exam	Complete module	60	IG																		
Presentation	Complete module	60	TG																		
Essay	Complete module	30	TG																		
Evaluated Exercise	Complete module	30	IG																		
Information on Papers, Allocation of Subjects & Groups, Homework etc.																					

1. Course: Managerial Decision-Making Instructors: Prof. Dr. Florian Drinhausen Prof. Dr. André Schmidt Prof. Marjo-Riitta Diehl, PhD		Course No.: L-HRM4-023
Guest Speakers:	None	
Contact:	marjo-riitta.diehl@ebs.edu	
ECTS:	6	
Number of Sessions:	21	
Language:	English	
Course Description:	<p>Decision-making is a key task for managers. This course is designed to help participants achieve greater insight into the decision making process in order to take better judgment in complex situations. This course familiarises students with legal theory for business judgment. It will also examine the scientific basis of judgment and decision making and relate it to common mistakes and practical challenges from the economical and psychological perspectives. The ultimate aim of the course is to learn to make sound business decisions that drive sustainable businesses in the context of high complexity and uncertainty and to protect managers from the liability for making negative business decisions. The course will also include contributions from corporate lawyers and practitioners who share their perspectives on decision-making in general and on the case organisation in particular.</p>	
Required Readings:	<p>Bryan Burrough, B. & Helyar, Randomhouse.</p> <p>Zhang, T., Gino, F., & Bazerman, M. H. (2014) Morality rebooted: Exploring simple fixes to our moral bugs. Research in Organizational Behavior, 24, 63-79.</p> <p>Janis, Groupthink.</p> <p>Useem, M. (2010). Decision making as leadership foundation. In N. Nohria and R. Khurana (Eds.) Handbook of Leadership Theory and Practice (pp. 507–525).</p>	
Further Recommended Reading	Additional materials will be announced at the beginning of the course	
Pedagogy:	Lecture, Interactive sessions, group work and simulation.	

Name of Module:	Managerial Economics	Module No:
Module Owner:	Prof. Dr. Jenny Kragl	M-ECO4-003
Contact:	jenny.kragl@ebs.edu	
Programme of Study:	Master in Management	
Specialisation/Major:	None	
Mandatory/Elective:	Mandatory	
Semester:	Fall Term	
Module Duration:	1 Semester	
Frequency:	Yearly	
ECTS:	6	
Prerequisites:	<p>Undergraduate knowledge in Mathematics for Economics and Microeconomics.</p> <p>Required Pre-Reading:</p> <p>Sydsaeter, K., Hammond, P. J., & Strom, A. (2012). Essential Mathematics for Economic Analysis (4 ed.). Harlow: Pearson Education.</p> <p>Varian, H. (2014). Intermediate Microeconomics: A Modern Approach (9 ed.). New York: W.W. Norton.</p> <p>Advisable Pre-Reading:</p> <p>Brickley J., C.W. Smith, and J.L. Zimmerman (2007). Managerial Economics & Organizational Architecture, McGraw-Hill.</p> <p>Roberts, J. (2004): The Modern Firm: Organizational Design for Performance and Growth, Clarendon Lectures in Management Studies, Oxford University Press.</p> <p>(or adequate knowledge)</p>	
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be highly competent in their field of study.</p> <p>Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines. (LO 1):</p> <ul style="list-style-type: none"> • In this module, students become acquainted with the basic principles of game theory and the theory of incentives as well as with their applications in management. The concepts introduced develop structured and logical thinking that help students in analysing and solving management problems within and between firms. • Game theory is an analytical tool that allows managers to analyse decision-making in strategic settings. Students will learn to apply the main concepts: representing strategic situations in a form of a game; mixed strategies, dominance and best response; Nash equilibrium and backward induction. • The theory of incentives builds on the methods studied in game theory and analyses the interaction of principals (managers) and agents (workers). It is one of the areas of economic theory that has evolved most over the last 	

	<p>three decades. Its objective is to study the situations in which economic agents attempt to overcome the problem of asymmetric information. Students will become familiar with the basic problems and trade-offs arising from moral hazard and adverse selection and study possible solutions strategies.</p> <p>Graduates are able to directly transfer their knowledge to practice. (LO2):</p> <ul style="list-style-type: none"> • The models and applications introduced in this module allow students to explain a large number of phenomena in management and economics and develop their own solutions strategies. • Game theory is widely used in business and social sciences, and knowledge of game-theoretic principles belongs in the toolbox of any strategist. By studying its main theoretical concepts and discussing several applications students develop the capacity to scrutinise and thoroughly analyse practical management challenges. • Getting familiar with the main theoretical approaches of incentive theory, students learn to recognise and understand the relevance of asymmetric information, moral hazard, and adverse selection in practical organisational and management settings. Students learn to evaluate how incentive schemes and performance measurement affect individual employee behaviour and recognise the motivational impact of risk aversion and limited liability on the side of workers. <p>Graduates will be capable of taking different roles in an international environment.</p> <p>Graduates are capable of contributing effectively to multicultural teams. (LO 5):</p> <ul style="list-style-type: none"> • Students solve two take-home exams in small groups that typically consist of female and male members of at least two nationalities. This facilitates intense interaction and a joint learning experience of students with diverse backgrounds and experience. <p>Graduates will have highly developed critical thinking skills.</p> <p>Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods. (LO 6):</p> <ul style="list-style-type: none"> • Students acquire solid knowledge on the basic trade-offs in game-theoretic and principal-agent settings as well as their formal representation. The concepts introduced develop structured and logical thinking that will help students in analysing strategic situations and internal organisational and motivational problems in various management contexts. <p>Graduates are able to independently solve problems and direct their own learning processes. (LO 7):</p> <ul style="list-style-type: none"> • By studying the scientific approaches of managerial economics, students become confident in working with the related literature and learn how to formalise their own ideas and develop research questions related to different contexts of economics and management. • For each class, a comprehensive set of exercises is provided. By solving these tasks as well as the two take-home exams, students train their problem-solving abilities and deepen their understanding. In regular tutorials, students have the chance to verify their solutions, ask questions, and reflect on their own learning progress. <p>Graduates have the foundation for becoming a responsible leader in an</p>
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	<p>uncertain rapidly changing world.</p> <p>Graduates are able to handle leadership challenges. (LO 10):</p> <ul style="list-style-type: none">• Leadership and management require advanced skills regarding strategic interaction within and between firms as well as regarding the governance and motivation of subordinates. The familiarity with the methodology of game and incentive theory enables students to enhance the aforementioned skills and to work out structured and processable mappings of complex management problems.																
Relation to other Programmes/Modules:	<p>Programmes: This module is not applicable to other programmes.</p> <p>Modules: The module is essential for all other modules in the programme that rely on microeconomic foundations. It provides profound knowledge and an economic perspective on strategic behaviour within and between firm, optimal decision making, and the management of employees and firms. Students will be able to build on this methodological foundation when choosing specialised elective modules.</p>																
Workload Allocation:	<p>180 h total student´s workload, thereof:</p> <table><tr><td>Classes</td><td>24 hours</td></tr><tr><td>Tutorials</td><td>12 hours</td></tr><tr><td>Pre-readings & wrap up</td><td>42 hours</td></tr><tr><td>Exercises and homework</td><td>42 hours</td></tr><tr><td>Group work/take-home exams</td><td>18 hours</td></tr><tr><td>Final exam and exam preparation</td><td>42 hours</td></tr></table>	Classes	24 hours	Tutorials	12 hours	Pre-readings & wrap up	42 hours	Exercises and homework	42 hours	Group work/take-home exams	18 hours	Final exam and exam preparation	42 hours				
Classes	24 hours																
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Grading:	<p>180 Examination Points</p> <table><tr><th>Types of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading/ Individual Grading</th></tr><tr><td>Written exam</td><td>Complete Module</td><td>120</td><td>IG</td></tr><tr><td>Take-home exam 1</td><td>Module (Part I)</td><td>30</td><td>TG</td></tr><tr><td>Take-home exam 2</td><td>Module (Part II)</td><td>30</td><td>TG</td></tr></table>	Types of Examination	Related Course	Points	Team Grading/ Individual Grading	Written exam	Complete Module	120	IG	Take-home exam 1	Module (Part I)	30	TG	Take-home exam 2	Module (Part II)	30	TG
Types of Examination	Related Course	Points	Team Grading/ Individual Grading														
Written exam	Complete Module	120	IG														
Take-home exam 1	Module (Part I)	30	TG														
Take-home exam 2	Module (Part II)	30	TG														
Information on Papers, Allocation of Subjects & Groups, Homework etc.	<p>Students will be provided with exercises at the end of each class. Students are expected to regularly work on these exercises on their own (possibly in groups) and come prepared with their solutions for the related tutorial sessions. At the beginning of the course, a time schedule will be distributed that clearly designates the classes and tutorials to the course topics.</p> <p>In addition, there will be two take-home exams (one for each of the two parts of the module). They will take place during the semester before the final exam. These take-home exams have to be worked on and submitted in small groups (3-5 students). Groups will be formed at the beginning of the course. If possible, groups should comprise both female and male members of at least two nationalities.</p>																

1. Course:	Managerial Economics	Course No.:
Instructors:	Prof. Dr. Jenny Kragl Elena Jarocinska, PhD	L-ECO4-005
Guest Speakers:	None	
Contact:	jenny.kragl@ebs.edu	
ECTS:	6	
Number of Sessions:	24 (16 lectures (8 for each part), 8 tutorials (bi-weekly; 4 for each part)).	
Language:	English	
Course Description:	See module description above. A course syllabus including a detailed outline of the topics and time schedule will be provided at the beginning of the course.	
Required Readings:	<p>Brickley, J. A., C. W. Smith and J. L. Zimmerman (2009). Managerial Economics and Organizational Architecture, 5th edition, McGraw-Hill. Chapters 10, 15.</p> <p>Laffont, J. J. and Martimort, D. (2002): The Theory of Incentives: The Principal Agent Model, Princeton University Press. Chapters 1, 4.</p> <p>McMillan, J. (1992). Games, Strategies and Managers, 1st edition, Oxford University Press. Chapters 9, 10.</p> <p>Milgrom, P. and J. Roberts (1992). Economics, Organization and Management, Prentice Hall. Chapters 6, 7.</p> <p>Watson, J. (2013). Strategy: An Introduction to Game Theory, W. W. Norton & Company, 3rd edition, Chapters 1-16.</p>	
Further Recommended Reading	Further materials and readings will be provided as appropriate and relevant during the course.	
Pedagogy:	Lectures, exercises, and bi-weekly tutorials	

Name of Module:	Mega Projects - Management, Accounting & Finance	Module No:
Module Owner:	Prof. Niels Dechow, PhD	M-FAC4-002
Contact:	macc@ebs.edu	
Programmes of Study:	Master in Management Master in Finance MBA	
Specialisation/Major:	None	
Mandatory/Elective:	Elective	
Semester:	Fall Term, Semester	
Module Duration:	1 Semester	
Frequency:	Yearly	
ECTS:	6	
Prerequisites:	<p>Students are expected to know financial and managerial accounting and have basic knowledge of corporate finance concepts, as taught in the EBS BSc program.</p> <p>Giving an introductory overview, the module is intended primarily for MSc students without prior professional project management experience.</p>	
Contribution to Programme Learning Goals and Objectives:	<p>This module provides an introduction to the interrelationships between projects, management finance & accounting. By framing itself in context of public mega-projects, the module teaches ways of designing solutions for business problems; how to budget projects, track progress and account for revenues and costs.</p> <p>Graduates will be highly competent in their field of study.</p> <p>Graduates are able to directly transfer their knowledge to practice. (LO2):</p> <ul style="list-style-type: none"> Insights from mega-projects will be used to distil, what students need to know with regards to the planning, coordinating and controlling of projects. <p>Graduates will be capable of taking different roles in an international environment.</p> <p>Graduates demonstrate excellent written and oral communication skills in English. (LO 4):</p> <ul style="list-style-type: none"> International research is used to draw out the history of international mega-projects including their (public post mortem) evaluation. Students draw on these insights in order to know, how to assess public project critically and methodologically. These skills will be used for the purposes of an in-class definition of relevant criteria for front-end decision making. Relevant literature on resource allocation and cost analysis will be drawn in where appropriate to offer participants relevant semantics for the discussion of 	

	<p>projects</p> <p>Graduates are capable of contributing effectively to multicultural teams. (LO 5):</p> <ul style="list-style-type: none"> In this course, this aspect is covered in that students get to study and discuss the institutional environments and stakeholders of mega-projects. In particular focus will be given to the question, how to nurture and safeguard accountability in (mega-)projects. <p>Graduates will have highly-developed critical thinking skills.</p> <p>Graduates are able to independently solve problems and direct their own learning processes. (LO 7):</p> <ul style="list-style-type: none"> Students will be introduced to the different phases of a project and will be taught what it takes to manage a project across its project life span. Attention to the necessary self-direction of learning processes in project management is safe-guarded through attention to ways of performing quality control and due diligence. Students will learn how to engage with the question, what it takes to get things right in and around projects. <p>Graduates have the foundation for becoming a responsible leader in an uncertain rapidly changing world.</p> <p>Graduates can identify and leverage business opportunities. (LO 9):</p> <ul style="list-style-type: none"> Focus will be given to the financial management of projects. This includes techniques revolving around resource allocation decisions; the visualisation of contingencies and exit opportunities, ways of forecasting projects and last but not least financial control of projects <p>Graduates are able to handle leadership challenges. (LO 10):</p> <ul style="list-style-type: none"> Students will learn to handle the challenges revolving around goal-setting, milestones check and in so doing, what it takes for a project manager to work in the role as a project goal keeper. 						
Relation to other Programmes/Modules:	<p>Programmes: This module is not applicable to other programmes.</p> <p>Modules: This module relates to other modules in strategy, finance, operations and organization focusing on business problems by the construct of consulting projects.</p>						
Workload Allocation:	<p>180 h total student's workload, thereof:</p> <table border="1"> <tr> <td>Lectures (16 x 90)</td><td>24 hours</td></tr> <tr> <td>Self study</td><td>116 hours</td></tr> <tr> <td>Essay</td><td>40 hours</td></tr> </table>	Lectures (16 x 90)	24 hours	Self study	116 hours	Essay	40 hours
Lectures (16 x 90)	24 hours						
Self study	116 hours						
Essay	40 hours						

Grading:	180 Examination Points			
	Types of Examination	Related Course	Points	Team Grading/ Individual Grading
	Class Participation	Mega-Projects in Business & Society	20	IG
	Class Participation	Projects, Management, Finance & Accounting	20	IG
	Presentation	Complete module	60	IG
	Essay	Complete module	80	TG
Information on Papers, Allocation of Subjects & Groups, Homework etc.	To be announced in class, where applicable.			

1. Course	Mega-Projects in Business & Society	Course No.:
Instructor:	Prof. Niels Dechow, PhD	L-FAC4-001
Guest Speakers:	TBA	
Contact:	macc@ebs.edu	
ECTS:	3	
Number of Sessions:	8	
Language:	English	
Course Description:	This course takes point of departure in international research on the management of past and present turn-key projects. The purpose of this course is to illustrate and problematize the construction of mega-projects involving many different stakeholders, institutions etc and show the impact of project finance and accounting for the performance of projects.	
Required Readings:	<p>Flyvbjerg, B. (2014): "What you should know about megaprojects and why: An overview," Project Management Journal. Volume 45, Number 2, pp. 6–19.</p> <p>Garemo, N. Matzinger, S & Palter, R (2015): Megaprojects: The good, the bad and the better. McKinsey & Company.</p> <p>Merrow, EW (2011): Industrial Megaprojects: Concepts, Strategies, and Practices for Success, 1st edition, Hoboken. NJ: John Wiley & Sons, 2011.</p> <p>(further readings to be announced in class)</p>	
Further Recommended Reading		
Pedagogy:	Interactive lectures with cases and/or guest speakers.	

2. Course	Projects, Management, Finance & Accounting	Course No.:
Instructor/-s:	Prof. Niels Dechow, PhD	L-FAC4-002
Guest Speakers:	TBA	
Contact:	macc@ebs.edu	
ECTS:	3	
Number of Sessions:	8	
Language:	English	
Course Description:	This course introduces to project management by focusing on its methodological challenges and conceptual tools for getting started, planning execution and designing solutions. The course touches briefly on behavioural aspects, yet it focuses mostly on the technologies of planning and managing projects. These technologies range from ways to present problem-solving, over work-break-down structures to forecasting techniques.	
Required Readings:	Minto, B (2002); The Pyramid Principle. 3e FT Prentice Hall Vandenbosch, B (2003): Designing Solutions for Your Business Problems None.	
Further Recommended Readings:	Recommended readings to be announced in class.	
Pedagogy:	Interactive Lectures with guest speakers and/or cases	

Name of Module:	MOOC Social Innovation	Module No:
Module Owner:	Prof. Dr. Karin Kreutzer	M-STR4-055
Contact:	karin.kreutzer@ebs.edu	
Programmes of Study:	Master in Management MBA	
Specialisation/Major:	Major in Entrepreneurship	
Mandatory/Elective:	Elective	
Semester:	Fall Term	
Module Duration:	1 Semester	
Frequency:	Yearly	
ECTS:	6	
Prerequisites:	None	
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be highly competent in their field of study.</p> <p>Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines. (LO 1):</p> <ul style="list-style-type: none"> • This course offers a profound introduction on the principles, concepts and theories of Social Innovation. Students will get an overview of important literature and debates on social innovation. • After familiarising themselves with those theoretical concepts, graduates explain them to their peers. • Graduates gain an overview of the variety of social problems and learn about social innovations that address these problems. They choose one social problem, analyse it in detail and present the results of the analysis in a short video to their peers. Moreover, they choose a social innovation and explain in the form of an essay how this innovation addresses a social problem. • Graduates learn the basic tools of Design Thinking and Lean Start-up as well as the Storytelling method in order to convince others and apply them by shooting a video and writing an essay. <p>Graduates will be capable of taking different roles in an international environment.</p> <p>Graduates demonstrate excellent written and oral communication skills in English. (LO 4):</p> <ul style="list-style-type: none"> • Graduates demonstrate their written communication skills by writing an academic essay on a self-selected social innovation. They are asked to closely follow academic standards and rules for writing the essay. • Graduates demonstrate their oral communication skills by shooting a video and illustrating a social problem including its societal causes and 	

	<p>consequences. Moreover, in a short presentation they present the video in class in a professional manner.</p> <p>Graduates are capable of contributing effectively to multicultural teams. (LO 5):</p> <ul style="list-style-type: none">• The required video is developed in multicultural teams of 4-6 students. The assignment requires high skills in terms of intercultural competence and team work and the task challenges students' professionalism as well as their creativity. <p>Graduates have the foundation for becoming a responsible leader in an uncertain rapidly changing world.</p> <p>Graduates are able to recognise and discuss the ethical dilemmas inherent in many business decisions and derive solutions. (LO 8):</p> <ul style="list-style-type: none">• In the course students are confronted with a broad range of social and environmental problems that we are facing today. The interactive format of the course requires them to reflect upon those challenges and think about possible solutions in the form of class contributions as well as written comments in the online course. <p>Graduates can identify and leverage business opportunities. (LO 9):</p> <ul style="list-style-type: none">• The course focuses on social innovations in the corporate sector and invites students to discuss the chances and opportunities of, e. g. projects at the Bottom of the Pyramid, and facilitates a reflection on potential challenges as well as possible conflicts of interest associated with these kinds of business projects.																
Relation to other Programmes/Modules:	<p>Programmes: This module is not applicable to other programmes.</p> <p>Modules: This module is not applicable to other modules.</p>																
Workload Allocation:	<p>180 h total student's workload, thereof:</p> <table><tr><td>Sessions (6 chapters online)</td><td>10 hours</td></tr><tr><td>Four seminar days</td><td>32 hours</td></tr><tr><td>Preparation/literature study</td><td>28 hours</td></tr><tr><td>Discussion forum online</td><td>30 hours</td></tr><tr><td>Essay</td><td>40 hours</td></tr><tr><td>Video</td><td>40 hours</td></tr></table>	Sessions (6 chapters online)	10 hours	Four seminar days	32 hours	Preparation/literature study	28 hours	Discussion forum online	30 hours	Essay	40 hours	Video	40 hours				
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Four seminar days	32 hours																
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Grading:	<p>180 Examination Points</p> <table><tr><th>Types of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading/ Individual Grading</th></tr><tr><td>Class participation (Platform)</td><td>Complete module</td><td>80</td><td>IG</td></tr><tr><td><u>Video presentation</u></td><td>Complete module</td><td>50</td><td>TG</td></tr><tr><td><u>Essay</u></td><td>Complete module</td><td>50</td><td>IG</td></tr></table>	Types of Examination	Related Course	Points	Team Grading/ Individual Grading	Class participation (Platform)	Complete module	80	IG	<u>Video presentation</u>	Complete module	50	TG	<u>Essay</u>	Complete module	50	IG
Types of Examination	Related Course	Points	Team Grading/ Individual Grading														
Class participation (Platform)	Complete module	80	IG														
<u>Video presentation</u>	Complete module	50	TG														
<u>Essay</u>	Complete module	50	IG														
Information on Papers,	Each session of the Massive Open Online Course (MOOC) has to be prepared																

Allocation of Subjects & Groups, Homework etc.	<p>through intensive studies of the literature indicated. Detailed requirements will be delivered at the beginning of the course.</p> <p>Students are asked to write an essay about a social innovation.</p> <p>In teams, students are asked to shoot a video about a social problem in their environment.</p>
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1. Course:	Social Innovation	Course No.:
Instructor:	Prof. Dr. Karin Kreutzer	L-STR4-095
Guest Speakers:	None	
Contact:	karin.kreutzer@ebs.edu	
ECTS:	6	
Number of Sessions:	4 seminar days + 6 online session	
Language:	English	
Course Description:	<p>Social innovations are new strategies, concepts, ideas and organisations that meet social needs. Social innovations take place in different field areas such as working conditions, education, community development and health. They extend and strengthen civil society. Popular examples are multi-generation houses or foodsharing which aims at reducing the disposal of food.</p> <p>Social entrepreneurs are individuals with innovative solutions to society's most pressing social problems. Students will get to know and apply methods to develop, implement, and scale social innovations.</p> <p>The course consists of two parts:</p> <ul style="list-style-type: none"> A) Four seminar days with practical exercises, keynote speeches of social entrepreneurs, and theoretical input about social innovation. B) MOOC: Students will actively participate in the online MOOC hosted by university contributing in the form of statements, comments, questions, and opinions. <p>The seminar (part A) provides students with an overview of theories in the area of social change and presents practical examples of social innovations in the public, the private and the social sector.</p> <ul style="list-style-type: none"> 1) In teams, students will make a video about a social problem in their environment and present an innovative solution to solve it. 2) Individually, students will select a social innovation and present how this innovation solves a social problem in the form of an essay. <p>The MOOC (part B) consists of the following chapters:</p> <ul style="list-style-type: none"> 1) <i>Chapter 1: A New Innovation Paradigm.</i> In this chapter, students will learn about the definitions and basic theories about how to develop and implement "social innovation". 2) <i>Chapter 2: The Spectrum of Social Innovation.</i> There are different forms and formats of social innovation. Students gain an overview of the variety of social innovations and specifically learn about social innovations that origin in civil society, business, and the social sector. 3) <i>Chapter 3: Broaden your Horizon.</i> Questioning the existing and recognising challenges social innovators. Students learn to change their perspective in order to recognise opportunities to solve societal problems with social innovations. 4) <i>Chapter 4: Designing and Implementing Social Innovations:</i> Students learn the basic tools of Design Thinking and Lean Start-up as well as the Storytelling method in order to convince others. 5) <i>Chapter 5: Designing and Implementing Social Innovations:</i> Students get to learn about typical mechanisms of Social Value Creation and get examples/best practices of how others implemented social innovations. overcame resistance. 6) <i>Chapter 6: Impact and Vision:</i> In this chapter students learn how to analyse 	

	the impact of social innovations and how to increase the impact of social innovations using specific strategies of scaling and replication.
Required Readings:	<p>Harrisson, Denis/ Bourque, Reynald/ Széll, György (2009): Social Innovation, Economic Development, Employment and Democracy. In: <u>Denis Harrisson/ György Széll/ Reynald Bourque (eds.)</u>, Social Innovation, the Social Economy and World Economic Development. Democracy and Labour Rights in the Era of Globalization. Frankfurt (Main): Peter Lang, pp. 7-15.</p> <p>Howaldt, Jürgen/ Kopp, Ralf/ Schwarz, Michael (2010): Social Innovation: Concepts, research fields and international trends, Sozialforschungsstelle Dortmund ZWE der TU-Dortmund: Download from: www.internationalmonitoring.de</p> <p>Mair, J. and I. Martí (2006). "Social entrepreneurship research: A source of explanation, prediction, and delight." <u>Journal of World Business</u> 41(1): 36-44.</p>
Further Recommended Reading	None
Pedagogy:	MOOC and interactive workshop concept.

Name of Module:	Operations Management	Module No:
Module Owner:	Prof. Dr. Laura Turrini	M-SCM4-023
Contact:	laura.turrini@ebs.edu	
Programmes of Study:	Master in Automotive Master in Management MBA	
Specialisation/Major:	None	
Mandatory/Elective:	Master in Automotive: mandatory. Master in Management: elective.	
Semester:	Fall Term	
Module Duration:	1 Semester	
Frequency:	Yearly	
ECTS:	6	
Prerequisites:	A basic knowledge of statistics and linear regression and solid Excel skills are required.	
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be highly competent in their field of study.</p> <p>Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines. (LO 1):</p> <ul style="list-style-type: none"> The course introduces the fundamental aspects of operations management and supply chain management. It discusses how to manage and improve the performance (efficiency and responsiveness) of operations and supply chains through better decision-making and coordination. By providing an introductory survey of key operations concepts, it forms the basis for the module Supply Chain Design and Global Sourcing. <p>Graduates are able to directly transfer their knowledge to practice. (LO2):</p> <ul style="list-style-type: none"> Transferability of gained knowledge into practice by using case studies. <p>Graduates are able to leverage technology relevant to their field of study. (LO3):</p> <ul style="list-style-type: none"> The course will provide some exposure to analytical modeling tools and techniques that can be used to support managerial decision-making in many different settings (e. g., linear programming, regression, simulation). <p>Graduates will have highly-developed critical thinking skills.</p> <p>Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods. (LO 6):</p> <ul style="list-style-type: none"> By being exposed to analytical decision-making tools and techniques applied in the context of case studies, the students will learn which are the right tools to use in different occasions and how to appropriately use them. <p>Graduates are able to independently solve problems and direct their own</p>	

	<p>learning processes. (LO 7):</p> <ul style="list-style-type: none">• The course stimulates independent critical thinking by making the students face realistic challenges, e. g. from case studies, in the protected environment of the class.																
Relation to other Programmes/Modules:	<p>Programmes: This module is not applicable to other programmes.</p> <p>Modules: This module discusses how to manage and improve the performance (efficiency and responsiveness) of operations and supply chains through better decision-making and coordination. It provides an introductory survey of key operations concepts and thus forms the basis for the module Supply Chain Design and Global Sourcing.</p>																
Workload Allocation:	<p>180 h total student´s workload, thereof:</p> <table><tr><td>Classes</td><td>30 hours</td></tr><tr><td>Exercises / Projects</td><td>70 hours</td></tr><tr><td>Preparation (Reading)</td><td>40 hours</td></tr><tr><td>Preparation for case studies</td><td>40 hours</td></tr></table>	Classes	30 hours	Exercises / Projects	70 hours	Preparation (Reading)	40 hours	Preparation for case studies	40 hours								
Classes	30 hours																
Exercises / Projects	70 hours																
Preparation (Reading)	40 hours																
Preparation for case studies	40 hours																
Grading:	<p>180 Examination Points</p> <table><tr><th>Types of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading/ Individual Grading</th></tr><tr><td>Class participation</td><td>Complete Module</td><td>40</td><td>IG</td></tr><tr><td>Evaluated exercise</td><td>Complete Module</td><td>50</td><td>TG</td></tr><tr><td>Evaluated exercise</td><td>Complete Module</td><td>90</td><td>IG</td></tr></table>	Types of Examination	Related Course	Points	Team Grading/ Individual Grading	Class participation	Complete Module	40	IG	Evaluated exercise	Complete Module	50	TG	Evaluated exercise	Complete Module	90	IG
Types of Examination	Related Course	Points	Team Grading/ Individual Grading														
Class participation	Complete Module	40	IG														
Evaluated exercise	Complete Module	50	TG														
Evaluated exercise	Complete Module	90	IG														
Information on Papers, Allocation of Subjects & Groups, Homework etc.	<p>The first evaluated exercise is to be completed in teams and will be graded on a team basis. Teams will be assigned by the professor. The second evaluated exercise as well as class participation are evaluated on an individual basis.</p>																

1. Course	Operations Management	Course No.:
Instructor:	Prof. Dr. Laura Turrini	L-SCM4-038
Guest Speakers:	tbd	
Contact:	laura.turrini@ebs.edu	
ECTS:	6	
Number of Sessions:	20	
Language:	English	
Course Description:	<p>Operations and supply chain management is concerned with planning and coordinating the value-adding activities and the flow of materials and information among the organizational units or firms that participate in the product fulfillment process – from procurement to manufacturing and distribution.</p> <p>Driven by fierce global competition and enabled by advanced information technology, many companies have taken initiatives to reduce costs and at the same time increase responsiveness to changes in the marketplace.</p> <p>The objective of this course is to build an understanding of how to manage and improve the performance (efficiency and responsiveness) of operations and supply chains through better decision-making and coordination. The course introduces the fundamental aspects of operations management (e. g., process design and analysis, quality management and control, lean production, inventory management, forecasting) and supply chain management (e. g., supply chain network design, delayed product differentiation, supply chain conflict and coordination). It will also provide some exposure to analytical modeling tools and techniques that can be used to support managerial decision-making in many different settings (e. g., linear programming, regression, simulation).</p> <p>The course consists of a combination of lectures/class discussions and case studies. General concepts and quantitative techniques will be introduced in the lectures, and case studies will provide students with opportunities to apply these concepts and techniques.</p> <p>By the end of this course, students should have a good understanding of the core principles and concepts of effective operations and supply chain management, as well as the ability to use various analytical tools and conceptual frameworks to diagnose, manage, and improve contemporary supply chain operations.</p>	
Required Readings:	<p>Cachon, G. & Terwiesch, C. (2013). Matching Supply with Demand, 3rd edition. New York, NY: McGraw-Hill. (The book will be made available at the EBS library.) (Additional Materials will be made available during class.)</p>	

Further Recommended Reading:	<p>Womack, J., Jones, D., & Ross, D. (1990). The Machine that Changed the World: The Story of Lean Production. New York, NY: Harper.</p> <p>Goldratt, E. & Cox, J. (1992). The Goal: A Process of Ongoing Improvement, 2nd revised edition. Great Barrington, MA: North River Press.</p> <p>Hopp, W. & Spearman, M. (2008). Factory Physics, 3rd edition. New York, NY: McGraw-Hill.</p> <p>Chopra, S. & Meindl, P. (2013). Supply Chain Management – Strategy, Planning, and Operation, 5th edition. Upper Saddle River, NJ: Pearson.</p> <p>Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2008). Designing and Managing the Supply Chain, 3rd edition. New York, NY: McGraw-Hill.</p> <p>Nahmias, S. (2009) Production & Operations Analysis, 6th edition. New York, NY: McGraw-Hill.</p>
Pedagogy:	Lecture, case discussion, business game/simulation

Name of Module:	Private Equity	Module No:
Module Owner:	Prof. Dr. Diane Robers	M-FIN4-071
Contact:	diane.robbers@ebs.edu, tim.blume@ebs.edu	
Programmes of Study:	Master in Management MBA	
Specialisation/Major:	Major in Entrepreneurship	
Mandatory/Elective:	Elective	
Semester:	Fall Term	
Module Duration:	1 Semester	
Frequency:	Every Semester	
ECTS:	6	
Prerequisites:	None	
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be highly competent in their field of study.</p> <p>Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines. (LO 1):</p> <ul style="list-style-type: none"> This module is designed to provide students with an understanding of the theory and practise of private equity. Therefore, it will give an introduction to private equity and venture capital with regards to key players, the relevant history, definition and types of VC/PE investments, financing phases, investment factors and the strategic relevance of investment decisions. Additionally, some Corporate Venture Capital and investment practices are presented. <p>Graduates are able to directly transfer their knowledge to practice. (LO2):</p> <ul style="list-style-type: none"> Students will then be taught the processes, phases, roles and responsibilities involved in the company valuation and deal making in PE settings. In addition, the course will cover the subjects of legal fundamentals and taxation practices, elaborate on legal forms, regulations, taxation policies, contracting and the involved legal documentations, as well as negotiation and deal closing practises. explain here how the module contributes to the above mentioned objective. <p>Graduates are able to leverage technology relevant to their field of study. (LO3):</p> <ul style="list-style-type: none"> PE & VC analysis tools will be presented and need to be applied for the PE-Investment case <p>Graduates will be capable of taking different roles in an international environment.</p> <p>Graduates demonstrate excellent written and oral communication skills in</p>	

	<p>English. (LO 4):</p> <ul style="list-style-type: none"> • Lectures and all materials are in English. • Course language is English. • Guest Speaker's Presentations and Discussions are in English. • Final Exam and PE-Case will be in English. <p>Graduates are capable of contributing effectively to multicultural teams. (LO 5):</p> <ul style="list-style-type: none"> • Group works will be done in mixed international teams. • PE-Cases of multi-national companies will be presented in class. <p>Graduates will have highly-developed critical thinking skills.</p> <p>Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods. (LO 6):</p> <ul style="list-style-type: none"> • Based on the presented PE & VC analysis tools, students need to evaluate research reports and expert interviews • Students are expected to present a sound financial evaluation of one PE-investment case <p>Graduates are able to independently solve problems and direct their own learning processes. (LO 7):</p> <ul style="list-style-type: none"> • The guest speakers and the lecturer will introduce the students to asset management strategies, portfolio structures, screening processes and selection criteria and the differences between the family business run private equity and classical private equity. Additionally, they have to present an own PE-investment case in front of a jury. <p>Graduates have the foundation for becoming a responsible leader in an uncertain rapidly changing world.</p> <p>Graduates are able to recognize and discuss the ethical dilemmas inherent in many business decisions and derive solutions. (LO 8):</p> <ul style="list-style-type: none"> • PE investment practices used to be criticised by the public and the press during the last decades. • Students will be asked to understand the critics and build and present an own opinion on different issues. <p>Graduates can identify and leverage business opportunities. (LO 9):</p> <ul style="list-style-type: none"> • The PE-Investment case presentation requires a detailed understanding of the analysed company and its industry. • Furthermore, a variety of management tools need to be applied in order to analyse and quantify international markets and investment opportunities <p>Graduates are able to handle leadership challenges. (LO 10):</p> <ul style="list-style-type: none"> • The guest speaker "BlackRock Inc.", will give a lecture about the management of international PE and VC Funds. In this context, global trends, portfolio management strategies, portfolio valuation techniques, performance evaluation and measurements, fund administration, as well as risk management aspects will be discussed.
<p>Relation to other Programmes/Modules:</p>	<p>Programmes: This module is not applicable to other programmes.</p> <p>Modules: As this course is part of the entrepreneurship major, it builds a bridge between finance and the other entrepreneurship courses e. g., as "Start-up and New Business Model Development", but is due to its interdisciplinary nature</p>

	beneficial to all business students.			
Workload Allocation:	180 h total student´s workload, thereof:			
	Classes (18 x 90)		27 hours	
	Pre-Readings		50 hours	
	Exercises & Homework & Case		40 hours	
	Exam and exam preparation		63 hours	
Grading:	180 Examination Points			
	Types of Examination	Related Course	Points	Team Grading/ Individual Grading
	Written exam	Complete module	90	IG
	In Class PE- Investment Case <u>Presentation</u>	Complete module	90	TG
Information on Papers, Allocation of Subjects & Groups, Homework etc.	To be announced by the lecturer.			

1. Course	Private Equity	Course No.:
Instructor:	Prof. Dr. Diane Robers	L-FIN4-116
Guest Speakers:	BlackRock Inc. Quadrige Capital Beteiligungsberatung GmbH General Atlantic LLC. AURELIUS Equity Opportunities SE & Co. KGaA (depending on availability)	
Contact:	diane.robbers@ebs.edu, tim.blume@ebs.edu	
ECTS:	6	
Number of Sessions:	18	
Language:	English	
Course Description:	As described in the module description, this course will be divided in five parts. Every lecture is divided into theoretical and practical parts by BlackRock Inc., Quadrige Capital Beteiligungsberatung GmbH, General Atlantic LLC., AURELIUS Equity Opportunities SE & Co. KGaA. The guest lectures will allow direct insight into the PE Business.	
Required Readings:	<p>Cendrowski, H., Martin, J., Petro, L., and Wadecki, A. (2012). Private Equity: History, Governance, and Operations (2nd).</p> <p>Finkel, R., Greising, D. (2009). The Masters of Private Equity and Venture Capital: Management Lessons from the Pioneers of Private Investing (1st) Lerner, J.</p> <p>Leamon, A., & Hardyman, F. (2012). Venture capital, private equity, and the financing of entrepreneurship. Wiley.</p> <p>Caselli, S. (2009). Private equity and venture capital in Europe: markets, techniques, and deals. Academic Press.</p> <p>Talmor, E., & Vasvari, F. (2011). International private equity. John Wiley & Sons.</p> <p>http://www.vc-magazin.de</p> <p>http://www.forbes.com</p>	
Further Recommended Reading	<p>Bernstein, S., Lerner, J., Sorensen, M., & Strömberg, P. (2016). Private equity and industry performance. Management Science.</p> <p>Jenkinson, T., Landsman, W. R., Rountree, B., & Soonawalla, K. Z. (2016). Private Equity Net Asset Values and Future Cash Flows.</p> <p>Marquez, R., Nanda, V., & Yavuz, M. D. (2016). Private Equity Fund Returns and Performance Persistence (Digest Summary). CFA Digest, 46(2).</p> <p>Wood, G. (2016). Private Equity at Work: When Wall Street Manages Main Street, by Eileen Appelbaum and Rosemary Batt. Russell Sage Foundation, New York, 2014, 396 pp.</p> <p>Gilligan, J., & Wright, M. (2010). PRIVATE EQUITY DEMYSTIFIED An explanatory guide. ICAEW Corporate Finance Faculty.</p> <p>http://www.gruenderszene.de</p>	
Pedagogy:	Lecture, guest speakers	

Name of Module:	Start-Up & New Business Model Development	Module No:
Module Owner:	Prof. Dr. Diane Robers	M-STR4-059
Contact:	gerrit.kolweyh@ebs.edu, sabine.kaiser@ebs.edu	
Programmes of Study:	Master in Management MBA	
Specialisation/Major:	Major in Entrepreneurship	
Mandatory/Elective:	Elective	
Semester:	Fall Term	
Module Duration:	1 Semester	
Frequency:	Yearly	
ECTS:	6	
Prerequisites:	Entrepreneurial spirit and the drive to change & redefine an industry. The module will take place in English.	
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be highly competent in their field of study.</p> <p>Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines. (LO 1):</p> <ul style="list-style-type: none"> • During the course, students will prepare presentations on a concrete start-up idea/business model/innovation and pitch this idea in front of an investors committee. • While creating their own business model and writing business plans, students do not only apply the learned concepts and methods in practice but are also guided in doing so successfully • In order to write successful business plans, students will need to analyse existing theories and methods for the most meaningful use and respective results, which contribute to the substance and legitimisation of their business models <p>Graduates are able to directly transfer their knowledge to practice. (LO2):</p> <ul style="list-style-type: none"> • Based on real-life cases and business models, students do not only learn relevant concepts but are also accompanied by academics as well as practitioners when applying them successfully in practice in the scope of concrete business plans. • Students experience a real-life test of their learnings and their transfer of concepts when creating business plans and when presenting them in front of venture capitalists or company representatives. <p>Graduates will be capable of taking different roles in an international</p>	

	<p>environment.</p> <p>Graduates demonstrate excellent written and oral communication skills in English. (LO 4):</p> <ul style="list-style-type: none"> • Within the scope of a business plan, students need to be able to concentrate on the essential messages that need to be brought across. • When presenting a business model in front of a venture capitalist or a company representative, students only have a very short time frame to convince and thus need to train and be competent in pinning down the essential statements of their business plan in a convincing manner. <p>Graduates are capable of contributing effectively to multicultural teams. (LO 5):</p> <ul style="list-style-type: none"> • Given the structure of the course participants and the integrated group work, intercultural team work is key in creating successful business plans. • Students will not be left alone with the team dynamics, but will be guided through the entire project of writing a business plan by both, academics as well as practitioners. <p>Graduates will have highly-developed critical thinking skills.</p> <p>Graduates are able to independently solve problems and direct their own learning processes. (LO 7):</p> <ul style="list-style-type: none"> • The creation of a successful and sound business plan requires critical thinking and analytical skills in order to identify market potential and to deduct promising business ideas. • While students have to proactively and independently search for credible argumentation lines and substantial data for their business plans, they can at any time use the involved academics and/or practitioners as coaches for their own learning success. <p>Graduates have the foundation for becoming a responsible leader in an uncertain rapidly changing world.</p> <p>Graduates are able to handle leadership challenges. (LO 10):</p> <ul style="list-style-type: none"> • Students discover the necessity of innovative thinking and constant business model innovation in times dominated by fast-paced change and disruptive development as well as unexpected competition. • Students will understand the importance of innovative thinking and innovative business models also for successful, existing companies through the course and the direct contact with respective practitioners.
<p>Relation to other Programmes/Modules:</p>	<p>Programmes: This module is not applicable to other programmes.</p> <p>Modules: This module provides basic insights into different tools and methodologies of Start-Up & New Business Model Development. Students will not only learn state-of-the art approaches in the area of Start-Up & New Business Model Development, but also apply them in an interactive, real-life project and present their results to real-life committee.</p>

Workload Allocation:	180 h total student’s workload, thereof: <table><tr><td>Interaction, Feedback and Presentations (20 x 90)</td><td colspan="3">30 hours</td></tr><tr><td>Preparation & Project work</td><td colspan="3">150 hours</td></tr></table>				Interaction, Feedback and Presentations (20 x 90)	30 hours			Preparation & Project work	150 hours						
Interaction, Feedback and Presentations (20 x 90)	30 hours															
Preparation & Project work	150 hours															
Grading:	180 Examination Points <table><tr><th>Types of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading/ Individual Grading</th></tr><tr><td>Presentation</td><td>Complete module</td><td>135</td><td>TG</td></tr><tr><td>Class participation</td><td>Complete module</td><td>45</td><td>IG</td></tr></table>				Types of Examination	Related Course	Points	Team Grading/ Individual Grading	Presentation	Complete module	135	TG	Class participation	Complete module	45	IG
Types of Examination	Related Course	Points	Team Grading/ Individual Grading													
Presentation	Complete module	135	TG													
Class participation	Complete module	45	IG													
Information on Papers, Allocation of Subjects & Groups, Homework etc.	This module implies working within teams and with very frequent contact with faculty members and possible EBS-SITE Institute's partner companies involved in the project. The student teams have to work towards frequent and tight deadlines, making this a demanding module. Just like in the real business world.															

1. Course	Start-Up & New Business Model Development	Course No.:
Instructor:	Prof. Dr. Diane Robers	L-STR4-102
Guest Speaker:	None	
Contact:	gerrit.kolweyh@ebs.edu, sabine.kaiserebs.edu	
ECTS:	6	
Number of Sessions:	20 (Around 30h of mentoring sessions in classroom, including kick-off, interim presentation, final presentation)	
Language:	English	
Course Description:	<p>In this course the students become acquainted with the roles of entrepreneurs who have to convince venture capitalist or other types of early-growth investors to fund their business idea and/or the roles of innovation managers who aim to convince the leading managers of a company with a sound business plan to pursue a certain new business model. The course provides the participants with both conceptual foundations and practical experience in the management of Start-Up & New Business Model Development projects.</p> <p>The course will be held in close interaction with experienced practitioners & entrepreneurs. In order to get in touch with the German start-up scene an <u>optional</u> trip to Berlin will be organised where we will meet Ex-EBS entrepreneurs, visit EBS-SITE institute's partner VCs, accelerators and other early-growth acceleration possibilities for Start-Ups. The participation in this trip has no impact on the final mark and all costs for travel and accommodation are not included in the EBS semester fees.</p> <p>Finally, students should be able to apply the gained creativity in their future business life and in other courses. Even if students are not planning to become an entrepreneur or innovation manager this course is valuable. Thinking out of the box is also appreciated by successful companies in different industries and essential for their survival in fast paced, disruptive times.</p>	
Required Readings:	<p>http://www.gruenderszene.de</p> <p>http://www.vc-magazin.de</p> <p>http://www.manager-magazin.de</p> <p>http://www.fastcompany.com/section/most-innovative-companies-2015</p> <p>http://www.forbes.com</p> <p>Bygrave, W., Zacharakis, A. (2011). Entrepreneurship, Second Edition, New Jersey: John Wiley and Sons.</p> <p>Katz, Green (2013). Entrepreneurial Small Business (4rd ed.). International Edition, McGraw-Hill, Chapters: 4, 5, 6, 7, 8.</p>	
Further Recommended Reading	<p>Hisrich, R., Peters, M., Shepherd, D. (2010). Entrepreneurship. Boston: McGraw-Hill/Irwin.</p> <p>Timmons, J., Spinelli, S. (2008). New Venture Creation. Boston: McGraw-Hill/Irwin.</p> <p>Byers, T. H., Dorf, R. C., Nelson, A. J., (2010). Technology Ventures: From Idea to Enterprise (3rd ed.). Boston: McGraw-Hill/Irwin.</p> <p>Ries, E. (2011). The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses. New York: Crown Business.</p>	

	<p>Croll, A., & Yoskovitz, B. (2013). <i>Lean analytics: Use data to build a better startup faster</i>. Sebastopol, CA: O'Reilly.</p> <p>Osterwalder, A., Pigneur, Y., & Clark, T. (2010). <i>Business model generation: A handbook for visionaries, game changers, and challengers</i>.</p> <p>Blank, S. G., & Dorf, B. (2012). <i>The startup owner's manual: The step-by-step guide for building a great company</i>. Pescadero, Calif: K&S Ranch, Inc.</p> <p>Fried, J., & Hansson, D. H. (2010). <i>Rework</i>. New York: Crown Business.</p>
Pedagogy:	Lecture, workshop, real life project, individual team coachings.

Name of Module:	Advanced Brand Management & Consumer Behaviour	Module No:
Module Owner:	Prof. Dr. Franz-Rudolf Esch	M-MKT4-035

Contact:	franz-rudolf.esch@ebs.edu
Programmes of Study:	Master in Management MBA
Specialisation/Major:	No
Mandatory/Elective:	Elective
Semester:	Fall Term
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	<p>Participation in the courses of the Module "Brand Management and Consumer Behavior".</p> <p>Required textbooks to be read before: Esch, F.-R.; Hermann, A.; Sattler, H. (2013): Marketing: Eine managementorientierte Einführung, 4. Auflage, München: Vahlen.</p> <p>or:</p> <p>Armstrong, G.; Kotler, P. (2008): Marketing: An Introduction, 9. ed.; New Jersey: Prentice Hall.</p> <p>and:</p> <p>Müller, T., & Schroiff, H.-W. (2013). Warum Produkte floppen: Die 10 Todsünden des Marketings. Freiburg: Haufe Lexware.</p>
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be highly competent in their field of study.</p> <p>Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines. (LO 1):</p> <ul style="list-style-type: none"> • Customers do not buy products, they buy brands. In this module, we further merge the brand perspective with the customer perspective. The course depicts and applies the merged perspective of inside-out & outside-in as follows: • From the managerial point of view, the inside-out is necessary to gain a deeper understanding how to strengthen brands and to create strategies and means of implementation to capitalise the brand as good as possible. • Outside-in managers have to be aware of the needs and wants of customers in different countries. They should gain a better understanding of their customers in order to win new customers and to build long-term customer relationships with existing customers. • The better these two perspectives are brought together, the higher is the

	<p>customers' lifetime value and the brand equity for a company.</p> <ul style="list-style-type: none"> Through the integration of case studies and the sharing of lecturer's managerial experience, the participants do not only understand the theoretical concept, they even learn how to cope with practical challenges coming along with the concept implementation. <p>Graduates are able to directly transfer their knowledge to practice. (LO2):</p> <ul style="list-style-type: none"> Students will be able to understand the impact of brand management in the context of a world where products become more and more interchangeable and brand image has become one of the major differentiators. Based on the theoretical foundation provided, students are encouraged to solve practical problems in the scope of class discussions as well as in the scope of real-life case studies. <p>.</p> <p>Graduates will have highly-developed critical thinking skills.</p> <p>Graduates are able to independently solve problems and direct their own learning processes. (LO 7):</p> <ul style="list-style-type: none"> By solving real-life case studies in groups, graduates get the chance to apply their gained knowledge. Thereby, graduates train how to solve relevant marketing problems effectively by their own while making use of the techniques and knowledge provided in the course. By doing so, students are encouraged to develop best solutions in the scope of team work which develops not only their coordination skills but also their discussion proficiencies. <p>Graduates have the foundation for becoming a responsible leader in an uncertain rapidly changing world.</p> <p>Graduates can identify and leverage business opportunities. (LO 9):</p> <ul style="list-style-type: none"> Participants will be able to analyse and implement successful brand identity and brand positioning via effective communication strategies. Moreover, they are able to anticipate the behaviour of customers in order to develop successful brand images and market innovative products. The provided knowledge and skills will enable the graduates to identify and realise business opportunities which ultimately drive customer lifetime value and brand equity. 								
Relation to other Modules:	<p>Programmes: This module is not applicable to other programmes.</p> <p>Modules: This module takes basic concepts studied in Marketing on Master Programme's level to a deepened strategic level and offers further insights in brand management and consumer behaviour. It builds upon and extends the module brand management and consumer behaviour.</p>								
Workload Allocation:	<p>180 h total student's workload, thereof:</p> <table border="1" data-bbox="483 1872 1197 2065"> <tr> <td>Classes</td><td>18 hours</td></tr> <tr> <td>Pre-readings & wrap up</td><td>57 hours</td></tr> <tr> <td>Presentation & essay</td><td>55 hours</td></tr> <tr> <td>Case study</td><td>50 hours</td></tr> </table>	Classes	18 hours	Pre-readings & wrap up	57 hours	Presentation & essay	55 hours	Case study	50 hours
Classes	18 hours								
Pre-readings & wrap up	57 hours								
Presentation & essay	55 hours								
Case study	50 hours								

Grading:	180 Examination Points			
	Types of Examination	Related Course	Points	Team Grading/ Individual Grading
	Presentation	Advanced Brand Management	30	IG
	Essay	Advanced Brand Management	60	TG
	Presentation	Advanced Consumer Behavior	30	IG
	Essay	Advanced Consumer Behavior	60	TG
Information on Papers, Allocation of Subjects & Groups, Homework etc.	Students have to reflect their theoretical knowledge by solving a practical case using the theoretical frameworks learned during class.			

1. Course	Advanced Brand Management	Course No.:
Instructors:	Prof. Dr. Kjell Gruner, N.N.	L-MKT4-058

Guest Speakers:	None
Contact:	claudia.vandenberg@ebs.edu
ECTS:	3
Number of Sessions:	10
Language:	English
Course Description:	<p>A strong car brand creates significant value in the automotive industry. In the car market, brands often dominate consumers purchase decision. The price consumers expect to pay can vary enormously depending on the car's brand. Thus, developing and implementing a clear brand identity and brand positioning is a key success factor on the marketing agenda of auto manufacturers.</p> <p>Due to the prominent role that brand positioning and implementation play in auto manufacturers' business strategies, Prof. Dr. Gruner as the Head of Marketing at Porsche AG will shed light on the brand management at Porsche from a practical point of view.</p> <p>After the introduction to the Porsche brand management world, students will work on a case study drawing on the theoretical frameworks learned in the brand management course of Prof. Dr. Esch and the practical insights given by Prof. Dr. Gruner. The presentation of the case study will be one part of the examination for this course; the other part of the examination will be an essay on these results.</p>
Required Readings:	See above
Further Recommended Readings:	See above
Pedagogy:	Lecture, case study.

2.Course	Advanced Consumer Behavior	Course No.:
Instructor:	Prof. Dr. Hans-Willi Schroiff	L-MKT4-057

Guest Speakers:	None
Contact:	thomas.alt@ebs.edu
ECTS:	3
Number of Sessions:	10
Language:	English
Course Description:	Companies that create exceptional customer experiences can set themselves apart from their competitors. Technology has handed customers unprecedented power to dictate the rules in purchasing goods and services. Increasingly, customers expect from all players the same kind of immediacy, personalisation, and convenience that they receive from leading practitioners such as Google and Amazon. Central to connecting better with customers is putting in place several building blocks of a comprehensive improvement in customer experience. It means paying attention to the complete, end-to-end experience customers have with a company from their perspective. In the course of this, the importance of a customer-centric innovation approach will be highlighted and elucidated. As a theoretical foundation for customer-centricity will serve a comprehensive knowledge on how customer's perception occurs.
Required Readings:	See above
Further Recommended Readings:	See above
Pedagogy:	Lecture, presentations.

Name of Module:	Brand Management & Consumer Behaviour	Module No:
Module Owner:	Prof. Dr. Franz Rudolf Esch	M-AUT4-009

Contact:	franz-rudolf.esch@ebs.edu
Programme of Study:	Master in Management
Specialisation/Major:	Major in Marketing
Mandatory/Elective:	Elective
Semester:	Fall Term
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	Basic knowledge in Marketing; Required textbooks to be read before: Esch, F.-R.; Hermann, A.; Sattler, H. (2013): Marketing: Eine managementorientierte Einführung, 4. Auflage, München: Vahlen. or: Armstrong, G.; Kotler, P. (2008): Marketing: An Introduction, 9. ed.; New Jersey: Prentice Hall.
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be highly competent in their field of study.</p> <p>Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines. (LO 1):</p> <ul style="list-style-type: none"> Customers do not buy products, they buy brands. In this module, we merge the brand perspective with the customer perspective. From the managerial point of view, the inside-out is necessary to gain a deeper understanding how to strengthen brands and to create strategies and means of implementation to capitalise the brand as good as possible. <p>Graduates are able to directly transfer their knowledge to practice. (LO2):</p> <ul style="list-style-type: none"> Outside-in managers have to be aware of the needs and wants of customers in different countries. They should gain a better understanding of their customers in order to win new customers and to build long-term customer relationships with existing customers. The better these two perspectives are brought together, the higher is the customers' lifetime value and the brand equity for a company. Students will be able to understand the impact of brand management in the context of a world where products become more and more interchangeable and brand image has become one of the major differentiators. <p>Graduates will have highly developed critical thinking skills.</p> <p>Graduates are able to independently solve problems and direct their own learning processes (LO 7):</p> <ul style="list-style-type: none"> Students will be able to analyse and implement successful brand identity and brand positioning via effective communication strategies.

	<p>Graduates will have the foundation for becoming a responsible leader in an uncertain rapidly changing world</p> <p>Graduates can identify and leverage business opportunities. (LO 9):</p> <ul style="list-style-type: none">Students are able to anticipate the behaviour of customers in order to develop successful brand images and market innovative products.																				
Relation to other Modules:	<p>Programmes: This module is not applicable to other programmes.</p> <p>Modules: This module lays the foundation for the module “Advanced Brand Managaement and Consumer Behaviour”. .</p>																				
Workload Allocation:	<p>180 h total student´s workload, thereof:</p> <table><tr><td>Classes (20 x 90)</td><td>30 hours</td></tr><tr><td>Pre-reading & wrap up</td><td>60 hours</td></tr><tr><td>Presentation & essay</td><td>20 hours</td></tr><tr><td>Group work</td><td>25 hours</td></tr><tr><td>Exam and exam preparation</td><td>45 hours</td></tr></table>	Classes (20 x 90)	30 hours	Pre-reading & wrap up	60 hours	Presentation & essay	20 hours	Group work	25 hours	Exam and exam preparation	45 hours										
Classes (20 x 90)	30 hours																				
Pre-reading & wrap up	60 hours																				
Presentation & essay	20 hours																				
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Grading:	<p>180 Examination Points</p> <table><tr><th>Types of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading/ Individual Grading</th></tr><tr><td>Presentation</td><td>Brand Management</td><td>30</td><td>TG</td></tr><tr><td>Written exam</td><td>Brand Management</td><td>60</td><td>IG</td></tr><tr><td>Group Work</td><td>Consumer Behavior</td><td>30</td><td>TG</td></tr><tr><td>Written exam</td><td>Consumer Behavior</td><td>60</td><td>IG</td></tr></table>	Types of Examination	Related Course	Points	Team Grading/ Individual Grading	Presentation	Brand Management	30	TG	Written exam	Brand Management	60	IG	Group Work	Consumer Behavior	30	TG	Written exam	Consumer Behavior	60	IG
Types of Examination	Related Course	Points	Team Grading/ Individual Grading																		
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Group Work	Consumer Behavior	30	TG																		
Written exam	Consumer Behavior	60	IG																		
Information on Papers, Allocation of Subjects & Groups, Homework etc.	<p>Students have to reflect their theoretical knowledge by solving a practical case using the theoretical frameworks learned during class</p>																				

1. Course	Brand Management	Course No.:
Instructor:	Prof. Dr. Franz Rudolf Esch	L-MKT4-038

Guest Speakers:	None
Contact:	sabrina.stroehlein@ebs.edu
ECTS:	3
Number of Sessions:	10
Language:	English
Course Description:	<p>Brands play an extraordinary role in our daily lives. One could hardly imagine a world without brands: in the morning we are woken by our iPhone, we have a shower using Nivea shower gel, brush our teeth with Colgate toothpaste, turn on the Nespresso machine for a fresh coffee and breakfast Kellogg's Cornflakes.</p> <p>To give credit to the importance of brands, this course focuses on strategies how to build strong brands and presents tools how to set up a brand successfully. The means and ways of effectively implementing a brand internally in the minds of the managers and employees in companies and externally for other stakeholders are content of this course. The main objective is to gain deeper insights in theoretical frameworks how to build strong brands and to learn methods of implementation and measurement in order to control brand success. The issues that will be addressed range from brand identity, brand positioning, brand portfolio strategies, branding, brand communication, internal branding and behavioural branding to brand value measurement. Reflecting recent changes in consumer behaviour, the course will also address the specifics of managing brands in a digital context. The theoretic concepts discussed in this course are equally relevant to all students with a major in marketing.</p> <p>Topics:</p> <ol style="list-style-type: none"> 1. Understanding the impact of brands and analysing market framework for brand management 2. Setting objectives of brand management 3. Strengthening brand image through brand identity and brand positioning 4. Implementing brand identity externally 5. Implementing brand identity internally <p>Essay: 7 pages in total</p>
Required Readings:	Keller, K. L. (2008): Strategic Brand Management, 3 ed., Essex: Pearson. Education. (p. 1-91, 97-138, 229-276, 572-584, 668).
Further Recommended Readings:	<p>Esch, F.-R. (2014): Strategie und Technik der Markenführung, 8. Aufl., München: Vahlen.</p> <p>Kapferer, J.-N. (2007): The new strategic brand management, 3. Aufl., London: Kogan Page.</p>
Pedagogy:	Lecture, case discussions.

2. Course	Consumer Behaviour	Course No.:
Instructor:	Franziska Metz	L-MKT4-021

Guest Speakers:	None
Contact:	N.N.
ECTS:	3
Number of Sessions:	10
Language:	English
Course Description:	<p>Consumer behavior is ever-present in our daily lives. At just about every moment we engage in some form of consumer behavior: when we watch an ad on TV, talk to friends about the new iPad we bought, go to a soccer match, purchase a new CD or gather information on the new car we plan to buy, we are behaving as a consumer. In sum, being a consumer reaches almost every part of our lives. With respect to its omnipresence, the study of consumer behavior has critical implications for areas such as marketing, public policy and ethics. Additionally, it also helps us to learn more about ourselves - why we buy certain things, why we use them in a certain way and how we get rid of them.</p> <p>The objective of this course is to provide students with both a theoretically sound and practice-oriented perspective on consumer behavior. Drawing on insights from economic theory, psychology, and sociology, the course develops general models for explaining consumer behavior. In turn, these models serve as a basis for deriving implications for the design of marketing strategies, tactics and actions. Finally, by discussing the practical implications of current research articles exploring evolving facets of consumer behavior such as co-creation, building brand communities or the sharing economy, this course will ensure a close connectedness between theory and practice. The overall proportion of quantitative methods applied in this course is approx. 10 %.</p> <p>Topics:</p> <ol style="list-style-type: none"> 1. The Domain of Consumer Behavior 2. Consumer Behaviour Models (Utility Maximizing Models, Black Box Models, and Structural Models) 3. Consumer Behaviour Theories (Risk Theory, Modern Microeconomics, Cognitive Dissonance Theory, Prospect Theory, and Learning Theories) 4. Motivation, Ability, and Opportunity 5. Consumer Attitudes 6. Consumer Judgment and Decision Making
Required Readings:	<p>Holbrook, Morris B. (1987): What is Consumer Research?, <i>Journal of Consumer Research</i>, 14 (1), 128-132.</p> <p>Hoyer, Wayne D. and Deborah J. MacInnis (2008), <i>Consumer Behavior</i>, Cengage Learning: Mason, 1-40.</p> <p>Kahneman, Daniel and Amos Tversky (1979), Prospect Theory: An Analysis of Decision Under Risk, <i>Econometrica</i>, 47 (March), 263–291.</p>
Further Recommended Readings:	To be announced on time before the class starts.
Pedagogy:	Lecture, group work (e. g., in-class presentation) on current trends in consumer behaviour

Name of Module:	Product Management & Services Marketing	Module No:
Module Owner:	Prof. Dr. Roland Mattmüller	M-MKT4-028
Contact:	christopher.grossmann@ebs.edu	
Programmes of Study:	Master in Management MBA	
Specialisation/Major:	Major in Marketing	
Mandatory/Elective:	Elective	
Semester:	Fall Term	
Module Duration:	1 Semester	
Frequency:	Yearly	
ECTS:	6	
Prerequisites:	<p>Knowledge of fundamentals in marketing strategies, esp. product management and services marketing (processes and instruments).</p> <p>For example:</p> <p>Kotler, P., Armstrong, G., Wong, P. V., Saunders, P. J., & Wood, M. B. (2010). <i>Principles of Marketing</i> (Fifth European Edition). Financial Times/Prentice Hall.</p> <p>Gorchels, L. (2000). <i>The Product Manager's Handbook</i> (the complete product management resource). Chicago, NTC/Contemporary Publishing Group.</p>	
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be highly competent in their field of study.</p> <p>Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines. (LO 1):</p> <ul style="list-style-type: none"> After going through the most relevant and important theories, principles, and methods in theory, the students will learn how to analyse current practical presentations of a problem and to then apply the right concepts in order to solve the problems at hand. <p>Graduates are able to directly transfer their knowledge to practice. (LO2):</p> <ul style="list-style-type: none"> By working on highly relevant and current case studies from practice, the students will be able to directly transfer their acquired knowledge. The lecturer will give valuable feedback on the students' solution in order for them to reflect on their work. <p>Graduates will be capable of taking different roles in an international environment.</p> <p>Graduates demonstrate excellent written and oral communication skills in English. (LO 4):</p> <ul style="list-style-type: none"> The case studies will demand a high academic level of communication skills while first discussing and then presenting the case in English language. 	

	<ul style="list-style-type: none">• The exam will demand excellent written skills from the students. <p>Graduates will have highly-developed critical thinking skills.</p> <p>Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods. (LO 6):</p> <ul style="list-style-type: none">• By solving demanding real-life case studies, the students will learn how to select, interpret, and critically evaluate and create novel answers with the help of the learned advanced scientific methods from the lecture. <p>Graduates have the foundation for becoming a responsible leader in an uncertain rapidly changing world.</p> <p>Graduates can identify and leverage business opportunities. (LO 9):</p> <ul style="list-style-type: none">• After experiencing different scenarios from the field of study and how to be a responsible leader in this situation, the students will gain a solid foundation for becoming such a responsible leader in their professional life as well.																												
Relation to other Programmes/Modules:	<p>Programme: This modules is not applicable to other programmes.</p> <p>Modules: This module provides students with further knowledge that amplifies the learnings from prior marketing courses such as “Brand Management & Consumer Behaviour” and “Communication Management”.</p>																												
Workload Allocation:	<p>180 h total student’s workload, thereof:</p> <table><tr><td>Classes (20 x 90)</td><td>30,0 hours</td></tr><tr><td>Pre-readings & wrap up</td><td>30,0 hours</td></tr><tr><td>Essay</td><td>50,0 hours</td></tr><tr><td>Groupwork and presentations</td><td>70,0 hours</td></tr></table>	Classes (20 x 90)	30,0 hours	Pre-readings & wrap up	30,0 hours	Essay	50,0 hours	Groupwork and presentations	70,0 hours																				
Classes (20 x 90)	30,0 hours																												
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Grading:	<p>180 Examination Points</p> <table><tr><th>Types of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading/ Individual Grading</th></tr><tr><td>Written exam</td><td>Product Management</td><td>60</td><td>IG</td></tr><tr><td>Case study</td><td>Product Management</td><td>30</td><td>TG</td></tr><tr><td>Presentation</td><td>Services Marketing</td><td>40</td><td>TG</td></tr><tr><td>Peer group evaluation</td><td>Services Marketing</td><td>15</td><td>IG</td></tr><tr><td>Case study</td><td>Services Marketing</td><td>20</td><td>IG</td></tr><tr><td>Class participation</td><td>Services Marketing</td><td>15</td><td>IG</td></tr></table>	Types of Examination	Related Course	Points	Team Grading/ Individual Grading	Written exam	Product Management	60	IG	Case study	Product Management	30	TG	Presentation	Services Marketing	40	TG	Peer group evaluation	Services Marketing	15	IG	Case study	Services Marketing	20	IG	Class participation	Services Marketing	15	IG
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Case study	Services Marketing	20	IG																										
Class participation	Services Marketing	15	IG																										

<p>Information on Papers, Allocation of Subjects & Groups, Homework etc.</p>	<p><i>Product Management:</i> There will be an introductory part at the beginning of the lecture covering theory on product management. Afterwards, students will be given a case study which they have to work on and hand in their results in form of a written paper and an oral presentation.</p> <p><i>Services Marketing:</i> Presentation: Students will be allocated to groups of three-five participants by the lecturer and are required to deliver a final presentation. Groups will receive individual coaching during pre-planned sounding board sessions.</p> <p>Peer group evaluation: Students will quantitatively evaluate their group members based upon a set of predefined criteria. Additionally, qualitative feedback comments will be provided to team-mates. The processes will be supported by a cloud application of paper passed templates.</p> <p>Case study: Students will prepare two brief write-ups (max. 1000 words) of the case studies which serve as the basis for the subsequent class discussion and interactive assignments.</p> <p>Class participation: Individual class participation will be graded.</p>
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1. Course:	Product Management	Course No.:
Instructor:	Dr. Felix Zöllner	L-MKT4-013
Guest Speakers:	None	
Contact:	alexandra.fiedler@ebs.edu	
ECTS:	3	
Number of Sessions:	9	
Language:	English	
Course Description:	In the course "Product Management" the objectives, tasks, boundaries, methods and success factors of product management will be introduced and discussed with examples from the capital goods industry. The focus will be on the market- and solution-oriented design and development of products. Insights gained will be consolidated by appropriate exercises and case studies. The course will also contribute to "interdisciplinary understanding" - in particular between economists and engineers, a growing requirement for future leading executives.	
Required Readings:	Gorchels, L. (2000). The Product Manager's Handbook (the complete product management resource). Chicago, NTC/Contemporary Publishing Group.	
Further Recommended Reading	Belliveau, P.; Griffin, A. & Somermeyer, S. (2002). The PDMA ToolBook for New Product Development. New York, John Wiley. Deschamps, J.-P.; Nayak, R.P. (1995). Product Juggernauts (how companies mobilize to generate a stream of market winners). Boston (Mass.), Harvard Business School Press.	
Pedagogy:	Lecture	

2. Course:	Services Marketing	Course No.:
Instructors:	Katrin Merfeld, Dr. M.-P. Wilhelms	L-MKT4-049
Guest Speakers:	tba	
Contact:	katrin.merfeld@ebs.edu mark-philipp.wilhelms@ebs.edu research assistant for organisational questions: anne-sophie.riegger@ebs.edu	
ECTS:	3	
Number of Sessions:	11	
Language:	English	
Course Description:	<p>Students will gain detailed insights on analyses of service issues, derivation of service strategies, and management of service organizations. To this end, the foundations of service business are approached based on a three-stage model of service consumption and a characterization of services following information economics. Next, for assessing and managing service quality, prominent concepts as the Gap-model, SERVQUAL, blueprinting, and the Critical Incident Technique, and customer journey mapping are covered. Given the general failure-proneness of service encounters, strategies for designing effective service recovery are discussed in the following. In particular, recovery episodes for co-created services on the Internet play an important role in this part of the lecture.</p> <p>By attending the course, students will acquire a conceptual toolbox enabling them to better understand and analyze recent developments in service business. In particular, after having attended the course, students will be able to assess and manage service quality, to design effective service recovery measures, to manage customer co-creation, and to implement the service-profit chain. These issues are approached from a sound conceptual background by first discussing theoretical underpinnings of service consumption.</p> <p>In general, the sessions comprise interactive lectures for introducing a specific topic, the presentation of current service research activities, and the discussion timely case-studies on service business issues, supplemented by a selected discussion of real-life service examples (e. g. by guest speakers).</p> <p>Topics:</p> <ol style="list-style-type: none"> 1. Foundations of Services Marketing 2. Understanding and Managing Service Consumption 3. Managing Service Quality 4. Designing and Managing Service Recovery 5. Customer Co-Creation 	
Required Readings:	<p>Accompanying textbook: Wilson, Alan, Valarie A. Zeithaml, Mary Jo Bitner, and Dwayne D. Gremler (2012), <i>Services Marketing: Integrating Customer Focus Across the Firm</i> (2nd ed.). Maidenhead, Berkshire: McGraw Hill.</p> <p>Two case studies to be discussed in class will be distributed at least two weeks before the respective lectures and are required to be read by all students.</p>	
Further Recommended Readings:	<p>Bauer, Hans H., Tomas Falk, and Maik Hammerschmidt (2006), "eTransQual: A Transaction Process-based Approach for Capturing Service Quality in Online Shopping," <i>Journal of Business Research</i>, 59 (7), 866-875.</p> <p>Brady, Michael K. (2001), "Some New Thoughts on Conceptualizing Perceived Service Quality: A Hierarchical Approach," <i>Journal of Marketing</i>, 65 (3), 34-49.</p> <p>Payne, Adrian F., Kaj Storbacka, and Pennie Frow (2008), "Managing the Co-</p>	

	creation of Value," Journal of the Academy of Marketing Science, 36 (1), 83-96. Ramaswamy, Venkat (2009), "Are You Ready for the Co-Creation Movement?," IESE Insight (2), 29-35.
Pedagogy:	Interactive lectures, group work, in class mini presentations and discussion of case studies.

Name of Module:	Real Estate Economics	Module No:
Module Owner:	Prof. Jan Mutl, PhD	M-REM4-010
Contact:	jan.mutl@ebs.edu assistenten@ebs-remi.de	
Programme/-s of Study:	Master in Real Estate Master in Management MBA	
Specialisation/Major:	None	
Mandatory/Elective:	Master in Real Estate: mandatory Master in Management, MBA: elective	
Semester:	Fall Term	
Module Duration:	1 Semester	
Frequency:	Yearly	
ECTS:	6	
Prerequisites:	Basic knowledge in Real Estate Principles (e.g. Ling, D. and W. Archer (2010): Real Estate Principles – A Value Approach, 3rd. ed., McGraw-Hill Irwin, 2010, Chapt. 1, 3, 4, 5, 6, 7, 8, 16, 17). Basic knowledge in Economics (course in economic principles).	
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be highly competent in their field of study.</p> <p>Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines (LO 1):</p> <ul style="list-style-type: none"> • Goal of the module is to provide students with the basic understanding of the microeconomic and macroeconomic forces that drive real estate markets. • This module gives an advanced understanding of interrelations and dependencies in the real estate industry. Concepts, instruments, tools and financing products are introduced. <p>Graduates will be capable of taking different roles in an international environment.</p> <p>Graduates demonstrate excellent written and oral communication skills in English (LO 4):</p> <ul style="list-style-type: none"> • Students are expected to solve a case study and to hand in the results in written form. Furthermore, students have to solve an evaluated exercise and submit a paper with their solutions. • Students are further expected to take an exam including qualitative and quantitative questions regarding macro- as well as microeconomics concepts and learned techniques. 	

	<p>Graduates will have highly-developed critical thinking skills.</p> <p>Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods (LO 6):</p> <ul style="list-style-type: none"> • Students will learn basic and advanced tools which are used in modelling and forecasting real estate data. • The module further provides a hands-on introduction to and intuitive understanding of some essential tools of analysis. These tools will allow students to understand and appreciate work in areas of concern to real estate economics, such as valuation and house price inflation, and to put these to use for basic types of analysis in real estate market analysis. • Thus, students will not only understand the economic theories that explain the relationship among relevant variables, such as house prices, rents, construction costs, location, and the vacancy rate, they will also be able to apply these theories to real world data using appropriate statistical techniques. Students will learn the user-friendly and powerful econometric software EViews (or its open source equivalent Gretl). <p>Graduates are able to independently solve problems and direct their own learning processes (LO 7):</p> <ul style="list-style-type: none"> • The aim is to provide students with theoretical tools to understand how real estate markets function and interact with the rest of the economy, as well as the ability to interpret the role of real estate in events, such as the recent financial crises in 2008. 										
<p>Relation to other Programmes/Modules:</p>	<p>Programmes: This module is not applicable to other programmes.</p> <p>Modules: Together with the modules Real Estate Valuation, Real Estate Finance and Real Estate Tax and Law, it is taught in the fall term of the Master program and gives an advanced understanding of interrelations and dependencies in the real estate industry. Concepts, instruments, tools and financing products are introduced, which are necessary for the work in real estate related operations. These modules take place within one semester, as the contents strongly relate to each other.</p>										
<p>Workload Allocation:</p>	<p>180 h total student´s workload, thereof:</p> <table border="1" data-bbox="491 1444 1120 1715"> <tr> <td>Classes (22 x 90)</td><td>33 hours</td></tr> <tr> <td>Pre-Readings & Wrap up</td><td>23 hours</td></tr> <tr> <td>Exercises and homework</td><td>10 hours</td></tr> <tr> <td>Group Work/Case studies/Presentations</td><td>50 hours</td></tr> <tr> <td>Exam and exam preparation</td><td>64 hours</td></tr> </table>	Classes (22 x 90)	33 hours	Pre-Readings & Wrap up	23 hours	Exercises and homework	10 hours	Group Work/Case studies/Presentations	50 hours	Exam and exam preparation	64 hours
Classes (22 x 90)	33 hours										
Pre-Readings & Wrap up	23 hours										
Exercises and homework	10 hours										
Group Work/Case studies/Presentations	50 hours										
Exam and exam preparation	64 hours										

Grading:	180 Examination Points			
	Types of Examination	Related Course	Points	Team Grading/ Individual Grading
	Case study	Regional and Urban Economics	45	IG
	Evaluated exercise	Empirical Real Estate Economics	45	TG
	Written Exam	Complete module	80	IG
	Class Participation	Complete module	10	IG
Information on Papers, Allocation of Subjects & Groups, Homework etc.	Course 2. The evaluated exercise (Take Home Assignment) is due four weeks after the last class. Students are expected to read the assigned literature and install relevant computer programmes in preparation for class. Within the course of Market Communication, the students will be asked to suggest communication ideas for a case taken from practice.			

1. Course	Regional and Urban Economics	Course No.:
Instructor:	Prof. Jan Mutl, PhD	L-REM4-055
Guest Speaker:	None	
Contact:	jan.mutl@ebs.edu	
ECTS:	3	
Number of Sessions:	11	
Language:	English	
Course Description:	<p>The real estate economics theory course provides a basic understanding of theoretical modelling of real estate markets. The goal of this course is to understand the economic forces which affect real estate markets. Basic economic models are introduced and applied to the real world situations to convey a sophisticated understanding of real estate markets. The aim is to provide students with theoretical tools to understand how real estate markets function and interact with the rest of the economy, as well as the ability to interpret the role of real estate in events, such as the recent financial crises in 2008.</p> <p>The course will consist of the following components:</p> <p>Session 1-2: Introduction to Real Estate Markets Session 3-6: Microeconomic Analysis of Property Markets Session 7-9: Macroeconomic Analysis of Property Markets Session 10-11: Interactive Case Studies</p>	
Required Readings:	DiPasquale, D., and W.C. Wheaton (1996): <i>Urban Economics and Real Estate Markets</i> , Prentice Hall.	
Further Recommended Reading :	Brueggeman, W., J. Fisher, and L. Stone (1989): <i>Real Estate Finance</i> , 8th ed., Homewood, Ill: Irwin.	
Pedagogy:	Lecture, case discussion	

2. Course:	Empirical Real Estate Economics	Course No.:
Instructor:	Prof. Dr. Joachim Zietz	L-REM4-056
Guest Speaker:	None	
Contact:	jan.mutl@ebs.edu joachim.zietz@ebs.edu	
ECTS:	3	
Number of Sessions:	11	
Language:	English	
Course Description:	<p>The course provides a hands-on introduction to and intuitive understanding of some essential tools of analysis. These tools will allow students to understand and appreciate work in areas of concern to real estate economics, such as valuation and house price inflation, and to put these to use for basic types of analysis in real estate market analysis. The course will consist of the following components:</p> <ul style="list-style-type: none"> • <u>3 sessions:</u> Economic fundamentals (qualitative/graphical demand/supply analysis in real estate) and key quantitative concepts (marginal effects and elasticities). • <u>3 sessions:</u> Regression analysis and its application to valuation and the construction of price indices in real estate. • <u>3 sessions:</u> Use of a geographical information system in real estate applications. • <u>2 sessions:</u> Wrap Up; discussions of remaining questions 	
Required Readings:	<p>The following 2 free programs will be used and need to be installed before classes start: (a) GRETL: http://gretl.sourceforge.net/; (b) QGIS: http://www.qgis.org/en/site/.</p> <p>Gareth James, Daniela Witten, Trevor Hastie and Robert Tibshirani, An Introduction to Statistical Learning with Applications in R; in particular chapters 2.1, 2.2, 3.1-3.4, 4.1-4.3, 5.1, 7.1, 7.2; free download of PDF version from the webpage of the lead author at USC: http://www-bcf.usc.edu/~gareth/ISL/</p> <p>Lee Adkins, Using Gretl for Principles of Econometrics, 4th edition, 2014; in particular chapters 1, 2 (not 2.5, 2.8), 4 - 7, parts of 9; free download from the author's webpage at OK State U.: http://www.learneconometrics.com/gretl.html</p> <p>QGIS Tutorial: http://www.qgistutorials.com/en/index.html</p> <p>Eurostat, Handbook on Residential Property Prices Indices: http://ec.europa.eu/neurostat/web/hicp/methodology/housing-price-statistics/residential-property-handbook.</p>	
Further Recommended Reading	None	
Pedagogy:	Lecture, case discussion	

Name of Module:	Real Estate Finance	Module No:
Module Owner:	Prof. Jan Mutl, PhD	M-REM4-042
Contact:	jan.mutl@ebs.edu assistenten@ebs-remi.de	
Programmes of Study:	Master in Real Estate Master in Management Master in Finance MBA	
Specialisation/Major:	None	
Mandatory/Elective:	Master in Real Estate: mandatory. Master in Management, Finance, MBA: elective	
Semester:	Fall Term	
Module Duration:	1 Semester	
Frequency:	Yearly	
ECTS:	6	
Prerequisites:	<p>“Real Estate Finance” builds on basics in finance and real estate taught in the EBS Bachelor programme. Alternatively, the required knowledge can be acquired by studying Brueggeman/Fisher (2011), Chapt. 1, 2, 3, 4, 5, 10, and 12 as well as Rottke (2008), Chapt. A 1-4.</p> <p>Basic knowledge in Real Estate Investments and Finance.</p> <p>Basic MS Excel skills required.</p>	
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be highly competent in their field of study.</p> <p>Graduates are able to directly transfer their knowledge to practice. (LO2):</p> <ul style="list-style-type: none"> • The goal of the module is to transfer profound understanding of advanced concepts of real estate finance as well as extensive insight in the theoretical fundamentals and practical applications of real estate cash flow modelling using MS Excel. • Whereas the course Methods of Real Estate Finance teaches the students the theoretical background, basic concepts as well as relevance of financing in the RE industry, the students will have the opportunity to apply this knowledge during the course Real Estate Cash Flow modelling. Students are expected to hand in a quite complex financial model at the end of the course, in which they have to apply learned financing structures. <p>Graduates will be capable of taking different roles in an international environment.</p> <p>Graduates demonstrate excellent written and oral communication skills in English. (LO 4):</p> <ul style="list-style-type: none"> • The students are expected to hand in a financial model and present the 	

	<p>results in front of the class.</p> <ul style="list-style-type: none"> • The students are further expected to take an exam including qualitative questions regarding international valuation techniques. <p>Graduates will have highly-developed critical thinking skills.</p> <p>Graduates are able to independently solve problems and direct their own learning processes. (LO 7):</p> <ul style="list-style-type: none"> • Next to the cash flow modelling case study, students are expected to solve in-class case studies regarding the real estate investment banking and real estate private equity. The content of all classes is covered in the books mentioned in the reference list of this module description. • Students acquire an advanced understanding of the field of real estate finance products, real estate private equity, non performing (real estate) loans and project financing. Furthermore, the concept of real estate securitization is presented in-depth as well as real estate in the context of global capital markets. Besides the theoretical background, the students learn the basics and practical applications of modelling real estate cash flows using MS Excel and will be given the opportunity to make use of this knowledge during an applied case study. <p>Graduates have the foundation for becoming a responsible leader in an uncertain rapidly changing world.</p> <p>Graduates can identify and leverage business opportunities. (LO 9):</p> <ul style="list-style-type: none"> • Students will learn to identify business opportunities in the RE sector that will arise as a result of shifting financing parameters or other actions such as financial engineering or value creation strategies.
<p>Relation to other Programmes/Modules:</p>	<p>Programmes: This module is not applicable to other programmes.</p> <p>Modules: This module is part of the obligatory curriculum of the Real Estate Master, which includes the modules Real Estate Development, Real Estate Economics, Real Estate Finance, Real Estate Investment, Real Estate Tax and Law, Real Estate Management, and Real Estate Valuation.</p> <p>The modules Real Estate Economics, Real Estate Finance and Real Estate Valuation are taught in the fall semester of the Master programme and give an advanced understanding of interrelations and dependencies in the real estate industry. Concepts, instruments, tools and financing products are introduced, which are necessary for the work in real estate related operations. The modules take place within one semester, as the contents strongly relate to each other. Real Estate Tax and Law adds additional knowledge to law and taxation and thereby completes the curriculum which aims to provide a profound understanding of the real estate industry.</p>

Workload Allocation:	180 h total student´s workload, thereof: <table><tr><td>Classes (20 x 90)</td><td colspan="3">30 hours</td></tr><tr><td>Pre-Readings & wrap up</td><td colspan="3">20 hours</td></tr><tr><td>Exercises and homework</td><td colspan="3">10 hours</td></tr><tr><td>Group Work/case studies/presentations</td><td colspan="3">70 hours</td></tr><tr><td>Exam and exam preparation</td><td colspan="3">50 hours</td></tr></table>				Classes (20 x 90)	30 hours			Pre-Readings & wrap up	20 hours			Exercises and homework	10 hours			Group Work/case studies/presentations	70 hours			Exam and exam preparation	50 hours		
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Exam and exam preparation	50 hours																							
Grading:	180 Examination Points <table><tr><th>Types of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading/ Individual Grading</th></tr><tr><td>Written exam</td><td>Methods of Real Estate Finance</td><td>80</td><td>IG</td></tr><tr><td>Class Participation</td><td>Methods of Real Estate Finance</td><td>10</td><td>IG</td></tr><tr><td>Case study</td><td>Real Estate Cash Flow Modeling</td><td>90</td><td>TG</td></tr></table>				Types of Examination	Related Course	Points	Team Grading/ Individual Grading	Written exam	Methods of Real Estate Finance	80	IG	Class Participation	Methods of Real Estate Finance	10	IG	Case study	Real Estate Cash Flow Modeling	90	TG				
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Information on Papers, Allocation of Subjects & Groups, Homework etc.	<p>Besides a written exam of 90 points students have to prepare and work on a case study including a final presentation in the Cash Flow Modelling Course. The team and the topic will be assigned by the instructor. The project (case & presentation) comprises 90 points.</p> <p>Students are expected to read the assigned literature in preparation for class.</p>																							

1. Course	Methods of Real Estate Finance	Course No.:
Instructor:	Prof. Jan Mutl, PhD	L-REM4-057
Guest Speakers:	Prof. Dr. Nico B. Rottke Sascha Bock Sebastian Krautz	
Contact:	Jan.Mutl@ebs.edu; assistenten@ebs-remi.de	
ECTS:	3	
Number of Sessions:	9	
Language:	English	
Course Description:	<p>The course “Methods of Real Estate Finance” introduces students to the main concepts and instruments of real estate financing. After an introductory presentation of real estate financing products, the course provides extensive insight in the concept of real estate private equity, non performing (real estate) loans and project financing. Given the 2008 turmoil on financial markets and the consequences for the real economy, a strong focus is placed on real estate securitisation and real estate in the context of global capital markets. The instruments presented in the course are of high practical importance for the whole real estate industry. The students are given the knowledge to evaluate the advantages and limitations of these techniques and products.</p> <p>Session 1 - 3: Basics of Real Estate Investment Banking/Asset Securitisation Session 4 - 6: Real Estate Private Equity Session 7 - 9: Covenants in Real Estate Finance/Non-performing loans</p>	
Required Readings:	<p>Brueggeman, W. & Fisher, J. (2011): Real Estate Finance and Investments (14th ed.), New York: McGraw-Hill.</p> <p>Rottke, N. (2008). Handbook Real Estate Capital Markets. Cologne: Rudolf Müller.</p>	
Further Recommended Reading:	<p>Rottke, N. & Rebitzer, D. (2006). Handbuch Real Estate Private Equity, Cologne: Rudolf Müller.</p> <p>Finnerty, J.D. (2007): Project Financing (2nd ed.), Hoboken: John Wiley & Sons.</p> <p>Kolbe, P.H., Greer, G.E. & Rudner III, H.G. (2003): Real Estate Finance. Chicago: Dearborn.</p> <p>Linneman, P. (2011). Real Estate Finance & Investments: Risks and Opportunities. Philadelphia: Linneman Associates, 3rd Edition.</p>	
Pedagogy:	Lecture, case discussion	

2. Course	Real Estate Cash Flow Modelling	Course No.:
Instructor:	Dr. Christopher Yvo Oertel	L-REM4-013
Guest Speakers:	None	
Contact:	Jan.Mutl@ebs.edu	
ECTS:	3	
Number of Sessions:	11 Sessions	
Language:	English	
Course Description:	<p>The course “Real Estate Cash Flow Modelling” aims at teaching students how to use Excel in a sophisticated way. The application of miscellaneous Add-ins and Macros will be elaborated as well as certain pitfalls outlined. Theoretical basics are presented using case studies in the area of real estate investment and financing (as well as fundamentals in risk management). Furthermore, cash flow models are structured, cost of capital integrated and varied according to different debt financing methods.</p> <p>The Excel basics section deals with useful tips and tricks, important formulas and functions, the protection of data and files and Excel Add-ons. Investment calculation comprises cash flow modelling, present value method, internal rate of return (splitted IRR, critical assessment), investment calculation and DCF. The financing structure and covenants section contains optimisation, risk management and basic statistics. Optimisation contains goal seek and solver and risk management scenario analysis & manager, sensitivity analysis and risk analysis. Basic statistics comprises of amongst others standard deviation and variation coefficient. The VBA basics section offers an introduction to programming of macros and elaborates on VBA security, useful VBA-tools and application possibilities and limits. The reporting section deals with graphical illustration, sorting and filtering and pivot tables.</p> <p>Session 1: Modelling Basics and best practice Session 2 &: Determination of return figures Session 4 &: Financing structures Session 6 & 7: Risk management Session 8 & 9: Introduction to VBA Session 10 & 11: Students’ presentation of case</p>	
Required Readings:	Sengupta, C. (2004). Financial Modeling Using Excel and VBA. Hoboken: John Wiley & Sons.	
Further Recommended Reading:	Benninga, S. (2000). Financial Modeling. Cambridge: The MIT Press.	
Pedagogy:	Lecture, case discussion, workshop.	

Name of Module:	Real Estate Tax & Law	Module No:
Module Owner:	Prof. Jan Mutl, PhD	M-REM4-043
Contact:	jan.mutl@ebs.edu assistenten@ebs-remi.de	
Programme/-s of Study:	Master in Real Estate Master in Management MBA	
Specialisation/Major:	None	
Mandatory/Elective:	Master in Real estate: elective Master in Management, MBA: mandatory	
Semester:	Fall Term	
Module Duration:	1 Semester	
Frequency:	Yearly	
ECTS:	6	
Prerequisites:	The course is designed as a stand-alone course.	
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be highly competent in their field of study.</p> <p>Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines. (LO 1):</p> <ul style="list-style-type: none"> Students will get deeper insights into the influences and reciprocal relationships between landlord and tenant law, the legal and fiscal aspects of real estate acquisitions, dispositions and ownership. Analyses are conducted using sample cases in class and in examinations. <p>Graduates are able to directly transfer their knowledge to practice. (LO2):</p> <ul style="list-style-type: none"> The courses Tax and Law enable the students to work in national and international real estate companies as they learn how to deal with national and international real estate legal and fiscal aspects. The module Real Estate Tax & Law imparts to the students profound knowledge on international real estate management, law and taxation. <p>Graduates have the foundation for becoming a responsible leader in an uncertain rapidly changing world.</p> <p>Graduates are able to recognise and discuss the ethical dilemmas inherent in many business decisions and derive solutions. (LO 8):</p> <ul style="list-style-type: none"> Ethical Issues will particularly be discussed as part of the tax course content. In a globalized society international tax law will become more significant as investments are made internationally. 	
Relation to other Programmes/Modules:	<p>Programmes: This module is not applicable to other programmes.</p> <p>Modules: This module is part of the obligatory curriculum of the Master of</p>	

	<p>Science in Real Estate.</p> <p>Together with the modules Real Estate Economics, Real Estate Finance and Real Estate Valuation, it is taught in the first semester of the Master program (FT intake) and gives an advanced understanding of interrelations and dependencies in the real estate industry. Concepts, instruments, tools are introduced, which are necessary for the work in real estate related operations. These modules take place within one semester, as the contents strongly relate to each other.</p> <p>Real Estate Tax & Law specifically adds knowledge of real estate law and taxation. The course thereby significantly contributes to reaching the curriculum's aims to provide a profound understanding of the real estate industry.</p>																
Workload Allocation:	<p>180 h total student´s workload, thereof:</p> <table><tr><td>Classes (18 x 90)</td><td>27 hours</td></tr><tr><td>Pre-readings & wrap up</td><td>23 hours</td></tr><tr><td>Group work/case studies/presentations</td><td>70 hours</td></tr><tr><td>Exam and exam preparation</td><td>60 hours</td></tr></table>	Classes (18 x 90)	27 hours	Pre-readings & wrap up	23 hours	Group work/case studies/presentations	70 hours	Exam and exam preparation	60 hours								
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Exam and exam preparation	60 hours																
Grading:	<p>180 Examination Points</p> <table><tr><th>Types of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading/ Individual Grading</th></tr><tr><td>Written exam</td><td>Complete module</td><td>160</td><td>IG</td></tr><tr><td>Class participation</td><td>Real Estate & Legal Aspects</td><td>10</td><td>IG</td></tr><tr><td>Class participation</td><td>Real Estate & Fiscal Aspects</td><td>10</td><td>IG</td></tr></table>	Types of Examination	Related Course	Points	Team Grading/ Individual Grading	Written exam	Complete module	160	IG	Class participation	Real Estate & Legal Aspects	10	IG	Class participation	Real Estate & Fiscal Aspects	10	IG
Types of Examination	Related Course	Points	Team Grading/ Individual Grading														
Written exam	Complete module	160	IG														
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Class participation	Real Estate & Fiscal Aspects	10	IG														
Information on Papers, Allocation of Subjects & Groups, Homework etc.	<p>Students are expected to read the assigned literature in preparation for the class.</p>																

1. Course	Real Estate & Legal Aspects	Course No.:
Instructor:	Prof. Dr. Alexander Goepfert	L-REM4-058
Guest Speaker:	None	
Contact:	assistenten@ebs-remi.de	
ECTS:	3	
Number of Sessions:	9	
Language:	English	
Course Description:	<p>The course <i>Real Estate & Legal Aspects</i> aims to provide students with a deeper understanding of the legal aspects that have to be considered in connection with the acquisition, disposition and ownership of real estate.</p> <p>In particular, the course will introduce the students to the fundamentals of landlord and tenant law, the legal aspects that have to be considered at the conclusion of real estate sales contracts.</p> <p>Basic legal concepts such as public and private planning and building law as well as contract and tenant law are also analysed in an interdisciplinary way and demonstrate how management, economics and law work hand in hand.</p>	
Required Readings:	<p>Usinger, W., & Schneider H.-J. (2008). <i>Real Property in Germany. Legal and Tax Aspects of Development and Investment</i> (7th ed.). Frankfurt/M.: Knapp, pp. 1-22 and 169-178.</p> <p>Möller, J.C., Mütze, M., & Senff, T. (2012). <i>Real Estate Investments in Germany: Transactions and Development</i>. Berlin : Springer Verlag.</p>	
Further Recommended Reading:	<p>Karp, J., & Klayman, E. (2005). <i>Real Estate Law</i> (6th ed.). Chicago: Dearborn Real Estate Education.</p> <p>Siedel, G., Aalberts, R. J., & Cheezem, J. K. (2003). <i>Real Estate Law</i> (5th edition). Mason: South-Western Educational Publishing.</p>	
Pedagogy:	Lecture	

2. Course	Real Estate & Fiscal Aspects	Course No.:
Instructor:	Prof. Dr. Adrian Cloer	L-REM4-059
Guest Speakers:	tba	
Contact:	assistenten@ebs-remi.de	
ECTS:	3	
Number of Sessions:	9	
Language:	English	
Course Description:	<p>The course Real Estate & Fiscal Aspects aims to provide students with a deeper understanding of the fiscal aspects that have to be considered in connection with the acquisition, disposition and ownership of real estate.</p> <p>In particular, the course will introduce the students to the fundamentals of the taxation of real estate acquisitions (land purchase tax, capital transfer tax), real estate ownership (land tax, sales tax, income tax), real estate dispositions (sales tax, income tax) and fundamental real estate accounting principles.</p>	
Required Readings:	<p>Usinger, W., & Schneider H.-J. (2008). Real Property in Germany. Legal and Tax Aspects of Development and Investment (7th ed.). Frankfurt/M.: Knapp, pp. 1-22 and 169-178.</p> <p>Möller, J.C., Mütze, M., & Senff, T. (2012). Real Estate Investments in Germany: Transactions and Development. Berlin : Springer Verlag.</p>	
Further Recommended Reading:	<p>Karp, J., & Klayman, E. (2005). Real Estate Law (6th ed.). Chicago: Dearborn Real Estate Education.</p> <p>Siedel, G., Aalberts, R. J., & Cheezem, J. K. (2003). Real Estate Law (5th edition). Mason: South-Western Educational Publishing.</p>	
Pedagogy:	Lecture	

Name of Module:	Real Estate Valuation	Module No:
Module Owner:	Prof. Jan Mutl, PhD	M-REM4-003
Contact:	jan.mutl@ebs.edu assistenten@ebs-remi.de	
Programmes of Study:	Master in Real Estate Master in Management MBA	
Specialisation/Major:	None	
Mandatory/Elective:	Master in Real Estate: elective. Master in Management, MBA: mandatory.	
Semester:	Fall Term	
Module Duration:	1 Semester	
Frequency:	Yearly	
ECTS:	6	
Prerequisites:	Basic knowledge of real estate investment and economics. In order to be adequately prepared, the following literature can be worked with: Basic Knowledge in Real Estate Principles (e.g. Ling, D. and W. Archer (2010): Real Estate Principles – A Value Approach, 3rd. ed., McGraw-Hill Irwin, 2010, Chapt. 1, 4, 5, 6, 7, 8, 16, 21, and 22).	
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be highly competent in their field of study.</p> <p>Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines (LO 1):</p> <ul style="list-style-type: none"> • The module shows that real estate is an integral part of the capital market and a unique asset class which requires special valuation knowledge. In essence, the module will focus on two major areas: the time value of money and the valuation of cash flows as well as risk and return in real estate. • In doing so, the courses bridge the gap between financial theory and property investment and imparts to the students profound knowledge in real estate valuation and fundamental knowledge in real estate accounting. • In addition, the module raises the level of understanding of financial and economic principles within the real estate education and enables the students to work in national and international real estate companies. Students will be able to assess the value of property using national and international income, cost and comparison valuation approaches. <p>Graduates will be capable of taking different roles in an international environment.</p> <p>Graduates demonstrate excellent written and oral communication skills in English (LO 4):</p> <ul style="list-style-type: none"> • As part of the examination of this module, students will have to hand in a 	

	<p>written valuation report.</p> <ul style="list-style-type: none"> • In addition to the written valuation report, students also have to present their findings at two different presentations in front of class. <p>Graduates are capable of contributing effectively to multicultural teams (LO 5):</p> <ul style="list-style-type: none"> • As in other modules, this module contains a group case study, in which students have to work in a team and present in team in front of the class as well. • During the construction of groups, it is made sure, that the international students (foreign students) are spread equally across all groups to ensure an obligatory collaboration among multicultural teams. <p>Graduates will have highly-developed critical thinking skills.</p> <p>Graduates are able to independently solve problems and direct their own learning processes (LO 7):</p> <ul style="list-style-type: none"> • As a part of the international valuation class, students will receive homework to assure the understanding and critical thinking skills. • Furthermore, the valuation assignment also requires the students to deeply understand the drivers of returns in the real estate industry. 										
Relation to other Programmes/Modules:	<p>Programmes: This module is not applicable to other programmes.</p> <p>Modules: This module is part of the obligatory curriculum of the Master of Science in Real Estate.</p> <p>Together with the modules Real Estate Economics, Real Estate Finance and Real Estate Tax and Law, it is taught in the fall term of the Master programme and gives an advanced understanding of interrelations and dependencies in the real estate industry. Concepts, instruments, tools and financing products are introduced, which are necessary for the work in real estate related operations. These modules take place within one semester, as the contents strongly relate to each other.</p> <p>Real Estate Valuation specifically adds knowledge of real estate valuation from different perspectives. These include investors of different nationalities and investment goals, consultants, and the accounting impact of real estate valuation.</p>										
Workload Allocation:	<p>180 h total student's workload, thereof:</p> <table border="1"> <tr> <td>Classes (19 x 90)</td><td>28,5 hours</td></tr> <tr> <td>Pre-readings & wrap up</td><td>20 hours</td></tr> <tr> <td>Group work/case studies/presentations</td><td>65 hours</td></tr> <tr> <td>Field trip</td><td>9 hours</td></tr> <tr> <td>Exam and exam preparation</td><td>57,5 hours</td></tr> </table>	Classes (19 x 90)	28,5 hours	Pre-readings & wrap up	20 hours	Group work/case studies/presentations	65 hours	Field trip	9 hours	Exam and exam preparation	57,5 hours
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Field trip	9 hours										
Exam and exam preparation	57,5 hours										

Grading:	180 Examination Points			
	Types of Examination	Related Course	Points	Team Grading/ Individual Grading
	Written exam	International Real Estate Valuation Methods	80	IG
	Class participation	Complete module	10	IG
	Case study	Applied Real Estate Valuation	90	TG
Information on Papers, Allocation of Subjects & Groups, Homework etc.	<p>Besides a written exam, which will comprise the theoretically gained knowledge in class (80 points) in the course International Real Estate Valuation Methods, students will be assigned a case study in Applied Real Estate Valuation. This field study is examined with respect to a handed in written valuation report (45 points) as well as final student presentations (45 points). Students are expected to work in teams. Topics and instructions will be provided during class.</p>			
	<p>In addition to the case study, students will also have a course covering commonly used software in RE practices: ARGUS Enterprise Software.</p>			
	<p>Attendance for the complete module will be graded with 10 points.</p>			
	<p>The field trip will take place in Frankfurt/Main and will be a guided tour by one or several of the major real estate brokerage investment corporations such as Savills, DTZ, CBRE or JLL.</p>			
	<p>Students are expected to read the assigned literature in preparation for class.</p>			

1. Course	International Real Estate Valuation Methods	Course No.:
Instructors:	Prof. Jan Mutl PhD Prof. Stephen L. Lee, PhD	L-REM4-051
Guest Speaker:	Jörg Quentin	
Contact:	assistenten@ebs-remi.de	
ECTS:	3	
Number of Sessions:	10	
Language:	English	
Course Description:	The course “International Real Estate Valuation Methods” aims to introduce the students the various national and international real estate valuation approaches. In particular, we will discuss the income valuation models, simple and multiple growth valuation models, discounted cash flow models as well as valuation of real estate for collateral purposes. We then compare the different international valuation practices by looking at the income approach in the UK and US, the comparative valuation method in Germany and the US, and the residual approach in the UK. We conclude by discussing the use of market analysis and highest and best use concepts.	
Required Readings:	Royal Institution of Chartered Surveyors (2009). RICS Valuation Standards (6th ed.). Coventry: RICS Books. Appraisal Institute (Ed.). (2008). The Appraisal of Real Estate (13th ed.). Chicago: Appraisal Institute.	
Further Recommended Reading:	Fanning, Stephen F. (2005). MAI Market Analysis for Real Estate: Concepts and Applications in Valuation and Highest and Best Use, Chicago: Appraisal Institute. TEGoVA - The European Group of Valuers' Association (2009). European Valuation Standards 2009 (6th ed.). London. Brown, G., Matysiak, G. (1999). Real Estate Investment - A Capital Market Approach, Harlow: Finance Times Prentice Hall. Adair, A., Downie, M. L., McGreal, S., Vos, G. (1996). European Valuation Practice. London: Routledge Chapman & Hall. Baum, A. (2004). The Income Approach to Property Valuation (5th ed.). London: Elsevier Science & Technology. Baum, A., Crosby, N. (2007). Property Investment Appraisal, (3rd ed.). London: Blackwell Publishing.	
Pedagogy:	Lecture	

2. Course	Applied Real Estate Valuation	Course No.:
Instructor:	Prof. Jan Mutl, PhD	L-REM4-052
Guest Speaker:	Stephan Griese	
Contact:	assistenten@ebs-remi.de	
ECTS:	3	
Number of Sessions:	9 + Field Trip outside of EBS (1 day)	
Language:	English	
Course Description:	<p>In the course “Applied Real Estate Valuation”, students will analyse current real estate issues in the field of real estate valuation. Within a field trip environment, students will be introduced to this local market, market participants, companies and current real estate issues. Thereby, students will learn to implement their theoretical knowledge in order to solve real world problems in a case study. In particular, the field trip will take place in Frankfurt/Main and comprises a lecture that covers the real estate market in Frankfurt/Main, the selection of potential objects of purchase, the expectations on an investment proposal as well as a CEO-presentation of one of the sponsors of the EBS Real Estate Management Institute. Additionally, students will acquire in depth knowledge in ARGUS valuation software through lectures and another case study.</p>	
Required Readings:	<p>Royal Institution of Chartered Surveyors (2009). RICS Valuation Standards (6th ed.). Coventry: RICS Books.</p> <p>Appraisal Institute (Ed.). (2008). The Appraisal of Real Estate (13th ed.). Chicago: Appraisal Institute.</p>	
Further Recommended Reading:	<p>Fanning, Stephen F. (2005). MAI Market Analysis for Real Estate: Concepts and Applications in Valuation and Highest and Best Use, Chicago: Appraisal Institute.</p> <p>TEGoVA - The European Group of Valuers' Association (2009). European Valuation Standards 2009 (6th ed.). London.</p> <p>Brown, G., Matysiak, G. (1999). Real Estate Investment - A Capital Market Approach, Harlow: Finance Times Prentice Hall.</p> <p>Adair, A., Downie, M. L., McGreal, S., Vos, G. (1996). European Valuation Practice. London: Routledge Chapman & Hall.</p> <p>Baum, A. (2004). The Income Approach to Property Valuation (5th ed.). London: Elsevier Science & Technology.</p> <p>Baum, A., Crosby, N. (2007). Property Investment Appraisal, (3rd ed.). London: Blackwell Publishing.</p>	
Pedagogy:	Lecture, case discussion, real life project.	

Name of Module: Business Analytics & Research Methods	Module No.: M-MET5-022
Module Owner: Prof. Marjo-Riitta Diehl, PhD	

Contact:	marjo-riitta.diehl@ebs.edu
Programme/-s of Study:	MBA
Specialization/Major:	--
Mandatory/Elective:	Mandatory
Semester:	Fall Term
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	Harvard online course in "Mathematics for Management"; solid Excel skills.
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be highly competent in all essential business functions.</p> <p>Graduates demonstrate a good understanding of the most important theories, principles and methods of Business Administration (LO 1):</p> <ul style="list-style-type: none"> The course Business Analytics is multi-disciplinary in nature and links to a number of other areas including finance, operations management and marketing through the choice of examples or cases, thus adding an analytical dimension to the teaching of major areas of Business Administration. The identification of an appropriate research question and the development of research proposals for the course Research Methods similarly necessitates that students have basic knowledge and further familiarize themselves with appropriate theories of Business Administration. <p>Graduates understand technology and its impact on both individuals and organisations (LO 3):</p> <ul style="list-style-type: none"> During the course Business Analytics students familiarize themselves with different technological tools that facilitate data analysis and decision-making in organizations. <p>Graduates will be capable of effectively continuing their professional lives in an international environment.</p> <p>Graduates demonstrate excellent written and oral communication skills in English (LO 4):</p> <ul style="list-style-type: none"> The objective of the class discussions, exercises in the class as well as presentations is to help students to sharpen their discussion, argumentation and presentation skills both in an international academic and business environment. Students are expected to communicate their proposed solutions and defend their research results at the front of an international audience.

	<p>Graduates will have excellent critical thinking skills.</p> <p>Graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 7):</p> <ul style="list-style-type: none">By familiarizing themselves with different research designs and methods for solving both academic questions and practical business problems, students will learn to think critically, creatively and integratively. By preparing their research plan and the business analytics project, students will need to choose and correctly apply an appropriate research methodology to a particular research / business problem; judge the logical consistency of written material, evaluate academic articles and apply theories and models to business and management situations through research. Through the exercises the students learn how to use data and derive structural insights to make better business decisions. <p>Graduates are able to independently solve problems and direct their own learning processes (LO 8):</p> <ul style="list-style-type: none">In their group and individual exercises students are expected to identify and justify appropriate business and management related research problems and propose how to solve them. By selecting and applying appropriate research designs to research questions and solving business problems, students' will improve their skills to independently develop solutions to problems and to direct their own learning. Students learn tools that facilitate structuring and analyzing problems in the presence of uncertainty and explore optimisation techniques that allow deriving optimal solutions to complex and large-scale business problems.																							
Relation to other Programmes/Modules:	<p>Programmes: The module is not applicable to other programmes.</p> <p>Modules: This module introduces fundamental methodological concepts and tools that will be needed in many courses throughout the programme as well as in the MBA thesis project.</p>																							
Workload Allocation:	<p>180 h total student workload, thereof:</p> <table><tr><td>• Lectures (26x90 minutes)</td><td>39 h</td></tr><tr><td>• Exercises & Homework</td><td>49 h</td></tr><tr><td>• Presentation Preparation</td><td>20 h</td></tr><tr><td>• Pre-reading & Wrap-up</td><td>20 h</td></tr><tr><td>• Preparation & Reading</td><td>52 h</td></tr></table>				• Lectures (26x90 minutes)	39 h	• Exercises & Homework	49 h	• Presentation Preparation	20 h	• Pre-reading & Wrap-up	20 h	• Preparation & Reading	52 h										
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Grading:	<p>180 Examination Points</p> <table><tr><th>Types of Examination</th><th>Related course</th><th>Points</th><th>Team Grading / Individual Grading</th></tr><tr><td>Evaluated Exercise</td><td>Research Methods</td><td>45</td><td>IG</td></tr><tr><td>Presentation</td><td>Research Methods</td><td>45</td><td>TG</td></tr><tr><td>Evaluated Exercise</td><td>Business Analytics</td><td>60</td><td>IG</td></tr><tr><td>Project</td><td>Business Analytics</td><td>30</td><td>TG</td></tr></table>				Types of Examination	Related course	Points	Team Grading / Individual Grading	Evaluated Exercise	Research Methods	45	IG	Presentation	Research Methods	45	TG	Evaluated Exercise	Business Analytics	60	IG	Project	Business Analytics	30	TG
Types of Examination	Related course	Points	Team Grading / Individual Grading																					
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Presentation	Research Methods	45	TG																					
Evaluated Exercise	Business Analytics	60	IG																					
Project	Business Analytics	30	TG																					

Information on Papers, Allocation of Subjects & Groups, Homework, etc.:	All relevant information will be provided prior to the start of the course and during the sessions. Materials will be available through Campusnet. Groups will be formed by the lecturer and announced in the first session of the course
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1. Course: Business Analytics Instructor/-s: Dr. Wolf Heinrich Reuter		Course No.: L-MET5-026
Guest Speaker/-s	None	
Contact:	wolf.reuter@svr-wirtschaft.de	
ECTS:	3	
Number of Sessions:	14	
Language:	English	
Course Description:	<p>The term Business Analytics is used to describe a set of analytical and quantitative practices to methodologically explore an organisation's data and employ the derived insights to support decision making.</p> <p>This course provides an introduction to some fundamental tools used in business analytics. In the first part of the class, we consider different approaches to systematically explore and structure data and derive business insights. We discuss tools from statistics and probability theory that describe characteristics of individual variables and relationships between different variables. We then cover some introductory and more advanced aspects of regression analysis.</p> <p>In the second part of the class, we focus on how to use data and the derived structural insights to make better business decisions. We consider tools that facilitate structuring and analysing decision problems in the presence of uncertainty (simulation). We also explore optimisation techniques that allow deriving optimal solutions to complex and large-scale business problems.</p> <p>The approach taken in the course is entirely example-based and hands-on, since all these techniques will be implemented in Excel, either with Excel's built-in tools or with Excel add-ins. The objective of this course is to provide students with a solid understanding of fundamental quantitative business analytics tools and how to implement these tools in a spreadsheet environment.</p>	
Required Readings:	Data analysis optimization and simulation modeling (4 th edition) by Albright, Winston, and Zappe. (Details regarding the relevant sections of the text will be provided prior to the start of the course.)	
Further Recommended	Further materials will be distributed as appropriate and relevant.	
Pedagogy:	Lectures & Classroom Exercises.	

2. Course: Research Methods		Course No.: L-MET5-033
Instructor/-s: Prof. Marjo-Riitta Diehl, PhD		
Guest Speaker/-s	None	
Contact:	marjo-riitta.diehl@ebs.edu	
ECTS:	3	
Number of Sessions:	12	
Language:	English	
Course Description:	This course equips students with the skills to conduct independent, high-quality study in the field of business and management. The course covers the research process from choosing a topic, formulating a research problem, developing an appropriate research design, through to collecting and analyzing data, and writing the thesis. Selected qualitative and quantitative research methods commonly used by MBA students in their research projects are introduced. Ethical aspects in conducting business and management research are considered. The course is a prerequisite for the MBA thesis.	
Required Readings:	Bryman, A & Bell, E. 2011. Business Research Methods. Oxford University Press. Third Edition. Further readings will be announced at the beginning of the course.	
Further Recommended Readings:	Materials will be distributed as appropriate and relevant at the beginning of the course. Most materials will be available via Campusnet.	
Pedagogy:	Lectures, Discussion & Presentations and Classroom Exercises.	

Name of Module: Finance

Module No.: M-FIN5-023

Module Owner: Prof. Rasa Karapandza, PhD

Contact:	rasa.karapandza@ebs.edu
Programme/-s of Study:	MBA
Specialization/Major:	--
Mandatory/Elective:	Mandatory
Semester:	Fall Term
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	Algebra and Calculus. Basics in statistics.
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be highly competent in all essential business functions.</p> <p>Graduates demonstrate a good understanding of the most important theories, principles and methods of Business Administration (LO 1):</p> <ul style="list-style-type: none"> After completing this module students will get a thorough understanding of the fundamental concepts of finance theory. Given a firm's present portfolio of real assets and its future investment strategy, in this module students will learn the theories and tools to ascertain the best financing strategy. They will learn about specific concepts, techniques, instruments, and institutions involved in financing investment. Students will gain the important insights of market efficiency, and how to use the increasingly sophisticated financial instruments available to firms today. <p>Graduates are able to directly transfer their knowledge to practice (LO 2):</p> <ul style="list-style-type: none"> Students will learn to critically assess different theories and apply them to real world problems. Students will develop a hands-on knowledge in firm valuation, equipping them to instantaneously contribute significant value to their companies after entering their first job. <p>Graduates will be capable of effectively continuing their professional lives in an international environment.</p> <p>Graduates are able to integrate effectively themselves and others into multicultural teams (LO 5):</p> <ul style="list-style-type: none"> The students will work in multicultural groups on assigned projects and thereby gain an experience working in a multicultural environment and in taking responsibility for a team.

	<p>Graduates will have excellent critical thinking skills.</p> <p>Graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 7):</p> <ul style="list-style-type: none">• The work on the take-home assignment will require the students to independently select the relevant data, decide on the best line of investigation as well as argumentation about the robustness of the findings. Furthermore, the objective is to help students to sharpen their discussion and presentation skills both in an academic and business environment. <p>Graduates are able to independently solve problems and direct their own learning processes (LO 8):</p> <ul style="list-style-type: none">• Valuing real firms in the take-home exam students will have to learn some aspects that have not been covered in the classroom explicitly, and thus will have to be able to direct their learning processes. <p>Graduates will demonstrate awareness of the impact of their business decisions on multiple stakeholders in an uncertain rapidly changing world.</p> <p>Graduates can identify and leverage business opportunities (LO 11):</p> <ul style="list-style-type: none">• In the group presentation students will be asked to develop a business idea and present it in the front of a jury consisting of potential investors. In this process students will have to identify interesting business opportunities but also value them and present them in a convincing way to potential investors.																
Relation to other Programmes/Modules:	<p>Programmes: The module is not applicable to other programmes.</p> <p>Modules: Given that this module gives a thorough understanding of the fundamental concepts of finance theory relaying only on basic math skills, this module provides the basis for all other modules involving financial decisions, especially for Operations Management, Managerial Economics and Strategic Management. Students in the MBA<i>plus</i> can decide for a further specialization in Finance during their 3rd semester.</p>																
Workload Allocation:	<p>180 h total student’s workload, thereof:</p> <table><tr><td>• Classes (26x90 minutes)</td><td>39 h</td></tr><tr><td>• Pre-reading & Wrap-up</td><td>31 h</td></tr><tr><td>• Group work on Project and on Presentations</td><td>55 h</td></tr><tr><td>• Exams and Exam Preparation</td><td>55 h</td></tr></table>	• Classes (26x90 minutes)	39 h	• Pre-reading & Wrap-up	31 h	• Group work on Project and on Presentations	55 h	• Exams and Exam Preparation	55 h								
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Grading:	<p>180 Examination Points</p> <table><tr><th>Type of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading / Individual Grading</th></tr><tr><td>Written exam</td><td>Finance I</td><td>60</td><td>IG</td></tr><tr><td>Presentation</td><td>Finance I</td><td>30</td><td>TG</td></tr><tr><td>Project and its presentation</td><td>Finance II</td><td>90</td><td>TG</td></tr></table>	Type of Examination	Related Course	Points	Team Grading / Individual Grading	Written exam	Finance I	60	IG	Presentation	Finance I	30	TG	Project and its presentation	Finance II	90	TG
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Written exam	Finance I	60	IG														
Presentation	Finance I	30	TG														
Project and its presentation	Finance II	90	TG														

Information on Papers, Allocation of Subjects & Groups, Homework etc.:	<p>Finance I: Grading of the presentation will be such that all participants of a group (generally 3-4) receive the same grade. Groups will be self-selected.</p> <p>Finance II: Students are expected to complete a project and prepare a presentation of their work. The instructor and the students will agree on team members at the beginning of Finance II.</p>
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1. Course: Finance I Instructor/-s: Prof. Rasa Karapandza, PhD		Course No.: L-FIN5-020
Guest Speaker/-s	None	
Contact:	rasa.karapandza@ebs.edu	
ECTS:	3	
Number of Sessions:	13	
Language:	English	
Course Description:	<p>The primary goal of the Finance I course is to introduce students to the principles of valuation and capital market theory. The course concentrates on developing the tools needed to analyze the financial decisions firms face. Lectures, readings and homework introduce financial markets and financial market terminology; discounting and present value analysis; capital budgeting; asset valuation; the historical behavior of security returns, diversification and portfolio theory.</p> <p>After taking this class students should be able to fully understand the concept of Net Present Value (NPV). They should be able to calculate NPV of an arbitrary cash flow stream. They should be able to understand the concept of Internal Rate of Return (IRR), and make investment decisions based on a NPV and IRR and understand the drawbacks of both methodologies. Students are also expected to understand the fundamental relationship between risk and return, Capital Asset Pricing Model and multifactor models. Students should also be able to understand the concept of term structure of interest rates and learn how the yield curve is constructed and how price of bonds is determined.</p>	
Required Readings:	<p>E-book provided in the class.</p> <p>Further reading may be assigned during the course.</p>	
Further recommended readings:	None	
Pedagogy:	Lectures, Case Discussion & Presentations.	

2. Course: Finance II Course No.: L-FIN5-040 Instructor/s: Dr. Burkhard Bamberger	
Guest-Speaker/-s:	None
Contact:	b.bamberger@mac.com
ECTS:	3
Number of Sessions:	13
Language:	English
Course Description:	<p>Finance II describes the features of financing instruments and the market for corporate control. It discusses the ability of the firm to maximize its value by changing capital structure, and teaches the theory and practice of firm valuation. Finance II builds on the knowledge gained in Finance I, in particular the concepts of value and risk, the net present value, capital asset pricing model, and the important insight of market efficiency.</p> <p>The course starts with an overview of the patterns of firm financing, financing instruments, and different financing options specific to each life-stage of the firm. It continues with discussing the principal terminology and concepts related to mergers, acquisitions and company restructuring. The main deviations from the Modigliani–Miller irrelevance theorem are then used to demonstrate under which conditions capital structure decisions could add value to a firm. After developing an understanding of the concept of weighted average cost of capital (WACC), and the practice of its calculation, the methods of project and firm valuation and their application in practice are mastered. This involves learning how to determine the relevant cash flows and match them with the appropriate discount rate, and mastering the concepts of free cash flows, adjusted present value, and real options.</p> <p>The course concludes with work on a project in groups. The project consists of two parts: calculating the WACC of a company using publicly available data and valuing the same company. In presenting their results to the rest of the class, the students will have an opportunity to practice and receive structured feedback on their presentation skills. The course consists of a combination of lectures, case studies, as well as a tutorial on the use of spreadsheet software for calculating the WACC and valuing a real company.</p>
Required Readings:	Brealey, Richard, Steward Myers and Franklin Allen. <i>Principles of Corporate Finance</i> . New York: McGraw-Hill. (any recent edition would serve). (BMA)
Further Recommended Readings:	<p>Damodaran, Aswath. 2014. <http://pages.stern.nyu.edu/~adamodar/></p> <p>Damodaran, Aswath. 2006. "Damodaran on Valuation". 2nd edition. John Wiley & Sons.</p> <p>Damodaran, Aswath. 2010. "The Dark Side of Valuation – Valuing Young, Distressed, and Complex Businesses". 2nd edition. John Wiley & Sons.</p> <p>Copeland, T.E./Weston, J.F./Shastri, K.: <i>Financial Theory and Corporate Policy</i>, Addison Wesley, 2004. 4th edition.</p> <p>Newspaper and magazine articles on topics in finance and economics.</p>
Pedagogy:	Lecture, Case Discussion, Tutorial, Real-Life Project.

Name of Module:	Financial and Managerial Accounting	Module No.: M-ACT5-010
Module Owner:	Prof. Niels Dechow, PhD	

Contact:	niels.dechow@ebs.edu
Programme/-s of Study:	MBA
Specialization/Major:	--
Mandatory/Elective:	Mandatory
Semester:	Fall Term
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	Students are expected to master high-school mathematics and bring about a basic understanding of pre-calculus and statistical methods. Harvard online course in "Introduction to Accounting".
Contribution to Programme Learning Goals and Objectives:	<p>The module introduces financial reporting and financial management in two courses that help students develop respectively an outside-in and inside-out perspective on ways to account for organizations and business in society.</p> <p>Graduates will be highly competent in all essential business functions.</p> <p>Graduates are able to directly transfer their knowledge to practice (LO 2):</p> <ul style="list-style-type: none"> Students will learn how financial statements are structured, how to read them and how to produce both horizontal and vertical comparative analysis of these. Adding hereto, they will know how to use management accounting information in order to segment customers and markets; how to differentiate relevant cost factors in a time-based dimension; and how to normalize cost flows. Both ends of this spectrum will be connected through an introduction to master budgeting processes. <p>Graduates will have excellent critical thinking skills.</p> <p>Graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 7).</p> <ul style="list-style-type: none"> Students will know that even though there is no financial and managerial accounting without cost accounting, one cost system is not enough. They will know how to read financial statements selectively and to be critical about the assumptions made in the course of budgeting processes. <p>Graduates are able to independently solve problems and direct their own learning processes (LO 8):</p> <ul style="list-style-type: none"> Students will be introduced to a diversity of calculation techniques which enable them to address and solve practical matters of concern. They will know how to associate calculation processes with managerial decision making, and to differentiate financial statements appropriately.

Relation to other Programmes/Modules:	Programmes: The module is not applicable to other programmes. Modules: This module relates to the following MBA modules: Finance, Strategic Management, Operations, Marketing. Students in the MBA <i>plus</i> can select more advanced Management Accounting modules in their 3 rd semester.																							
Workload Allocation:	180 h total student workload, thereof: <div>Lectures and Tutorials (28x90)42 h Self-Study78 h Exam preparation60 h</div>																							
Grading:	180 examination points <table><thead><tr><th>Type of examination</th><th>Related course</th><th>Points</th><th>Team Grading / Individual</th></tr></thead><tbody><tr><td>Class participation</td><td>Financial Accounting</td><td>30</td><td>IG</td></tr><tr><td>Class participation</td><td>Managerial Accounting</td><td>30</td><td>IG</td></tr><tr><td>Written exam</td><td>Financial Accounting</td><td>60</td><td>IG</td></tr><tr><td>Written exam</td><td>Managerial Accounting</td><td>60</td><td>IG</td></tr></tbody></table>				Type of examination	Related course	Points	Team Grading / Individual	Class participation	Financial Accounting	30	IG	Class participation	Managerial Accounting	30	IG	Written exam	Financial Accounting	60	IG	Written exam	Managerial Accounting	60	IG
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Written exam	Managerial Accounting	60	IG																					
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	Announced in class, where applicable.																							

1. Course: Financial Accounting Course No.: L-ACT5-048 Instructor/-s: Dr. Annemarie Conrath-Hargreaves	
Guest Speaker/-s	None
Contact:	niels.dechow@ebs.edu
ECTS:	3
Number of Sessions:	14
Language:	English

Course Description:	<p>This course offers an introduction to the discipline known as financial accounting. It covers basic accounting principles, the financial statements, the recording and analysis of business transactions, the accounting cycle, foundations of financial reporting, the difference between inventories, cash, receivables, equity, long-term assets and liabilities.</p> <p>The course is based on the 1st half of the textbook recommended for the course.</p>
Required Readings:	Needles, Powers & Crosson : Principles of Accounting. Current edition.
Further Recommended Readings:	http://www.hockinternational.com/cma/
Pedagogy:	Interactive lectures.

2. Course: Managerial Accounting Instructor/-s: Prof. Niels Dechow, PhD		Course No.: L-ACT5-049
Guest Speakers/-s:	None	
Contact:	niels.dechow@ebs.edu	
ECTS:	3	
Number of Sessions:	14	
Language:	English	
Course Description:	<p>This course offers an introduction to the discipline known as managerial accounting. It covers concepts of managerial accounting (differentiating this discipline from financial accounting), cost-book keeping by means of job-order and process costing, value-based costing systems incl. activity-based costing, contribution margin costing and standard costing, short-run decision analysis and master budgeting.</p>	
Required Readings:	<p>Needles, Powers & Crosson: Principles of Accounting. Current edition. and/or Drury : Management and Cost Accounting, 9^e – Cengage Learning.</p>	
Further Recommended Readings:	http://www.hockinternational.com/cma/	
Pedagogy:	Interactive lectures.	

Name of Module: Marketing

Module No.: M-MKT5-020

Module Owner: Prof. Dr. Franz-Rudolf Esch

Contact:	franz-rudolf.esch@ebs.edu; constanze.schaarschmidt@ebs.edu
Programme/-s of Study:	MBA
Specialization/Major:	--
Mandatory/Elective:	Mandatory
Semester:	Fall Term
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	none
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be highly competent in all essential business functions.</p> <p>Graduates demonstrate a good understanding of the most important theories, principles and methods of Business Administration (LO 1):</p> <ul style="list-style-type: none"> This module is designed to provide students with basic understanding of marketing and brand management. Students will become acquainted with theoretical foundation of the core concepts and terminologies of marketing. Upon completion of the module, the students understand the core concepts and the role of marketing and branding, achieve a better understanding of consumer behaviour and understand the relationship between marketing and other management functions. <p>Graduates are able to directly transfer their knowledge to practice (LO 2):</p> <ul style="list-style-type: none"> The aim of the module is to conceptually discuss the application of marketing and brand techniques for a specific product, product line, service or brand. The students enrolled in the module will have the opportunity to actively apply their acquired knowledge by exercising their knowledge in case studies. <p>Graduates will be capable of effectively continuing their professional lives in an international environment.</p> <p>Graduates understand current issues and trends in business and management (e.g., market, regulation) that have the potential to affect their organizations (LO 6):</p> <ul style="list-style-type: none"> The module will provide students with a better understanding of how to develop an effective brand strategy for international markets. Students are able to control the marketing mix elements – product, distribution, communication management and pricing, customer contact personnel, processes and physical facilities and to satisfy customer needs

	<p>profitably. Upon completion of the module, students can use this knowledge to develop successful brand management and relationship management.</p> <p>Graduates will have excellent critical thinking skills.</p> <p>Graduates are able to independently solve problems and direct their own learning processes (LO 8):</p> <ul style="list-style-type: none">Students will learn to make marketing decisions for products and services in the context of general management. <p>Graduates will demonstrate awareness of the impact of their business decisions on multiple stakeholders in an uncertain rapidly changing world.</p> <p>Graduates are able to inspire and motivate others (LO10):</p> <ul style="list-style-type: none">Students will develop their skills required to work and lead effectively in a team-based environment and prepare logically constructed and relevant oral and written arguments and information. Each student is expected to participate in producing positive team objectives. <p>Graduates can identify and leverage business opportunities (LO 11):</p> <ul style="list-style-type: none">Students will learn how companies try to increase the perceived value of an offering.																								
Relation to other Programmes/Modules:	<p>Programmes: The module is not applicable to other programmes.</p> <p>Modules: The module serves as foundation for the MBA programme. For students in the MBA<i>plus</i> advanced marketing modules are available in their 3rd semester.</p>																								
Workload Allocation:	<p>180h total student’s workload, thereof:</p> <table><tr><td>Classes (22x90 minutes)</td><td>33 h</td></tr><tr><td>Lecture Preparation</td><td>22 h</td></tr><tr><td>Required Readings</td><td>20 h</td></tr><tr><td>Case Study</td><td>45 h</td></tr><tr><td>Exam Preparation</td><td>60 h</td></tr></table>	Classes (22x90 minutes)	33 h	Lecture Preparation	22 h	Required Readings	20 h	Case Study	45 h	Exam Preparation	60 h														
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Grading:	<table><tr><th colspan="4">180 Examination Points</th></tr><tr><th>Type of Examination</th><th>Related Course</th><th>Points</th><th>Team Grading / Individual Grading</th></tr><tr><td>Written Exam</td><td>Marketing & Consumer Behavior</td><td>90</td><td>IG</td></tr><tr><td>Class Participation</td><td>Brand Management</td><td>15</td><td>IG</td></tr><tr><td>Case Study</td><td>Brand Management</td><td>50</td><td>TG</td></tr><tr><td>Presentation</td><td>Brand Management</td><td>25</td><td>IG</td></tr></table>	180 Examination Points				Type of Examination	Related Course	Points	Team Grading / Individual Grading	Written Exam	Marketing & Consumer Behavior	90	IG	Class Participation	Brand Management	15	IG	Case Study	Brand Management	50	TG	Presentation	Brand Management	25	IG
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Information on Papers, Allocation of Subjects & Groups, Homework, etc.:	Within the Brand Management course students will work in groups to transfer theoretical knowledge to practical cases in the scope of a case study. Students may submit to the lecturers a desired group composition that should be diverse in terms of gender and cultural backgrounds. The group size is typically between 4-6 students per group depending on the overall number of students in the course. Case Studies and Presentations will be prepared by the groups individually. In the Marketing & Consumer Behavior course mini cases will be solved and discussed in class. Both lecturers will encourage group discussions.
1. Course: Marketing & Consumer Behavior Course No.: L-MKT5-036 Instructor/-s: Prof. Dr. Sven Henkel	
Guest Speaker/-s:	None
Contact:	sven.henkel@ebs.edu; anne-sophie.riegger@ebs.edu
ECTS:	3
Number of Sessions:	10
Language:	English
Course Description:	<p>This introductory course will expose students to the fundamental principles of marketing, covering the fields of consumer behavior, strategic marketing planning, and cornerstones of marketing realization. Thereby, students develop a holistic understanding of the fundamentals in consumer marketing.</p> <p>The first third of the lectures will provide participants with a tour d’horizon of the most important marketing related psychological concepts to create a common understanding regarding motivators and barriers of consumer behavior (e.g. decision making). In the following, the conceptual phases of the marketing planning process will be introduced and consolidated in a marketing strategy framework. Finally, the basic principles of marketing realization with regards to the 4P of marketing (price, product, promotion, place) will be discussed, providing participants with a solid fundament to plan, make and execute marketing decisions.</p> <p>Held by a professor with a strong focus on corporate research projects, the course is positioned right at the interface between scientific research and practice. Scientific concepts are introduced using practical examples derived from relevant and contemporary occurrences. Afterwards, additional fields of application are discussed in the classroom. If required, mini cases derived from practical projects of the lecturer will be assessed and discussed in class. Consequently, students develop the capability to reflect not only upon conceptual models but rather transfer and assess them in real-life contexts.</p>
Required Readings:	<p>Christian Homburg, Sabine Kuester, and Harley Krohmer (2013): Marketing Management: A Contemporary Perspective, Second Edition, McGraw Hill.</p> <p>Michael R. Solomon (2015), Consumer Behavior – Buying, Having, Being, Eleventh Edition, Pearson.</p>
Further recommended readings:	None
Pedagogy:	Lecture, Group discussion, Mini Cases to be solved and discussed in class.

2. Course: Brand Management		Course No.: L-MKT5-036
Instructor/-s: Dr. Kristina Strödter		
Guest Speaker/-s:	None	
Contact:	constanze.schaarschmidt@ebs.edu	
ECTS:	3	
Number of Sessions:	12	
Language:	English	
Course Description:	<p>This course will introduce the principles of Brand Management to the students. The group will learn how to bring a brand to life in the marketplace. It starts with the consumer. The students will learn how to develop a brand plan based on consumer and marketplace needs. This section will be based on consumer insights as well as tools to drive market understanding. The students will learn to use mission, vision and brand positioning in business contexts as well as brand identity frameworks.</p> <p>The class will discuss ways to build and maintain brand value through marketing mix strategy, covering product, pricing and distribution strategy as well as means to measure brand performance.</p> <p>In a case study the students will learn to apply the tools and develop a brand plan. The case study will then be presented to the whole group and will be graded individually.</p>	
Required Readings:	<p>Christian Homburg, Sabine Kuester, and Harley Krohmer (2013): Marketing Management: A Contemporary Perspective, Second Edition, McGraw Hill.</p> <p>Kevin L. Keller (2012): Strategic Brand Management – Building, Measuring and Managing Brand Equity, Fourth Edition, Pearson.</p>	
Pedagogy:	Lecture, case study, group discussion.	

Name of Module: Strategic Management
Module Owner: Prof. Dr. Christian Landau

Module No.: M-STR5-012

Contact:	christian.landau@ebs.edu
Programme/-s of Study:	MBA
Specialization/Major:	--
Mandatory/Elective:	Mandatory
Semester:	Fall Term
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	None
Contribution to Programme Learning Goals and Objectives:	<p>The contents of the module cover a multi-paradigmatic view of strategy theory as well as cases through which the students learn to apply concepts and theories in practice. This module pursues both conceptual and practical objectives:</p> <ol style="list-style-type: none"> 1. The students gain a sound understanding of the prerequisites for and the means of the successful management of organizations, including strategic and organizational analysis. They are able to analyze the state of organizations, and to define strategic interventions. 2. The students learn how to induce, manage, guide, and facilitate strategic and organizational processes effectively. They become acquainted with the roles of managers and consultants in such processes, and are able to assume these roles. <p>Students will learn the application of tools and concepts in the field of Strategic Management. The course provides insights at different levels, namely at a business unit level in the Competitive Strategy part and at the corporate level in the Corporate and International Strategy part. Moreover, the students are introduced to contemporary tools in strategic management.</p> <p>Graduates will be highly competent in all essential business functions.</p> <p>Graduates demonstrate a good understanding of the most important theories, principles and methods of Business Administration (LO 1):</p> <ul style="list-style-type: none"> • Students are introduced to the fundamental theories and tools as well contemporary approaches of Strategic Management. This includes business and corporate strategy as well as the fundamentals of international strategy. Students are familiarized with important theories such as industrial economics, the resource-based view, institutional theory, transaction cost, stakeholder theory etc. and their application in the respective areas of strategy making. <p>Graduates are able to directly transfer their knowledge to practice (LO 2):</p> <ul style="list-style-type: none"> • In their essay, students reflect on the implications of the content taught in class for business practice. Case discussions relate to previous work

	<p>experience of participants.</p> <p>Graduates understand technology and its impact on both individuals and organisations (LO 3):</p> <ul style="list-style-type: none">• Case studies address technology induced strategic change and the consequences of organisations and their strategies as well as the required organisational designs and leadership styles. <p>Graduates will be capable of effectively continuing their professional lives in an international environment.</p> <p>Graduates understand current issues and trends in business and management (e.g., market, regulation) that have the potential to affect their organisations (LO 6):</p> <ul style="list-style-type: none">• Case studies address current macro trends such as digitalisation, emerging market growth which effect many organisations and have to be handled by future leaders. <p>Graduates will have excellent critical thinking skills.</p> <p>Graduates are able to independently solve problems and direct their own learning processes. (LO 8):</p> <ul style="list-style-type: none">• Students get to know scientifically-based tools for the analysis of strategic problems. <p>Graduates will demonstrate awareness of the impact of their business decisions on multiple stakeholders in an uncertain rapidly changing world.</p> <p>Graduates can identify and leverage business opportunities (LO 11):</p> <ul style="list-style-type: none">• As part of their case discussions, students develop entrepreneurial strategies for the respective companies.																							
Relation to other Pogrammes/Modules:	<p>Programmes: The module is not applicable to other programmes.</p> <p>Modules: This module provides fundamentals that are relevant to all other subsequent modules in the MBA programme.</p>																							
Workload Allocation:	<p>180 hours total student’s workload, thereof:</p> <table><tr><td>• Classes (17x90mins)</td><td>25.5 h</td></tr><tr><td>• Case and literature reading</td><td>90 h</td></tr><tr><td>• Presentations & Preparation</td><td>34.5 h</td></tr><tr><td>• Exam & Exam Preparation</td><td>30 h</td></tr></table>				• Classes (17x90mins)	25.5 h	• Case and literature reading	90 h	• Presentations & Preparation	34.5 h	• Exam & Exam Preparation	30 h												
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Information on Papers, Allocation of Subjects & Groups, Homework etc.:	Allocation of presentation groups to be done by the instructor.
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1. Course:	Strategic Management	Course No.: L-STR5-021
Instructor/-s:	Prof. Klaus Uhlenbruck, PhD	
Guest Speaker/-s:	tba	
Contact:	klaus.uhlenbruck@ebs.edu	
ECTS:	6	
Number of Sessions:	17	
Language:	English	
Course Description:	<p>The aim of this course is to provide the participants with a sound understanding of fundamental concepts and approaches in strategy development and implementation, and to enable them to apply these concepts to specific situations. The topics discussed in this course cover various competitive issues faced by businesses in different industries, issues faced by diversified corporations, and by multinational corporations. Many of the strategic approaches introduced in the course draw on microeconomic theories and concepts (e.g. industrial organization economics, Ricardian economics, supply-demand models, transaction cost economics). The course will also cover topics such as strategic alliances, business model development, internationalization, multinational structures, blue ocean strategy, innovation etc.</p> <p>The course involves a series of lectures, case studies, and presentations.</p>	
Required Readings:	<p><u>Textbook:</u></p> <p>Ireland, Hoskisson and Hitt. 2009. The Management of Strategy, 8th Ed, SouthWestern.</p> <p><u>Articles:</u></p> <p>Amit, R. and Zott, C. 2012. Creating value through business model innovation. MIT Sloan Management Review, vol. 53, no. 3 (Spring), p41-49.</p> <p>Bower J. L. 2001. Not all M&As are alike--and that matters. Harvard Business Review, vol. 79, no. 3 (March), p92-101.</p> <p>Collis, D. J. and Montgomery, C. A. 2008. Competing on resources. Harvard Business Review, vol. 86, no. 7 (July-August), p140-150.</p> <p>Collis, D. J. and Montgomery, C. A. 1998. Creating Corporate Advantage. Harvard Business Review, vol. 76, no. 3 (May-June), p71-83.</p> <p>Collis D.J. and Rukstad M.G. 2008. Can you say what your strategy is? Harvard Business Review, vol. 86, no. 4 (April) 2008, 82-90.</p> <p>Cottrell, T. and Sick, G. 2001. First-mover (dis)advantage and real options. Journal of Applied Corporate Finance, vol. 14, no. 2 (summer), p41-51.</p> <p>James, S. et al. 2013. How firms capture value from their innovations. Journal of Management, vol. 39, no. 5 (July), p1123-1155.</p> <p>Kim, W. C. and Mauborgne, R. 2005. Blue ocean strategy: From theory to practice. California Management Review, vol 47, no. 2 (spring), p80-92.</p>	

	Porter, M.E. 2008. The Five competitive forces that shape Strategy. Harvard Business Review, vol. 86, no. 1 (January), p78-93.
Further Recommended Readings:	<p>Besanko, D./ Dranove, D./ Shanley, M.: The Economics of Strategy. Wiley.</p> <p>Eisenhardt, K. and Sull, D. 2001. Strategy as Simple Rules. Harvard Business Review, January , p107-116.</p> <p>Gadiesh, O. and Gilbert, J. L. 1998. How to map your industry's profit pool. Harvard Business Review, vol. 76, no. 3 (May-June), p149-162.</p> <p>Ghemawat, P. 2007. Managing differences. Harvard Business Review, vol. 85, no. 3 (March), pp. 58-68.</p> <p>Ghemawat, P. 2010. Finding your strategy in the new landscape. Harvard Business Review, vol. 88, no. 3 (March), p55-60.</p> <p>Hambrick D.C. and Fredrickson J.W. 2001. Are you sure you have a strategy? Academy of Management Executive, 15(4).</p> <p>Hamel, G. and Prahalad, C. K. 1989. Strategic Intent. Harvard Business Review, vol. 67, no. 3 (May-June), p63-76.</p> <p>Hill C.W. 1988. Differentiation Vs. Low Cost or Differentiation and Low Cost: A Contingency Framework, Academy of Management Review, 13(3): 401-412.</p> <p>Kumar, N. 2006. Strategies to fight low cost rivals. Harvard Business Review, vol. 84, no. 12 (Dec.), p104-112.</p> <p>Marks, M. L. and Mirvis, P.H. 2001. Making mergers and acquisitions work: Strategic and psychological preparation. Academy of Management Executive, vol. 15, no. 2(May), p80-94.</p> <p>Peteraf M.A. 1993. Cornerstones of competitive advantage: A resource-based view, Strategic Management Journal, vol. 14, p179-191.</p> <p>Porter, M.E. 1996. What is strategy? Harvard Business Review, vol 74, no. 6, p61-78.</p> <p>Prahalad CK, Hamel G. 1990. The core competence of the corporation. Harvard Business Review, vol. 68, no. 3, p79-91.</p> <p>Sull, D. 2009. How to Thrive in Turbulent Markets. Harvard Business Review, February, p78-88.</p> <p>Yip, G. S. 2003 Total Global Strategy. Prentice Hall.</p>
Pedagogy:	Lectures, Case Discussions, Presentations, Video.