



BACHELOR
Course Catalogue
General Management

Incomings

Spring Term 2018

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Beginner year I

Name of Module:	Accounting, Controlling and Taxation II Rechnungswesen, Controlling, Steuern II	Module No. M-ACT1-012
Module Owner:	Prof. Dr. Adrian Cloer	

Contact: adrian.cloer@ebs.edu

Programme/-s of Study: Bachelor in General Management, German speaking students mandatory

Semester: 2

ECTS: 9

Prerequisites: Course Bookkeeping. Students who haven't attended this course can find the respective knowledge in
Kudert/Sorg, Rechnungswesen leicht gemacht, current edition, Kleist-Verlag
Wichtige Wirtschaftsgesetze, current edition, NWB-Verlag

Contribution to Programme Learning Goals:

LO 1: Graduates understand and are able to apply the most important theories, principles and methods of Business Administration.

LO 2: Graduates are able to directly transfer their knowledge to practice.

LO 6: Graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods.

LO 7: Graduates are able to independently solve problems and direct their own learning processes.

LO 9: Graduates can identify business opportunities.

LO 10: Graduates are able to handle conflicts constructively.

Contents of Module and Intended Outcomes: ACT II focuses on financial taxation, accounting and on law. The class on taxation will introduce the students to the taxation of the operating procedure of a corporation.

Furthermore, in the class on financial accounting students will learn how to prepare and interpret financial statements according to the Handelsgesetzbuch (HGB).

Additionally, the students will study the main concepts of German corporate law, EU law and German constitutional and administrative law with respect to entrepreneurial activities, which are relevant for students of business administration.

Many case studies and close-to-practice examples ensure that the students will obtain an integrated understanding of the subject.

Relation to other Modules/Programmes: ACT II is part of the Accounting, Control and Taxation modules and builds upon the basis laid by ACT I in semester 1. At the same time it is a requirement for the ACT III module and for the elective modules Accounting, Controlling and International and European Taxation in semesters 5 and 6.

Workload Allocation:

Classes	57 hours
Tutorials	18 hours
preparation + wrap	115 hours
exam + exam preparation	80 hours

Grading:

270 Examination Points, thereof:

Kind of Examination	Related Course	Points	TG/IG
Written Exam	German Taxation	60	IG
Evaluated Exercise	German Taxation	30	IG
Written Exam	Financial Accounting	90	IG
Written Exam	Business Law II	90	IG

Information on Papers, Allocation of Subjects & Groups, Homework etc.:

Additional information will be provided during the course.

The course "German Taxation" will be taught in lectures and accompanying tutorials throughout the semester. After the fifth tutorial students will be assessed by a 30 minute mid-term test taking place during one tutorial session. The mid-term test should ensure that students get involved with the complex material and start to prepare for the 60 min final exam at the end of the course. Detailed information will be delivered during the course. The courses "Financial Accounting (HGB)" and "Business Law II" will be taught within regular lectures and supporting tutorials throughout the semester.

1. Course:	German Taxation	Course No. L-LAW1-029
	Deutsches Steuerrecht	
Instructor:	Tobias Hagemann	

Guest Speaker/-s:

N.N.

Contact:

adrian.cloer@ebs.edu

ECTS:

3

Number of Sessions:

12 + 6 Tutorials

Language:

German

Course Description:

The objective of the course is to learn the principles of the German tax law and to consider tax impacts in decision making. The focus will be on income taxation of individuals and companies (EStG and KStG). Furthermore, the students will be introduced to the German business tax law (GewStG). Additionally, the course will introduce business taxation as an economic discipline.

After this course, the students are able to apply tax law provisions to national tax cases and to analyze the respective tax burden.

Required Readings:

Upfront: Kudert, S., Steuerrecht leicht gemacht, current edition, Kleist-Verlag

Wichtige Steuergesetze, current edition, NWB-Verlag

Wichtige Steuerrichtlinien, current edition, NWB-Verlag

Further Recommended Readings:

Haberstock/Breithecker, Einführung in die Betriebswirtschaftliche Steuerlehre, current edition, chapter 3 and 4, Erich-Schmidt Verlag

Pedagogy:

Lecture, Case studies

2. Course:	Financial Accounting (HGB)	Course No. L-LAW1-017
	Externe Unternehmensrechnung nach HGB	
Instructors:	Christian Kahlenberg	

Guest Speaker/-s: N.N.

Contact: adrian.cloer@ebs.edu

ECTS: 3

Number of Sessions: 12 + 6 Tutorials

Language: German

Course Description: Based upon the previous courses Bookkeeping and Private Law, this course will introduce the German GAAP (German generally accepted accounting principles) according to the German Commercial Code (HGB). For decision makers, a sound knowledge of these rules is necessary in order to understand financial statements.

Furthermore, despite of the growing importance of IFRS (International Financial Reporting Standards), German commercial law continues to require the application of German GAAP especially for profit distribution, tax and statutory presentation and disclosure purposes.

The recent reform of German GAAP marks the most comprehensive revision of statutory accounting principles in the last twenty years. Its aim was to establish modern, but less complex accounting principles as an adequate, sustainable alternative to IFRS and to improve the informational content of German GAAP financial reporting by introducing similar elements to IFRS.

After completion of the course students are able to evaluate financial positions preparing its financial statements according to German GAAP.

Required Readings: Schildbach, Der handelsrechtliche Jahresabschluss, current edition, NWB Verlag.

Coennenberg, Jahresabschluss und Jahresabschlussanalyse, current edition, Schäffer-Poeschel Verlag

Further literature will be announced in class.

(It is necessary to repeat upfront Kudert/Sorg, Rechnungswesen leicht-gemacht and to study the first chapter of Schildbach - see above).

Further Recommended Readings:

Pedagogy: Lecture, Case studies

3. Course:	Business Law II	Course No. L-LAW1-042
	Wirtschaftsrecht II	
Instructor:	RA Michael Rinas, L.	

Guest Speaker/-s: none

Contact: adrian.cloer@ebs.edu

ECTS: 3

Number of Sessions:	14
Language:	German
Course Description:	<p>This course continues the business law course for BSc students. It consists of two parts: The first part will deepen the knowledge of company law and will primarily focus on the law of corporations (German private limited company, German joint stock company and UK limited company).</p> <p>Thereafter students will be introduced to the main aspects of EU-law and German constitutional and administrative law with respect to entrepreneurial activities.</p>
Required Readings:	Will be announced in class.
Further Recommended Readings:	
Pedagogy:	Lecture

Name of Module:	Accounting, Controlling and Taxation II INT	Module No. M-ACT1-018
	Rechnungswesen, Controlling, Steuern II INT	
Module Owner:	Prof. Dr. Adrian Cloer	

Contact:	adrian.cloer@ebs.edu
Programme/-s of Study:	Bachelor in General Management, non-German speaking students mandatory
Semester:	2
ECTS:	9
Prerequisites:	<p>Course Bookkeeping</p> <p>Students who haven't attended this course can find the respective knowledge in Kelly, Bookkeeping and accounting for dummies, Wiley</p>
Contribution to Programme Learning Goals:	<p>LO 1: Graduates understand and are able to apply the most important theories, principles and methods of Business Administration.</p> <p>LO 2: Graduates are able to directly transfer their knowledge to practice.</p> <p>LO 6: Graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods.</p> <p>LO 7: Graduates are able to independently solve problems and direct their own learning processes.</p> <p>LO 9: Graduates are able to recognise and discuss the ethical dilemmas inherent in many business decisions and take a stand.</p> <p>LO 10: Graduates are able to handle conflicts constructively.</p>
Contents of Module and Intended Outcomes:	<p>ACT II focuses on financial taxation, accounting and on law. The class on taxation will introduce the students to the taxation of the operating procedure of a corporation.</p> <p>Furthermore, in the class on financial accounting students will learn how to prepare and interpret financial statements according to the Handelsgesetzbuch (HGB).</p>

Additionally, the students will study the main concepts of German corporate law, EU law and German constitutional and administrative law with respect to entrepreneurial activities, which are relevant for students of business administration.

Many case studies and close-to-practice examples ensure that the students will obtain an integrated understanding of the subject.

Relation to other Modules/Programmes:

ACT II is part of the Accounting, Control and Taxation modules and builds upon the basis laid by ACT I in semester 1. At the same time it is a requirement for the ACT III module and for the elective modules Accounting, Controlling and International and European Taxation in semesters 5 and 6.

Workload Allocation:

Classes	57 hours
Tutorials	18 hours
preparation + wrap	115 hours
exam + exam preparation	80 hours

Grading:

270 Examination Points, thereof:

Kind of Examination	Related Course	Points	TG/IG
Written Exam	German Taxation Int	90	IG
Written Exam	Accounting & Control	60	IG
Evaluated Exercise	Accounting & Control	30	TG
Written Exam	Public Law - English	90	IG

Information on Papers, Allocation of Subjects & Groups, Homework etc.:

Additional information will be provided during the course. The evaluated exercise in the course Accounting & Control will be a group work. The group work includes the preparation of a seminar paper and the presentation of the results in class. Further instructions will be provided by the lecturer via CampusNet.

1. Course:	German Taxation INT Deutsches Steuerrecht - INT	Course No. L-LAW1-032
Instructor:	Franziska Leich	

Guest Speaker/-s:

N.N.

Contact:

adrian.cloer@ebs.edu / franziska.leich@ebs.edu

ECTS:

3

Number of Sessions:

12 + 6 Tutorials

Language:

English

Course Description:

The objective of the course is to learn the principles of the German tax law and to consider tax impacts in decision making. The focus will be on income taxation of individuals and companies (EStG and KStG). Furthermore, the students will be introduced to the German business tax law (GewStG). Additionally, the course will introduce business taxation as an economic discipline.

While the German course has a stronger focus upon the German tax provisions, the English course includes also international and EU tax law aspects.

After this course, the students are able to apply tax law provisions to national tax cases and to analyze the respective tax burden.

Required Readings: Lang, Introduction to the Law of Double Taxation Conventions; Linde-Verlag; Jochum/Thiele, Introduction to German Tax Law, Boorberg; Lang et al; Introduction to European Tax Law, Spiramus

Further Recommended Readings: Will be provided in the lecture.

Pedagogy: Case studies

2. Course:	Accounting & Control	Course No. L-ACT2-018
	Accounting & Controlling	
Instructor:	Annemarie Conrath-Hargreaves, MSc.	

Guest Speaker/-s: None

Contact: Conrath@europa-uni.de

ECTS: 3

Number of Sessions: 12

Language: English

Course Description: This course offers a basic introduction to financial and managerial accounting. Topics covered include

- Important Statutory Accounting Regulations
- Basics of balancing as well as the relationship between book-keeping, balance sheet and profit & loss statement
- Balance sheet
- Profit & loss statement
- Notes and management report
- Practice financial reporting by applying International Financial Reporting Standards (IFRS).
- Important differences and similarities between cost and financial accounting
- Purpose and usage of cost accounting information
- Behavior of costs (fixed, variable and semi-variable costs)
- Full costing systems
- Differential costing systems
- Modern costing systems

Required Readings: Needles, B. E. et al., (2014). Financial and Managerial Accounting: International Edition, 10th edition,

Further Recommended Readings:	<p>Kieso, D. E. et al., (2015). Intermediate Accounting: IFRS Edition, 2nd edition, New York.</p> <p>Weygandt, J. J. et al, (2013). Financial Accounting: IFRS Edition, 2nd edition, New York.</p> <p>Weygandt, J. J. et al., (2015). Financial & Managerial Accounting, 2nd edition, New York.</p> <p>Drury, C., (2015). Management and Cost Accounting, 9th edition, London.</p>
Pedagogy:	Lecture & Group-based Exercises

Required Readings:	Needles, B. E. et al., (2014). Financial and Managerial Accounting: International Edition, 10th edition,
Further Recommended Readings:	<p>Kieso, D. E. et al., (2015). Intermediate Accounting: IFRS Edition, 2nd edition, New York.</p> <p>Weygandt, J. J. et al, (2013). Financial Accounting: IFRS Edition, 2nd edition, New York.</p> <p>Weygandt, J. J. et al., (2015). Financial & Managerial Accounting, 2nd edition, New York.</p> <p>Drury, C., (2015). Management and Cost Accounting, 9th edition, London.</p>
Pedagogy:	Lecture & Group-based Exercises

3. Course:	Public Law - English	Course No. L-LAW1-032
	Öffentliches Recht - Englisch	
Instructor:	RA Fabian Protz, LL.M. (SA)	

Guest Speaker/-s:	None
Contact:	
ECTS:	3
Number of Sessions:	14
Language:	English
Course Description:	<p>This course will impart knowledge on framework conditions that are subject to public law and deal with the action of public and private economic operators as well as a co-operation between them. The students are expected to acquire fundamental legal knowledge in the relevant fields of law and the specific problem perspectives of the operators involved. Furthermore, they will learn how to find solutions to simpler conflict situations; these solutions are supposed to be legally acceptable and suited to be used in practice.</p> <p>As an introduction to this course, public commercial law with regards to the fundamentals of European law and constitutional law will be taught. The focus will be on the economically relevant fundamental rights (Art. 9, 12 and 14 German Constitution), welfare state-related legal powers of the legislator, and the question about a (missing) economic constitution.</p> <p>In the first main part of this course, it will be discussed, based on general commercial law and further selected special fields of law, how business activities can be monitored and controlled. In this context, the course will not only cover areas in which a differing degree of state intervention is applied but also the organization of economic self-administration.</p>

In the second main part of this course, the economic activity of the public sector and its following steering potentials will be discussed: limitations of the economic activity of the state, opportunities and limitations of privatization of public tasks and services, a linkage between public procurement with socio-political objectives, and the law of economic promotion.

The final part of this course will give an outlook on new forms of Public Private Partnership. In relation with these areas, typical forms of action of public economic administration will be discussed. These include administrative act, public law contract, and planning.

Required Readings: Will be communicated before the start of the semester.

Further Recommended Readings:

Pedagogy: Lecture

Name of Module:	Managing Strategy Strategie	Module No. M-STR1-020
Module Owner:	Prof. Christian Landau	

Contact: Christian.landau@ebs.edu

Programme/-s of Study: Bachelor in General Management mandatory

Semester: 2 resp. 4 (IBS-Incomings)

ECTS: 9

Prerequisites: None

Contribution to Programme Learning Goals: LO 1: Graduates understand and are able to apply the most important theories, principles and methods of Business Administration.

LO 2: Graduates are able to directly transfer their knowledge to practice.

LO 4: Graduates demonstrate good written and oral communication skills in English.

LO 5: Graduates are capable of working in multicultural teams.

LO 6: Graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods.

LO 10: Graduates are able to handle conflicts constructively.

Contents of Module and Intended Outcomes: The module introduces students to the fundamental theories and practical tools of strategic management. At the same time their perspective on strategic management is broadened by discussing core issues of responsible management. Thus, the module is aimed at providing students with a differentiated view on strategy and the consequences for management and leadership for society.

Relation to other Modules/Programmes: Managing Strategy is a cross-functional discipline. The module particularly relates to courses in finance, marketing, economics, and human resource management. It builds upon the Management & Organizational Behaviour module in semester 1 and is a requirement for the module Managing People and electives in these fields in semesters 5 and 6.

Workload Allocation:	Lectures	54 hours
	Wrap-up, pre-readings	36 hours
	Case readings	10 hours
	Preparation of presentation	40 hours
	Preparation of assignments	40 hours
	Exams and prep	90 hours

Grading: 270 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Written exam	Strategy as Theory and Practice	90	IG
Presentation	Strategy as Theory and Practice	45	TG
Essay	Strategy as Theory and Practice	45	TG/IG
Written exam	Business and Society	75	IG
Essay	Business and Society	15	TG/IG

Information on Papers, Allocation of Subjects & Groups, Homework etc.:

The module emphasises team work. Hence, class assignments will be mostly carried out in small student groups. Sound preparation and active class participation are essential for understanding strategic management and the development of capabilities in this field.

Form of Delivery in Full-time Tracks

The two courses of the module are taught in parallel in one term (spring semester) with students conducting assignments in groups of 5-7 students. In Business and Society, students will be assigned to a group of students that jointly write an essay. In Strategy as Theory and Practice students will be assigned to a group that writes an essay and jointly prepares and holds a presentation.

1. Course:	Strategy as Theory and Practice	Course No. L-STR1-057
	Strategie als Theorie und Praxis	
Instructors:	Prof. Christian Landau, Prof. Dr. Marcus Kreutzer, Dr. Shalini Rogbeer, PhD	

Guest Speaker/-s: N.N.

Contact: Christian.landau@ebs.edu

ECTS: 6

Number of Sessions: 24

Language: English

Course Description: Strategic Management will introduce students to the rationale and the main theories of strategic management and equip them with tools to manage strategy at various levels. It covers topics of business and corporate level strategy. International aspects are addressed at both levels. Emphasis is placed on a theoretically sound, but pragmatic concept of strategic planning along the strategy process which can be regarded as the cornerstone of a comprehensive approach to strategic management. The instruments presented in this course are important to understand and solve complex planning problems, which occur in almost all

kinds of activity. The students also get to know possibilities and limitations of strategy implementation. Theoretical discussion will be enriched by practical examples, as the course will be based on a combination of lectures and case studies. Guest speakers are integrated and students are asked to reflect their learnings in written assignments.

After completion students have an understanding of

- The definition of strategic management and its key attributes
- The process of strategy development within the context of complex and dynamic environment
- The fundamental theories of strategic management (market-based view, resource-based view, institutional theory, agency theory etc.)
- The core concepts and tools used within the process of strategy development (SWOT, PESTEL, 5 Forces, value chain, portfolio concepts etc.)

Required Readings: t.b.a. at the beginning of the semester

Further Recommended Readings: t.b.a. at the beginning of the semester

Pedagogy: Lectures, team presentations, class discussions, case discussions, written assignments, readings

2. Course:	Business & Society	Course No. L-STR1-038
	Wirtschaft & Gesellschaft	
Instructors:	Prof. Dr. Karin Kreutzer, Prof. Dr. Julia Hartmann	

Guest Speaker/-s: N.N.

Contact: Karin.Kreutzer@ebs.edu, Julia.Hartmann@ebs.edu

ECTS: 3

Number of Sessions: 12

Language: English

Course Description: This course provides an additional and broadened perspective on the theory and practice of strategy. It addresses the challenges and opportunities of managing in a socially responsible manner. At the same time, reflections about normative rules and principles that enable moral judgments of decisions are inevitable when considering today's complex market environment. This course introduces students to the fundamentals of corporate social responsibility, social business, and sustainability.

After completion students have an understanding of

- Challenges and opportunities of managing in a responsible manner
- Fundamentals of corporate social responsibility
- Fundamentals of sustainability
- Fundamentals of social business

Required Readings: t.b.a. at the beginning of the semester

Further Recommended Readings: t.b.a. at the beginning of the semester

Pedagogy: Lectures, class discussions, case discussions

Name of Module:	Finance II	Module No. M-FIN1-025
	Finanzen II	
Module Owner:	Prof. Dr. Sandra Paterlini	

Contact: sandra.paterlini@ebs.edu

Programme/-s of Study: Bachelor in General Management mandatory

Semester: 2

ECTS: 6

Prerequisites: The contents of the module Finance I are a prerequisite, especially the contents of the course Statistics I. Students who have not attended this course can find the respective knowledge in
Weiss, N.A. (2012). Introductory Statistics (9th ed.). San Francisco et al.: Pearson.

Contribution to Programme Learning Goals: LO 1: Graduates understand and are able to apply the most important theories, principles and methods of Business Administration.
LO 2: Graduates are able to directly transfer their knowledge to practice.
LO 6: Graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods.

Contents of Module and Intended Outcomes: This module encompasses the discussion of products and functions of capital markets as well as techniques of investment valuation, modern portfolio theory and financial planning. Additionally, applications of different methods in the field of finance are discussed.
The methods of statistics and econometrics are applied with the aim to teach students in comprehensive and analytical thinking as well as in the ability to independently define and solve empirical problems.
After successful completion of this module participants are able to understand methods of investment valuation and modern portfolio theory as well as to implement them independently.

Relation to other Modules/Programmes: This module builds on Finance I and provides the basis for Finance III, Asset Management I and II as well as Econometrics and Marketing II. Furthermore, students develop computational skills for investment evaluation and quantitative data analysis in economics, marketing and finance.

Workload Allocation:

Classes	27 h
Tutorials	21 h
Pre-reading and wrap-up	60 h
Exam and exam preparation	72 h

Grading: 180 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Written exam	Investments II	90	IG
Written exam	Introductory Econometrics	90	IG

**Information on Papers,
Allocation of Subjects &
Groups, Homework etc.:**

At the end of the course Introductory Econometrics a non-evaluated case study has to be conducted using the statistical program R.

1. Course:	Investments II	Course No. L-FIN1-041
	Investitionen II	
Instructor:	Prof. Dr. Ulrich Hommel	

Guest Speaker/-s:

1

Contact:

ulrich.hommel@ebs.edu

ECTS:

3

Number of Sessions:

9 (2 groups) + 6 (8 groups)

Language:

English

Course Description:

The investments course encompasses the discussion of capital markets as well as techniques of modern portfolio theory and investment valuation. Students get acquainted and learn how to apply key methodologies such as asset return computation, portfolio theory, the capital asset pricing model (CAPM), arbitrage pricing theory (APT) and indicators for evaluating portfolio management performance. In addition, students are provided with an overview of the major asset classes as well as their purpose and usage. Every session also includes a discussion of a “responsible finance” issue, which exposes students to ethical issues relevant in today’s financial markets. All concepts will be presented in a comprehensive and rigorous fashion. Real world examples, case studies and tutorials will help to acquaint students with the aforementioned concepts.

After successful completion of this course, participants have a sound knowledge of fundamental concepts of investment valuation. Further, students will be able to implement and apply independently the learned concepts to value investment opportunities.

Required Readings:

Bodie / Kane / Marcus: Investments, McGraw-Hill, 11th edition.

Further Recommended Readings:

Elton / Gruber / Brown / Goetzmann: Modern Portfolio Theory and Investment Analysis, Wiley Higher Education, 9th edition, 2014.

Pedagogy:

Lecture, Tutorial

2. Course:	Introductory Econometrics Einführung in die Ökonometrie	Course No. L-FIN1-042
Instructor:	Prof. Dr. Sandra Paterlini	

Guest Speaker/-s:**Contact:** sandra.paterlini@ebs.edu**ECTS:** 3**Number of Sessions:** 9 lectures (2 groups) + 9 tutorials (8 groups)**Language:** English

Course Description: The course "Introductory Econometrics" builds on the contents of the prior course "Statistics" and uses the fundamentals of descriptive statistics and probability theory as basis for inference statistics and introductory econometrics. The application of econometric methods as well as the professional analysis and interpretation of economic data is essential for the economic practice. Students exercise the lecture materials in tutorials and learn to apply econometric methods to real data by computer analyses. Economic interpretation and the discussion of the results are an integral part of the lecture.

- Random Variables
- Central Limit Theorem
- Limit Theorems
- Point Estimate
- Interval Estimate
- Test Theory
- Regression Analysis

After successful completion, students are familiar with the concepts of discrete and continuous random variables, are able to conduct point and interval estimation, are familiar with procedures of test theory, can conduct a regression analysis and can interpret the regression output correctly.

Required Readings: Weiss, N.A. (2012). Introductory Statistics, 9th. ed., San Francisco et al.: Pearson.

Siegel, A.F. (2012), Practical Business Statistics, Sixth Edition, AP

Further Recommended Readings: Schira, J. (2005). Statistische Methoden der VWL und BWL. Theorie und Praxis, 2. Aufl., München: Pearson.

Spiegel, M. R., Schiller, J., Srinivasan R. A. (2000). Probability and Statistics, 2nd edition, New York.

Dalgaard, P. (2008). Introductory Statistics with R, 2nd ed., Springer.

Pedagogy: Lecture, Tutorial, Case study

Name of Module:	Economics II	Module No. M-ECO1-008
	Volkswirtschaftslehre II	
Module Owner:	Dr. Clemens Buchen	

Contact: clemens.buchen@ebs.edu

Programme/s of Study: Bachelor in General Management mandatory

Semester: 2. Sem.& resp, IBS-Incomings 4. Sem.

ECTS: 6

Prerequisites: The students are expected to master mathematics as it is conveyed in the module Economics I. This includes basic applications of calculus, such as optimization techniques with and without constraints, implicit differentiation and basic integrals.

Students who have not attended this module can find the respective knowledge in:

Sydsaeter, K., Hammond, P., Strom A., 2016: Essential Mathematics for Economic Analysis, 5th Edition, Prentice Hall.

Contribution to Programme Learning Goals: LO 1: Graduates understand and are able to apply the most important theories, principles and methods of Business Administration.

LO 6: Graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods.

LO 7: Graduates are able to independently solve problems and direct their own learning processes.

Contents and Learning Outcomes of Module: This module builds on the module Economics I and carries on the introduction into the fundamental concepts of economic thinking. For students of business administration it is of utmost importance to grasp the foundations of economics and to be able to apply economic tools on their own. During term-time, many examples will be presented to highlight the importance of microeconomic methods. In addition, the foundations of game theory will be introduced, which are the basic tools for many economic and business applications. Hence, the module Economics II provides the basis for future analytically-oriented modules in the field of business as well as for all subsequent economics-based modules. The tutorials are aimed at reinforcing the understanding of the topics presented in the lectures, and will enable the student to tackle relevant applications. Active participation in the tutorials is essential. It is expected that the students obtain a copy of the relevant textbook (see "Readings") by the beginning of term. The lecture follows the structure of the textbook and complements the exposition of the book by more in-depth treatments of selected topics.

After completion of the module the students will have a thorough understanding of the functioning of markets and have a basic knowledge of the sources and effects of market failure. They will be prepared to further study the implications of market failure in specific contexts in later lectures.

Relation to other Modules/Programmes: The module Economics II serves as a link between the more technically-oriented module Economics I and advanced economics modules such as Economics III and Economics IV. It gives an overview of the basic economic framework, which provides the basis from which to discuss further topics such as the Economics of the Firm.

Workload Allocation:	Lectures	30 h
	Tutorials	15 h
	Pre-reading & wrap-up	60 h
	Preparing exercises for the tutorials	30 h
	Exam preparation	45 h

Grading: Examination Points 180

Kind of Examination	Related Course	Points	TG/IG
Written Exam (intermediate)	Complete Module	90	IG
Written Exam (final)	Complete Module	90	IG

Information on Papers, Allocation of Subjects & Groups, Homework etc.: The exams will be based both on class lectures and assignments. Approximately half of the content will focus on theory-oriented explanations of results derived in class or in an exercise. The remainder will require students to solve exercises.

1. Course: Economics of the Market

Course No. L-ECO1-019

Ökonomie des Marktes

Instructor: Dr. Clemens Buchen

Guest Speaker/-s:

Contact: clemens.buchen@ebs.edu

ECTS: 6

Number of Sessions: 20 (2 groups) sessions + 10 (6 groups) tutorials

Language: English

Course Description: The course provides a basic framework to study the decision making of consumers and firms and analyze how markets allocate resources. Demand and supply functions are derived using basic consumer and producer theory. Then, markets are analyzed including perfect competition, monopoly, and oligopoly. The way in which markets interact in the economy is studied emphasizing the efficiency properties of the perfectly competitive system. Special attention is given to an introduction to game theory in order to study strategic interaction between individuals and firms. Basic equilibrium concepts of games and some applications are studied. The course concludes with an analysis of some market failures which can lead to public interventions.

Required Readings: Varian, H., Intermediate Microeconomics (2014). A Modern Approach (9th edition). W. W. Norton & Co.

Further Recommended Readings:

Pedagogy: Lecture, Tutorial, Audio solutions

Name of Module:	Studium Universale II	Module No. M-PHI2-001
	Studium Universale II	
Module Owner:	Prof. Dr. Max Urchs	

Contact: max.urchs@ebs.edu

Programme/-s of Study: Bachelor in General Management mandatory

Semester: 2

ECTS: 2

Prerequisites: none

Contribution to Programme Learning Goals: LO 1: Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines.

LO 4: Graduates demonstrate excellent written and oral communication skills in English.

LO 6: Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods.

LO 7: Graduates are able to independently solve problems and direct their own learning processes.

LO 10: Graduates are able to handle leadership challenges.

Contents and Learning Outcomes of Module: This programme provides well-founded methodological and philosophical knowledge, including the basics of business ethics. The Studium Universale involves the analysis of complex states of affairs, the presentation of one's own specific knowledge in professional communication, the recognition and use of interdisciplinary correlations and, last but not least, an elevation of general education. In short: the Studium Universale qualifies to think, communicate and plan within wide horizons, while taking into account ethical matters.

This course introduces students to philosophy and provides an outline of epistemology with a focus on decision making. After completion of the module students are able to understand the relevance of philosophical perspectives on economic thought.

Relation to other Modules/Programmes: On the one hand, Studium Universale lays the foundations of other disciplines included in the programme by addressing questions in foundations of science. In this respect, the module is connected with the courses on Economics and Strategy. On the other hand, the module is intended to broaden the general scope of the BSc-programme by introducing and strengthening rational philosophical argumentation.

Workload Allocation:

Class:	13,5 hours
Pre-reading and Wrap up:	32,5 hours
Exam and Prep.:	14 hours

Grading: 60 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Written Exam	Collegium Logicum	60	IG

1. Course:	Collegium Logicum	Course No. L-PHI1-011
	Collegium Logicum	
Instructor:	Prof. Dr. Max Urchs	

Guest Speaker/-s: none
Contact: max.urchs@ebs.edu

ECTS: 2
Number of Sessions: 9
Language: English

Course Description:

- What is Philosophy of Language?
- Elements of Communication
- Formal Languages
- Classical Propositional Logic
- Unary Predicate Logic
- Common Sense Reasoning
- Limits of Formalization?

Required Readings: Hoyningen-Huene, Paul (2004). Formal Logic. A Philosophical Approach, Pittsburgh Uni Press
 Additionally, two mandatory texts will be provided.

Further Recommended Readings: Urchs, M. (1993). Klassische Logik. Eine Einführung, Berlin, (ch. 1, 2, 3 and second part of ch. 4).
 Salmon, W. C. (2001). Logik. Stuttgart. (in English: The Foundations of Scientific Inference, Pittsburgh, 1979). (complete booklet)

Pedagogy: Lecture

Required Readings: Will be assigned by the lecturer

Further Recommended Readings: Will be assigned by the lecturer

Pedagogy: Interactive language course

Intermediate year II

Name of Module:	Investments & Finance	Module No. M-FIN2-020
	Investition und Finanzierung	
Module Owner:	Prof. Dr. Jan Mutl	

Contact: jan.mutl@ebs.edu
assistenten@ebs-remi.de

Programme/-s of Study: Bachelor in General Management,
International Business Studies – inc students mandatory

Semester: 4

ECTS: 6

Prerequisites:

Contribution to Programme Learning Goals:

LO 1: Graduates understand and are able to apply the most important theories, principles and methods of Business Administration.

LO 2: Graduates are able to directly transfer their knowledge to practice.

LO 5: Graduates are capable of working in multicultural teams.

LO 6: Graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods.

Contents of Module and Intended Outcomes:

This module is designed to introduce standard methods of investments valuation and modern portfolio theory. Both lectures require the basic knowledge of mathematics and statistics as well as decision theory. The courses also offer computer exercises and case studies in Excel. After successful completion, students are in the position to implement portfolio selection and valuation techniques. The module also addresses the fundamentals and some specific challenges in real estate.

Workload Allocation:

Classes	34,5 h
Tutorials	7,5 h
Pre-reading and Wrap up	63 h
Exam and Exam preparation	75 h

Grading: 180 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Written exam	Investments II	90	IG
Written exam	Corporate Finance	90	IG

1. Course:	Investments II Investitionen II	Course No. L-FIN1-041
Instructor:	Prof. Dr. Ulrich Hommel	

Guest Speaker/-s:**Contact:** ulrich.hommel@ebs.edu**ECTS:** 3**Number of Sessions:** 9 + 5 Tutorials**Language:** English

Course Description: The investments course encompasses the discussion of capital markets as well as techniques of modern portfolio theory and investment valuation. Students get acquainted and learn how to apply key methodologies such as asset return computation, portfolio theory, the capital asset pricing model (CAPM), arbitrage pricing theory (APT) and indicators for evaluating portfolio management performance. In addition, students are provided with an overview of the major asset classes as well as their purpose and usage. Every session also includes a discussion of a “responsible finance” issue, which exposes students to ethical issues relevant in today’s financial markets. All concepts will be presented in a comprehensive and rigorous fashion. Real world examples, case studies and tutorials will help to acquaint students with the aforementioned concepts.

After successful completion of this course, participants have a sound knowledge of fundamental concepts of investment valuation. Further, students will be able to implement and apply independently the learned concepts to value investment opportunities.

Required Readings: Bodie / Kane / Marcus: Investments, McGraw-Hill, 11th edition, 2017**Further Recommended Readings:****Pedagogy:** Lecture ,Tutorial

2. Course:	Corporate Finance Unternehmensfinanzierung	Course No. L-FIN2-048
Instructor:	Prof. Dr. Jan Mutl/Steffen Basseler	

Guest Speaker/-s:**Contact:** jan.mutl@ebs.edu**ECTS:** 3**Number of Sessions:** 14**Language:** English

Course Description: 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.

Required Readings: Brealy, R.A., Myers, S.C., & Allen, F., 2010: Principles of Corporate Finance (10th ed.). Boston: McGraw-Hill, selected chapters.

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

Pedagogy: Lecture

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 mandatory

Semester: 3 and 4

ECTS: 3

Prerequisites: none

Contribution to Programme Learning Objectives LO 1: Graduates will understand and will be able to apply the most important theories, principles and methods of Business Administration.

LO 2: Graduates are able to directly transfer their knowledge to practice.

LO 5: Graduates are capable of working in multicultural teams.

LO 6: Graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods.

LO 7: Graduates are able to independently solve problems and direct their own learning process.

Contents and Learning Objectives of Module: After completion of the module, graduates will be aware of the different steps of marketing research processes and able to apply their learnings in practice (design a research setup). To achieve this learning, several learning objectives can be identified. 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.

Relation to other Modules/Programmes: 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.

Workload Allocation: 90 hours total student's workload, thereof:

Classes 21 hours

Cases and literature reading 20 hours

Exam & exam preparation 49 hours

Grading:

90 Examination Points:

Kind of Examination	Related Course	Points	TG/IG
Written Exam	Marketing Research	60	IG
Take-home exam	Marketing Research	30	TG

Information on Papers, Allocation of Subjects & Groups, Homework etc.:

The take-home exam will be conducted in small groups and graded.

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

Guest Speaker/-s:**Contact:** sebastian.gruener@ebs.edu, christopher.grossmann@ebs.edu**ECTS:** 3**Number of Sessions:** 14**Language:** English

Course Description: 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.

Required Readings: A list of required readings will be announced prior to the first lecture.

Further Recommended Readings:

Pedagogy: Lecture
Case discussion

Name of Module:	Accounting & Control Accounting & Controlling	Module No. M-ACT2-005
Module Owner:	Prof. Niels Dechow, PhD	

Contact: macc@ebs.edu

Programme/-s of Study: Bachelor in General Management,
International Business Studies – inc students mandatory

Semester: 4

ECTS: 3

Prerequisites: None

Contribution to Programme Learning Goals: LO 1: Graduates should demonstrate a good understanding of the most important theories, principles and methods of business administration and related disciplines

LO 3: Graduates should demonstrate an awareness of and the basic skill to cope with the challenges posed by a multicultural environment, including an appreciation of the varied nature of business practices and perspectives in the international context

LO 4: Graduates should be able to conduct business and research in English and in their native language

LO 6: Graduates should be able to instantaneously contribute value to their companies after entering their first job

LO 8: Graduates should be able to select, interpret and evaluate information in regard to business decisions and derive meaningful answers using scientific methods and reasoning

Contents of Module and Intended Outcomes: The objective of the course is to introduce students to the basics of financial and managerial accounting.

Relation to other Modules/Programmes: The module Accounting and Control is a preparation for the electives Accounting and Controlling in semesters 5 and 6.

Workload Allocation:

Classes	18 h
Pre-reading & wrap up	22 h
Exam & Preparation	50 h

Grading: 90 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Written exam	Complete Module	60	IG
Evaluated Exercise	Complete Module	30	TG

Information on Papers, Allocation of Subjects & Groups, Homework etc.: The evaluated exercise will be a group work. The group work includes the preparation of a seminar paper and the presentation of the results in class. Further instructions will be provided by the lecturer via CampusNet.

1. Course:	Accounting & Control	Course No. L-ACT2-018
	Accounting & Controlling	
Instructor:	Annemarie Conrath- Hargreaves, MSc.	

Guest Speaker/-s:**Contact:** Conrath@europa-uni.de**ECTS:** 3**Number of Sessions:** 12**Language:** English**Course Description:** This course offers a basic introduction to financial and managerial accounting. Topics covered include

- Important Statutory Accounting Regulations
- Basics of balancing as well as the relationship between book-keeping, balance sheet and profit & loss statement
- Balance sheet
- Profit & loss statement
- Notes and management report
- Practice financial reporting by applying International Financial Reporting Standards (IFRS).
- Important differences and similarities between cost and financial accounting
- Purpose and usage of cost accounting information
- Behavior of costs (fixed, variable and semi-variable costs)
- Full costing systems
- Differential costing systems
- Modern costing systems

Required Readings: Needles, B. E. et al., (2014). Financial and Managerial Accounting: International Edition, 10th edition,**Further Recommended Readings:** Kieso, D. E. et al., (2015). Intermediate Accounting: IFRS Edition, 2nd edition, New York.

Weygandt, J. J. et al, (2013). Financial Accounting: IFRS Edition, 2nd edition, New York.

Weygandt, J. J. et al., (2015). Financial & Managerial Accounting, 2nd edition, New York.

Drury, C., (2015). Management and Cost Accounting, 9th edition, London.

Pedagogy: Lecture & Group-based Exercises

Name of Module:	Operations & Information Systems	Module No. M-SCM2-014
	Management von Produktion und Informationssystemen	
Module Owner:	Prof. Dr. David Wuttke	

Contact: david.wuttke@ebs.edu

Programme/-s of Study: Bachelor in General Management mandatory

Semester: Full-Time Bachelor: 3 or 4 Sem.
Part-Time Bachelor: Year 2 / Block I

ECTS: 6

Prerequisites: 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

Weiss, N.A. (2008). Introductory Statistics, 8. ed., San Francisco et al.: Pearson.

Sydsaeter, K., Hammond, P., (2008). Essential Mathematics for Economic Analysis, 3rd Edition, Prentice Hall.

**Contribution to
Programme Learning
Goals:**

LO 1: Graduates understand and are able to apply the most important theories, principles and methods of Business Administration.

LO 3: Graduates understand technology and its impact on both individuals and organisations.

LO 6: Graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods.

LO 7: Graduates are able to independently solve problems and direct their own learning processes.

**Contents and Learning
Outcomes of Module:**

Firms can only compete successfully if they are able to create value in a way that their competitors are not able to. This involves all steps from designing and developing products, building appropriate production capacities, forecasting demand, producing the right amount and establishing high quality along the entire process. These are the essential processes within *operations management*. Yet, companies do not operate in a vacuum. Instead, much of their final product's value is already generated through their suppliers. Therefore, the management of value creation extends beyond the boundaries of the firm, as addressed in *supply chain management*. The course "Operations and Supply Chain Management" will discuss both approaches in detail.

Companies need effective information and decision support systems for efficient planning and execution processes. The need for efficient information and communication systems is increased by the digitalization of all company functions. This class will introduce different information systems and concepts of decision science in this aspects. A particular focus will be on business analytics, data visualization and optimization techniques to improve decision making. The course covers primary methods of analysis required for company planning. The class solves various practical problems using optimization, simulation, regression and other techniques.

**Relation to other
Modules/Programmes:**

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

Workload Allocation:	Classes	42 hours
	Pre-readings & Wrap-up	60 hours
	Exam preparation & exam	48 hours
	Online Sessions & preparation	30 hours

Grading: 180 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Written exam	Complete module	180	IG

Information on Papers, Allocation of Subjects & Groups, Homework etc.: Students will regularly be asked to prepare lectures by studying online material.

Form of Delivery in Full-time Tracks:

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.

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.

1. Course: Operations and Supply Chain Management **Course No. L-SCM2-001**

Instructor: Prof. Dr. David Wuttke

Guest Speaker/-s: None

Contact: david.wuttke@ebs.edu

ECTS: 3

Number of Sessions: 14

Language: English

Course Description:

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.

- 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:**Further Recommended Readings:**

Main reading: Jacobs, F.R. and Chase, R.B. (2014). Operations and Supply Chain Management (14th Global ed.). McGraw-Hill. - [Selected Chapters]

Cachon, G. Terwiesch, C. (2009). Matching Supply with Demand: An Introduction to Operations Management. McGraw Hill. [Selected Chapters]

Nahmias, S., (2005). Production and Operations Analysis (5th ed.). McGraw-Hill. - [Selected Chapters]

Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E. (2003). Designing & Managing the Supply Chain (2nd ed.). Boston. - Chapter 7 & 9.

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)

Pedagogy:

Blended learning, flipped classroom

2. Course:	Information Technology and Data Analytics	Course No. L-BIS1-014
Instructor:	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., & Lieberman, G., Introduction to Operations Research, 10th edition,

McGraw-Hill, 2014

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 Optimisation using Mathematical Programming, London (Macmillan), 1997

Winston, W.: Operations Research - Applications and Algorithms, 4th ed. (internat. student ed.), Belmont, Calif. (Duxbury), 2004

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

Advanced year III

Name of Module:	Economics V	Module No. M-ECO3-024
	VWL V	
Module Owner:	Prof. Dr. Jenny Kragl	

Contact: jenny.kragl@ebs.edu

Programme/-s of Study: Bachelor in General Management elective

Semester: 6

ECTS: 3

Prerequisites: Economics I, II and III

Students who have not attended these modules can find the respective knowledge in

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., Krozsnier, R. (2008). The Economic Nature of the Firm, 2nd ed. Cambridge University Press.

Furubotn, E., Richter R. (2005). Institutions and Economic Theory. 2nd edition, Michigan University Press.

Brickley J., C.W. Smith, and J.L. Zimmerman (2007). Managerial Economics & Organizational Architecture, McGraw-Hill.

**Contribution to
Programme Learning
Goals:**

LO 1: Graduates understand and are able to apply the most important theories, principles and methods of Business Administration.

LO 2: Graduates are able to directly transfer their knowledge to practice.

LO 4: Graduates demonstrate good written and oral communication skills in English.

LO 5: Graduates are capable of working in multicultural teams.

LO 6: Graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods.

LO 7: Graduates are able to independently solve problems and direct their own learning processes.

**Contents of Module and
Intended Outcomes:**

In the complementary modules Economics IV and V, the elective courses further develop and apply the economic concepts provided in the first- and second-year courses in relevant fields of business studies and society such as organizational design, health care, private and public finance, management in a national and global environment and economic policy. **One course is to be selected.** After completion of the module, students are able to understand the impact of individual decision-making on their business environment and other economic actors. They will understand the mechanisms of market failure which may result in moral hazard and adverse selection. By combining different scientific perspectives, students will understand the importance of interdisciplinary thinking, e.g. when analyzing the economic effects of market regulation. Thus, they will know the influence of government as well as of its limits. They will also be able to use quantitative methods in order to analyze business strategies and they will learn to apply economic theories on current policy questions.

By the lecture of course materials, students improve their analytical and academic reading skills. Moreover, students prepare presentations and/or short essays on academic papers and/or problem sets related to the respective course. By presenting and discussing in class, they improve their presentation and discussion skills and learn to apply their knowledge from the class to problems and subjects beyond the specific topics discussed in the lecture.

**Relation to other
Modules/Programmes:**

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. The module strengthens and emphasizes economic reasoning by providing various real-world applications of particular interest (see above). Moreover, the application of scientific economic tools prepares students for further education in Master Programmes.

Workload Allocation:

Classes	186 hours
Pre-reading and wrap-up	20 hours
Exercises and homework	18 hours
Group work/presentations	16 hours
Exam and exam preparation	180 hours

Grading:

90 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Evaluated exercise	Economic Policy and Crisis	30	TG
Written exam	Economic Policy and Crisis	90	IG
Evaluated exercise	Economic Foundations of Finance	30	TG
Written exam	Economic Foundations of Finance	60	IG
Evaluated exercise	Governance and Competition Policy	30	TG
Written exam	Governance and Competition Policy	60	IG
Evaluated Exercise	Personnel Economics	30	TG

Evaluated

Written exam	Personnel Economics	60	IG
Evaluated Exercise	Public Finance	30	TG
Written exam	Public Finance	60	IG

Information on Papers, Allocation of Subjects & Groups, Homework etc.:

In the beginning of the courses (except from "Economic Policy and Crisis"), students will be assigned problem sets, cases, and/or academic papers that have to be worked on in groups. This group work may include essay submissions and/or classroom presentations on the assigned topic. Depending on the number of students and the time schedule, student presentations may be included in the 12 regular sessions of the course or take place in separate sessions or one block session.

1. Course:	Economic Policy and Crisis	Course No. L-ECO3-028
	Wirtschaftspolitik und Krise	
Instructor:	Prof. Dr. Michael Hüther	

Guest Speaker/-s: None

Contact: Matthias Diermeier (diermeier @iwkoeln.de)

ECTS: 3

Number of Sessions: 12

Language: German

Course Description: This course covers current topics of economic policy of particular importance. The course includes basic macroeconomic theory (business cycle and growth), economic history (economic crisis, depression and systemic risk), institutional economics, behavioural economics and policy design after crisis.

Topics include:

- Economics as a normative science
- Behavioral economics
- Business cycle, economic crisis and depression
- Growth: Theory and criticism: Demographic change
- Structural change in financial markets
- Economic policy globalization and digitalization

After completion of the course students will

- be able to apply economic theory studied in previous classes to current policy questions,
- better understand national and global challenges that will lead to regulatory and structural changes.

Understanding and anticipating these changes will help students to better grasp

significant business opportunities and understand the impact of their conduct as managers.

Required Readings:

As the course is concerned with highly current topics, the detailed course material will be provided in the beginning of the course.

Enste, D. H., Hüther M. (2011). Verhaltensökonomik und Ordnungspolitik. Zur Psychologie der Freiheit. Köln.

Grömling, M., Hüther, M., Jäger, R., Kroker, R. (2009). Deutschland nach der Krise: Aufbruch oder Depression? Wirtschaftshistorische Betrachtung und wirtschaftspolitische Leitlinien. Köln.

Hüther, M. (2012). Die Bedeutung der Marktökonomik. In: Der Wert der Werte, Horn, K., Schwarz, G. (Hrsg.). Zürich, 35 ff.

Clump, R. (2006). Wirtschaftspolitik. München.

Further Recommended Readings:

Busch, B., Jäger-Ambrozewicz, M., Matthes J. (2010). Wirtschaftskrise und Staatsbankrott. Sind auch die Industrieländer bedroht? Köln.

Hall, P. A., Soskice, D. (Hrsg.) (2004). Varieties of Capitalism. The Institutional Foundations of Comparative Advantage. Oxford.

Hartmann-Wendels, T., Hellwig, M., Jäger-Ambrozewicz M. (2010). Arbeitsweise der Bankenaufsicht vor dem Hintergrund der Finanzmarktkrise. Köln.

High-level Expert Group on reforming the structure of the EU banking sector, Chaired by Erkki Liikanen (Liikanen Report): Final Report. Brussels, 2 October 2012.

Hüther, M. (2009). Ordnung und Gewissen. In: Horn, K., Gentinetta K. (Hrsg.): Abschied von der Gerechtigkeit – Für eine Neujustierung von Freiheit und Gleichheit im Zeichen der Krise, Frankfurt a. M. u. Zürich, 37 ff.

Hüther, M. (2012). Werte – wozu und welche? In: Horn, K., Schwarz, G. (Hrsg.): Die Bedeutung der Marktökonomik. Zürich, 35 ff.

Hüther, M. (2013). Re-Regulierung des Bankensystems – Stand und Perspektiven. In: Zeitschrift für das gesamte Kreditwesen, Jg. 66, 2012, Heft 1, S. 23 – 29.

Jäger, M. (2006). Finanzmarktstrukturen im Wandel. Köln.

Plumpe, W. (2010). Wirtschaftskrisen. Geschichte und Gegenwart. München.

Pedagogy:

Lecture, open discourse

2. Course:	Economic Foundations of Finance	Course No. L-ECO3-016
	Ökonomische Grundlagen der Finanzierung	
Instructor:	Prof. Milos Bozovic, PhD	

Guest Speaker/-s:

None

Contact:

milos.bozovic@gmail.com

ECTS:

3

Number of Sessions:

12

Language:

English

Course Description:

The course is designed to provide a basis for understanding the key results of financial economics from the point of view of microeconomic theory. It introduces

basic concepts of modern financial economics, with special emphasis on asset pricing theory. The practical applications of theoretical concepts will be illustrated through a review of the key empirical facts related to the behavior of market prices of financial instruments.

Topics will include:

- Intertemporal decision making and decisions under uncertainty
- No-arbitrage pricing with certain and uncertain outcomes
- Fundamental equation of asset pricing
- Complete markets. Risk-neutral probabilities. Stochastic discount factor
- Goods and preferences. Representation of preferences with utility function
- Rational choice theory
- Expected utility function
- Risk aversion and uncertainty aversion
- Equilibrium in financial markets
- Consumption-based Capital Asset Pricing Model
- Empirics and the puzzles

At the end of the course, students should master the microeconomic foundations of asset pricing, be able to solve theoretical problems, and to apply the theoretical concepts in practice.

Required Readings:

Lecture Notes (that are based on the literature cited below). The lecture notes will use simplified models and examples discussed in the literature.

Lengwiler, Y. (2004). Microfoundations of Financial Economics, Princeton University Press.

Further Recommended Readings:

Cochrane, J. (2005). Asset Pricing, Princeton University Press.

Mas-Colell, A., Whinston, M., Green, J. (1992). Microeconomic Theory. Oxford University Press.

Dixit, A., Pindyck, R. (1994). Investment under Uncertainty. MIT Press.

Pindyck, R., Rubinfeld (2009). Microeconomics. Pearson. Prentice Hall.

Pedagogy:

Lectures based on slideshow presentation and homework assignment

3. Course:	Governance and Competition Policy	Course No. L-ECO3-041
	Wirtschaftspolitischer Steuerungsprozess und Wettbewerbspolitik	
Instructor:	Elena Jarocinska, PhD	

Guest Speaker/-s:

None

Contact:

elena.jarocinska@gmail.com

ECTS:

3

Number of Sessions:

12

Language:

English

Course Description:

Governance concerns the institutions by which authority in a country is exercised. It deals with state capacity and the ability of the government to implement

particular policies.

In this course we will focus on competition policies. Competition policies are aimed at protecting free competition and preventing excessive concentrations of market power. This course aims to introduce students to the basic issues of competition policy (also called “antitrust policy”). We will use simple economic concepts and economic intuition to analyse competition policy issues.

We will cover the main topics of competition policy: cartels; mergers; abusive practices such as price discrimination, predatory pricing, excessive pricing, etc.

After having successfully completed this course, students will

- understand the economics of competition policy in a global context,
- be able to formulate policy implications on the main issues of competition regulations,
- discuss actual high profile cases,
- learn about the main historical developments of competition laws in Europe and the US
- improve their presentation and discussion skills by preparing their own presentations on the topics related to the course,
- improve their academic reading skills.

Required Readings:

Governance and Competition Policy: Motta, M. (2004). Competition Policy: Theory and Practice. Cambridge University Press.

Further Recommended Readings:

General: Varian, H. (2009). Intermediate Microeconomics: A Modern Approach. WW Norton & Co Inc.

L. Ritter, W.D. Braun and F. Rawlinson (2000), EC Competition Law A Practitioner’s Guide, Second Edition, Kluwer Law International.

Legislation from the European Commission: Available at: http://ec.europa.eu/competition/index_en.html

Pedagogy:

Lectures, case quizzes and presentations in small groups.

4. Course: **Personnel Economics**

Course No. L-ECO3-013

Personalökonomik

Instructor: **Prof. Dr. Jenny Kragl**

Contact: jenny.kragl@ebs.edu

ECTS: 3

Number of Sessions: 13 (9 lectures, 4 sessions for group work)

Language: English

Course Description: Organizations and economics are human enterprises. They are the sum result of the motivations, decisions, and actions of many individuals. These individuals and their actions are combined to create innovation, higher economic growth, more job opportunities, and better products. The process by which this occurs is one of the miracles of modern economics and modern firms. Economics has proven to be a powerful approach in the study of organizations and human resources.

This course enables students to better understand how firms organize themselves by providing a rigorous framework for understanding organizational design and the

management of employees. It considers important requirements and conceptual problems of personnel management. Applying ideas from microeconomics, important topics in the field are analyzed, and different solution strategies are developed and discussed. Topics include the theory of human capital, turnover, layoffs, and buyouts, recruitment strategy, promotions and tournaments, and compensation. In addition to illustrative examples, we will make use of logic, algebra, geometry, and simple calculus. First- and second-year mathematics and microeconomics courses are hence an essential prerequisite for the course. The lectures will be complemented by problem sets, which will be discussed in class. Moreover, to increase student involvement and in order to extend the theoretical discussion, some meetings will be devoted to student presentations that will mainly be concerned with empirical applications and discussions of real-life implications.

Upon completion of the course students

- understand the theory of human capital and the implications for practice,
- are aware of the diversity of different compensation schemes and their impact on employee performance (pay for performance, promotions, tournaments, non-monetary compensation, benefits, etc.),
- are sensitized for the importance of deliberate recruitment decisions (in the presence of asymmetric information),
- are aware of the variety of worker interaction in a firm, the importance thereof for firm value, and how to influence that interaction in a favourable way (e.g., increase cooperation and performance, decrease sabotage),
- are sensitized for the importance of careful job design (task assignments, delegation, and authority),
- are aware of the effects of performance evaluation and worker empowerment,
- are able to interpret the theoretical results derived from models and relate them to real-world economic applications,
- are able to successfully work together, discuss and solve problems in teams,
- 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:

Lazear, E. P., Gibbs, M. (2008). *Personnel Economics in Practice*. John Wiley & Sons

Edward P. Lazear (1998). *Personnel Economics for Managers*. New York: John Wiley & Sons (relevant chapters available as master copy in the library)

Further Recommended Readings:

Garibaldi, P. (2005): *Personnel Economics In Imperfect Labour Markets*. Oxford University Press, U.S.A.

Kräkel M. (2007). *Organisation und Management* (3rd ed.). Mohr Siebeck Tübingen. Ch. IV

Baron, J., Kreps D. M. (1999). *Strategic Human Resource Management – Frameworks for General Managers*, New York: John Wiley & Sons

Pedagogy:

Lectures (9 meetings), problem sets (2 meetings) and student presentations in small groups of 3-5 students (2 sessions).

5. Course:	Public Finance	Course No. L-FIN3-033
	Finanzwissenschaft	
Instructor:	Prof. Dr. Gerhard Graf	

Guest Speaker/-s: None

Contact: graf-a-g-n-o@t-online.de

ECTS: 3

Number of Sessions: 12

Language: English

Course Description: Course outline:

- Public Goods
- Privatisation
- Externalities
- Environmental Policies
- Political Economy
- Cost-Benefit Analysis
- Health Care
- Social Security
- Income Redistribution
- Expenditure Programs for the Poor
- Taxation and Income Distribution
- Personal Income Tax
- The Corporation Tax
- Deficit Finance
- Public Finance in a Federal System

After successful completion of this course, students

- can judge the dimension and influence of government sectors and their main tasks, and
- are able to evaluate government behavior and to realize economic consequences of government policies on private and business decisions.

Required Readings: Rosen, H.S./Gayer, T. (2014). Public Finance, 10th ed. New York

Further Recommended Readings: Blankart, C. B. (2017). Öffentliche Finanzen in der Demokratie: Eine Einführung in die Finanzwissenschaft (9th ed.). München.

Brümmerhoff, D.; Büttner, Th. (2014). Finanzwissenschaft (11th ed.). München.

Graf, G. (2005). Grundlagen der Finanzwissenschaft (2nd ed.). Heidelberg.

Seidman, L.S.(2009): Public Finance, McGraw Hill, New York

Zimmermann, H.; Henke, K. D.; Broer, M. (2012). Finanzwissenschaft: Eine Einführung in die Lehre von der öffentlichen Finanzwirtschaft 11th ed.). München.

Pedagogy: Lecture (including student presentations of papers and/or problem sets).

Name of Module:	Accounting	Module No. M-ACT3-001
	Accounting	
Module Owner:	Prof. Niels Dechow, PhD	

Contact: macc@ebs.edu

Programme/-s of Study: Bachelor in General Management elective

Semester: 5

ECTS: 6

Prerequisites: Contents of the modules Accounting I, II, and III. Contents of these modules can be found in the following literature:

Kudert/Sorg, Rechnungswesen leicht gemacht, current edition, Kleist-Verlag

Coenenberg, A. G., Haller, A., & Schultze, W. (2014). *Jahresabschluss und Jahresabschlussanalyse* (23rd ed.). Stuttgart: Schäffer-Poeschel.

Kieso, D. E., Weygandt, J. J., & Warfield, T. D. (2014). *Intermediate Accounting: IFRS Edition, 2nd Edition*. Hoboken: John Wiley & Sons.

Pellens, B., Fülbier, R. U., Gassen, J., & Sellhorn, T., (2011). *Internationale Rechnungslegung* (8th ed.). Stuttgart: Schäffer-Poeschel.

Althoff, F. (2012). *Einführung in die internationale Rechnungslegung*. Berlin: Springer – Gabler.

Contribution to Programme Learning Goals: LO 1: Graduates understand and are able to apply the most important theories, principles and methods of Business Administration.

LO 2: Graduates are able to directly transfer their knowledge to practice.

LO 6: Graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods.

LO 7: Graduates are able to independently solve problems and direct their own learning processes.

Contents of Module and Intended Outcomes: This module enables students to broaden their knowledge about the preparation and analysis of financial statements. Financial statements are the companies' instrument to communicate net assets, financial position and results of operations to capital markets. Financial statements also serve as the basis for management accounting and control. The students will discuss selected case studies dealing with the preparation and analysis of financial statements.

Upon completion students are able to prepare and analyse financial statements.

Relation to other Modules/Programmes: Builds on the learning of mandatory modules ACT I, II, and III. There is a relation to the electives Introduction to German Tax Law and Controlling as these modules complement one another.

Workload Allocation:

Class:	27 hours
Pre-reading:	13 hours
Homework:	60 hours
Groupwork:	45 hours
Exam & Prep:	35 hours

Grading: 180 Examination Points

	Kind of Examination	Related Course	Points	TG/IG
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	Presentation	Case studies in financial accounting	60	TG
	Presentation	Case studies in financial statement analysis	60	TG
	Written exam	Complete module	60	IG
	<ul style="list-style-type: none"> • Group work on case studies. • Groups are self-selected with the requirement that all groups mix and match national and international students in reasonable ways. • Presentation in class. All work to be done on EBS premises 			

1. Course:	Case studies in financial accounting	Course No. L-ACT3-001
Instructors:	Dr. Michael Ordosch, MBA	

Guest Speaker/-s: n/a

Contact: macc@ebs.edu

ECTS: 3

Number of Sessions: 9

Language: English

Course Description: The information age significantly changes business models of companies. Many companies nowadays have business models that go far beyond the mere production and sale of physical standard products. Instead, companies offer complex customer specific products, bundles of products and services or create their whole business on the sale of software and related services. Additionally, rapid technological developments in the relevant markets force companies to get access to flexible financing such as leasing as well as to share risks, bundle resources or to assure the access to new technology or through M&A activities.

The objective of this class to enable students to understand and discuss the practical problems the developments described above bring along for financial accounting. For this purpose, after a short introduction to the purposes of financial accounting and the regulatory environment of accounting practice, appropriate case studies (such as accounting for software licenses) are discussed.

After completion of this class the students are able to account for transactions that go beyond the production and sale of physical standard products. The knowledge obtained enables students to understand how the business models described above translate into the financials reported by the respective companies. Therefore this class is not only useful for those students who pursue a career in accounting but also to anyone who is likely to get in touch with the analysis of a company as such an analysis definitely requires a profound understanding on the accounting regulations that lead to the respective financials to be analyzed.

Required Readings: No particular readings required for this case study class, since contents will be

based on the respective IFRS standards, comment literature on those standards as well as their practical application

Further Recommended Readings: More detailed guidance on readings supplementing the theory required for solving the respective case studies will be provided in class.

Pedagogy: Lecture, Case Discussion

2. Course:	Case studies in financial statement analysis	Course No. L-ACT3-002
	Jahresabschlussanalyse: Fallstudien	
Instructors:	Oliver Böhm, MBA, LL.M., CVA	

Guest Speaker/-s: n/a

Contact: oliver.boehm@ebs.edu

ECTS: 3

Number of Sessions: 9

Language: English

Course Description: The learning goal objective of the course is to strengthen students' knowledge and expertise of analyzing financial statements. After an introduction the students will have to work on several case studies to gain experience with the analysis tools and methods. The goal is to enable the students to analyze financial statements and reports

After completion of the module students are able both to analyze financial statements made by other organisations and evaluate their financial position.

Required Readings: Wahlen, J. M., Baginski, S. P., Bradshaw, M.T. (2011). Financial Reporting, Financial Statement Analysis and Valuation. Southwestern Cengage Learning.

Palepu, K. G., Healy, P. M., Bernard, V. L., Peek, E. (2007). Business Analysis and Valuation – IFRS Edition. Southwestern Cengage Learning.

Further Recommended Readings: Peterson, P., Fabozzi, F. (2006). Analysis of Financial Statements (2nd ed.). Hoboken: Wiley.

Coenenberg, A. G., Haller, A., Schultze, W. (2009). Jahresabschluss und Jahresabschlussanalyse (21st ed.). Stuttgart: Schäffer-Poeschel.

Küting, K., Weber, C.-P. (2006). Die Bilanzanalyse (8th ed.). Stuttgart: Schäffer-Poeschel.

Pedagogy: Lecture, Case Discussion

Name of Module:	Asset Management I	Module No. M-FIN3-004
	Asset Management I	
Module Owner:	Prof. Sandra Paterlini, PhD	

Contact: sandra.paterlini@ebs.edu

Programme/-s of Study: Bachelor in General Management elective

Semester: 6

ECTS: 6

Prerequisites: Modules Finance I + II, Economics I

Students who have not attended these modules can get the respective knowledge from

Weiss, N.A. (2012). Introductory Statistics (9th ed.). San Francisco et al.: Pearson.

Sydsaeter, K., Hammond, P. (2012). Essential Mathematics for Economic Analysis (4th ed.). Prentice Hall.

Bodie / Kane / Marcus Investments, Mc Graw Hill/Irwin, 8th edition

Elton / Gruber / Brwon / Goetzmann: Modern Portfolio Theory and Investment Analysis, Wiley Higher Education, 8th edition

Contribution to Programme Learning Goals:

LO 1: Graduates understand and are able to apply the most important theories, principles and methods of Business Administration.

LO 2 : Graduates are able to directly transfer their knowledge to practice.

LO 6: Graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods.

Contents of Module and Intended Outcomes:

This module presents the basics of modern portfolio and risk management. The courses in this module cover aspects of asset management both from a portfolio management as well as from a product specific perspective. Essential aspects of Equities, Fixed Income, and Derivatives are treated and discussed. Immediate practical relevance is provided by lectures of and discussions with practitioners.

The goal of the module is to equip students with a fundamental understanding of the behavior of financial assets and the necessary tools for investment and risk management. After completion of the module students are able to implement asset allocation and trading/investing strategies. They also learn how to adopt derivatives as a risk management tool in the context of portfolio management.

Relation to other Modules/Programmes:

This module continues the courses in investments (Module Finance I + II) held during the first year. Special emphasis is made on bridging the gap between financial theory and practice.

Workload Allocation:	Classes (18x90)	27 h
	Tutorials (6x90)	9 h
	Pre-reading & wrap up	54 h
	Exercises and Homework	50 h
	Exam and exam preparation	40 h

Grading: 180 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Evaluated exercise	Portfolio Management	45	IG
Evaluated exercise	Derivatives and Risk Management	45	IG
Written Exam	Compete module	90	IG

Information on Papers, Allocation of Subjects & Groups, Homework etc.: For the course portfolio management, students are required to work on a practical problem by themselves. The topics will be distributed during the first week of class.

1. Course:	Portfolio Management	Course No. L-FIN3-004
	Portfolio Management	
Instructor:	Dr. Marcus Schulmerich	

Guest Speaker/-s: tba

Contact: marcus.schulmerich@alum.mit.edu

ECTS: 3

Number of Sessions: 9+3 Tutorials

Language: English

Course Description: The purpose of the course is to introduce students to the essential methods and techniques used to manage equity portfolios, both equity and fixed income. During the course, students will learn modern theories underlying financial practice as well as empirical evidence on the success of these theories in practical applications.

The course will focus on three elements of financial analysis:

Economic models of financial markets: Students will acquire the necessary background to transform a real life investment problem into an analytically tractable model.

Quantitative skills: Modern finance is based on quantitative analysis. Students are taught the fundamental skills required to successfully analyze complex dynamics. Through group assignments, students will have hands-on experiences with optimization, data analysis, simulation, etc.

Empirical knowledge: Essential to any investment decision is the knowledge of the investment environment. Broadly speaking, the financial instruments can be categorized into equity, debt, and derivatives. Important empirical evidence from all three types of financial markets will be examined in this class.

Topics to be discussed are:

- Diversification, Market Efficiency and Active Investing
- Markowitz Portfolio Optimization
- Equity Portfolio Management
- Bond Portfolio Management
- Implications of Behavioral Finance for Portfolio Management
- Quantitative Methods in Portfolio Management

Required Readings:	Schulmerich, Leporcher and Eu (2014). Applied Asset and Risk Management, Springer. Esch, Kieffer and Lopez (2005). Asset and Risk Management, Wiley.
Further Recommended Readings:	Chincarini and Kim (2006). Quantitative Equity Portfolio Management, McGraw-Hill.
Pedagogy:	Lecture and Tutorial

2. Course:	Derivatives and Risk Management Derivate und Risikomanagement	Course No. L-FIN3-007
Instructor:	Dr. Marcus Schulmerich	

Guest Speaker/-s:

Contact: marcus.schulmerich@alum.mit.edu

ECTS: 3

Number of Sessions: 9+3 Tutorials

Language: English

Course Description: The lectures will familiarize students with the basic ideas behind the pricing and hedging of vanilla type contracts. A special focus of the course is how these ideas are applied in a risk management context. Topics include:

- Derivatives and their Underlyings
- Derivatives Pricing
- Hedging Using Derivatives
- Black Scholes Pricing Formula and the Greeks
- Applications to Risk Management
- Credit Risk (if time permits)

Exercise sessions are included to discuss similar problems and applications.

Required Readings: Hull (2014). Options, Futures, and Other Derivatives, Pearson Prentice Hall, Edition 9.

Further Recommended Readings:

Pedagogy: Lecture and Tutorial

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

Contact:	Puriya.abbassi@uni-mainz.de			
Programme/-s of Study:	Bachelor in General Management		elective	
Semester:	5 or 6			
ECTS:	6			
Prerequisites:	Module Economics III, Course Macroeconomics			
	Students who have not attended the course, can find the respective knowledge in:			
	Mankiw, G. (2009). Macroeconomics (7 th ed.). New York			
Contribution to Programme Learning Goals:	LO 1: Graduates understand and are able to apply the most important theories, principles and methods of Business Administration.			
	LO 3: Graduates understand technology and its impact on both individuals and organisations.			
	LO 6: Graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods.			
Contents of Module and Intended Outcomes:	<p>This module makes students acquainted to the major issues in the financial system concerning banking, other financial institutions and financial markets. It provides a solid understanding of the functioning of the different types of financial markets and financial institutions. It deals with the role of financial institutions, in particular commercial and investments banks, and their interaction with financial markets. 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> <p>Thus after completion of the module students 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.</p>			
Relation to other Modules/Programmes:	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.			
Workload Allocation:	Classes:	36 hours		
	Cases Studies & Presentations:	70 hours		
	Reading & Exercises:	44 hours		
	Exam & Exam Preparation:	30 hours		
Grading:	180 Examination Points			
	Kind of Examination	Related Course	Points	TG/IG
	Project	Complete module	90	TG
	Written exam	Complete module	90	IG
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	Project groups are assigned in the first lectures			

1. Course:	Money, Banking, and Financial Markets	Course No. L-FIN3-047
	Banken und Finanzmärkte	
Instructor:	Dr. Puriya Abbassi	

Guest Speaker/-s:	tba
Contact:	Puriya.abbassi@uni-mainz.de
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. Students 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
	Kapitalmärkte: Institutionen, Preisbildung und Risikomanagement	
Instructor:	Dr. Puriya Abbassi	

Guest Speaker/-s:	tba
Contact:	Puriya.abbassi@uni-mainz.de
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:	Entrepreneurship	Module No. M-STR3-003
	Entrepreneurship	
Module Owner:	Prof. Dr. Diane Robers	

Contact: florian.bayer@ebs.edu

Programme/-s of Study: Bachelor in General Management elective

Semester: 5 or 6

ECTS: 6

Prerequisites: None

Contribution to Programme Learning Goals:

LO 1: Graduates understand and are able to apply the most important theories, principles and methods of Business Administration.

LO 2: Graduates are able to directly transfer their knowledge to practice.

LO 5: Graduates are capable of working in multicultural teams.

LO 7: Graduates are able to independently solve problems and direct their own learning processes.

LO 9: Graduates can identify business opportunities.

LO 10: Graduates are able to handle conflicts constructively.

Contents of Module and Intended Outcomes:

Entrepreneurship is a way of life. It is a driving force that compels you to do more, move faster, and go further than anyone else, even if facing high risk and uncertain outcomes. Unmistakably, the rewards of entrepreneurship can be great. But it is not an easy road to travel.

This module addresses the issues faced by starting a new venture and 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.

The module also offers the chance to learn from those who are already successful in the field of entrepreneurship. It brings students together with guest speakers like notable entrepreneurs from start ups or established companies as well as any partner needed such as venture capitalists, business angels, legal advisors and other highly qualified people from the entrepreneurial ecosystem who share their experience by analyzing and debating different topics of interest.

The module is offered to students who at some time may want to found and establish their own business as well as for those who want to understand

entrepreneurship as USP for their careers within incumbent companies.

It teaches the state of the art research in entrepreneurship and venture foundation but at the same time it is practice oriented and brings student's ideas into real life. This is a great way to gain strategic and practical understanding of the critical business issues facing entrepreneurs today and their real world tools used to achieve success in today's global business environment.

After successful completion of the module, students will have a profound knowledge of concepts on entrepreneurship and venture foundation. Moreover, they will know how to write business plans and grant proposals. Through hands-on experience, participants will have developed a repertoire of skills and capabilities needed to build up and sustain a new venture.

Relation to other Modules/Programmes:

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.

Workload Allocation:

Classes	27 hours
Pre-reading & wrap up	18 hours
Exercise & Homework	15 hours
Group work	120 hours

Grading:

180 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Project (1)	Essentials of Entrepreneurship	50	TG
Presentation (Project 2)	Innovative Entrepreneurship	130	TG

Information on Papers, Allocation of Subjects & Groups, Homework etc.:

Student presentations and submissions to be announced by the lecturer.

1. Course:	Essentials of Entrepreneurship	Course No. L-STR3-069
	Unternehmertum: Eigene Geschäftsideen erfolgreich entwickeln	
Instructor:	Prof. Dr. Diane Robers	

Guest Speaker/-s:

Contact: florian.bayer@ebs.edu

ECTS: 3

Number of Sessions: 9

Language: English

Course Description: Essentials of Entrepreneurship provide students with the fundamental knowledge about entrepreneurship. The course will answer questions such as: What defines entrepreneurship? Why entrepreneurship? What are behavioural aspects and personal requirements of an entrepreneur? What are the different types of entrepreneurship? Other key issues will be: 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. The course includes a business plan assignment.

The objectives of the course are to teach students the basics in entrepreneurship, to sharpen students' skills in detecting and evaluating market opportunities; help them understand the tasks, decisions, and knowledge that are required to turn an idea into a sound business opportunity; provide the knowledge for a comprehensive business plan and foster intrinsic motivation for building up new businesses.

After successfully participating and working in the course, students will have developed a basic repertoire of skills and capabilities as well as a practical experience that facilitate building up and sustaining a new venture.

Required Readings:

Bygrave, W., Zacharakis, A. (2011). Entrepreneurship, Second Edition, New Jersey: John Wiley and Sons

Katz, Green (2013). Entrepreneurial Small Business (4rd ed.). International Edition, McGraw-Hill, Chapters: 4, 5, 6, 7, 8

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.

Further Recommended Readings:

Hisrich, R., Peters, M., Shepherd, D. (2010). Entrepreneurship. Boston: McGraw-Hill/Irwin.

Timmons, J., Spinelli, S. (2008). New Venture Creation. Boston: McGraw-Hill/Irwin

Byers, T. H., Dorf, R. C., Nelson, A. J., (2010). Technology Ventures: From Idea to Enterprise (3rd ed.). Boston: McGraw-Hill/Irwin.

Pedagogy:

Lecture

Case discussion

Practical experience (project)

2. Course:	Innovative Entrepreneurship Innovatives Unternehmertum	Course No. L-STR3-070
Instructor:	Prof. Dr. Diane Robers	

Guest Speaker/-s:

Contact: florian.bayer@ebs.edu

ECTS: 3

Number of Sessions: 9

Language: English

Course Description: The second course comprises two parts that aim on the one hand to deepen the knowledge about entrepreneurship and on the other hand to bring the theory into practice by examples of innovative entrepreneurs as well as a real life challenge where students should present cases to business angels.

Part I – Innovative Entrepreneurship

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).

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.

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.

Part II – Business Angel Challenge

‘Entrepreneurship is an extreme sport. Or as Tom Kelly, founder of IDEO (www.ideo.com) once said: “Fail soon in order to succeed fast”. You have to practice it to learn it.’

At the start of the entrepreneurial journey very often investors in form of Business Angels, help young innovative start-ups with capital and know-how. The challenge aims to offer students an competitive environment in which they can present their ideas and knowledge in practice. In teams students will formulate innovative business plans for starting and running a new venture and present them to a jury of Business Angels.

At the end of the course, students will be familiar with key success factors for innovative entrepreneurship and technology start-ups. They will be able to apply theoretical frameworks effectively to a new venture environment and will have further improved their respective skill-set through hands-on experience.

Required Readings:

Bessant, J., Tidd, J. (2015) *Innovation and Entrepreneurship* (3rd ed.), John Wiley and Sons, Chichester.

Further Recommended Readings:

Katz, Green (2013). *Entrepreneurial Small Business* (4rd ed.). International Edition, McGraw-Hill, Chapters: 9, 10, 12, 14, 19, 20

Mair, J., Robinson, J., Hockerts, K. (2006). *Social Entrepreneurship*, Palgrave Macmillan : Hampshire.

Byers, T. H., Dorf, R. C., Nelson, A. J. (2010). *Technology Ventures: From Idea to Enterprise* (3rd ed.). Boston: McGraw-Hill/Irwin.

Shavinina, L. V. (2004). *Silicon Valley North: A High-Tech Cluster of Innovation and Entrepreneurship*, Oxford: ELSEVIER Ltd.

Pedagogy:

Lecture

Guest speakers

Business Angel Challenge

Name of Module:	Exchange Rates and International Finance Wechselkurse und Internationale Finanzen	Module No. M-FIN3-059
Module Owner:	Prof. Dr. Jan Christoph Rülke	

Contact: jan-christoph.ruelke@ebs.edu

Programme/-s of Study: Bachelor in General Management elective

Semester: 6

ECTS: 6

Prerequisites: Finance, Macroeconomics

Students who had not attended these courses should be familiar with the respective contents which can be found for example in the following literature:

Verbeek, M (2012), A Guide to Modern Econometrics (4th ed.).

Gärnter, M. (2009), Macroeconomics (3rd ed.). Financial Times Prent.

**Contribution to
Programme Learning
Goals:**

LO 1: Graduates understand and are able to apply the most important theories, principles and methods of Business Administration

LO 2: Graduates are able to directly transfer their knowledge to practice.

LO 4: Graduates demonstrate good written and oral communication skills in English.

LO 5: Graduates are capable of working in multicultural teams.

LO 6: Graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods.

LO 7: Graduates are able to independently solve problems and direct their own learning processes.

**Contents of Module and
Intended Outcomes:**

The contents embraced by the "Exchange Rates and International Finance" elective enhance students' understanding of contemporary issues in international finance. The approach is to treat both "Exchange Rate Economics" and "International Finance" as complementary parts of corporate finance lectures.

While the first course provides a framework for the specific challenges of international financial markets and the foreign exchange market in particular, the second lecture provides in-depth understanding of the agents involved in international financial markets.

The module lays a proper foundation for students to either enter a job or continue their studies in the area of international finance.

After completion of the module students are able to analyze a financial market behavior and the management of financial exposure to foreign exchange rates, to make appropriate recommendations on how to mitigate exchange rate risks, and to compare investment opportunities from a global perspective.

**Relation to other
Modules/Programmes:**

As part of the rather strong Finance area within the Bachelor programme the module builds on the knowledge of Investments I and II, Finance, and Macroeconomics. It complements and is complementary to other Finance electives in the last year, like for example Banking and Capital Market and Asset Management.

Workload Allocation:	Classes	36 hours
	Pre-reading & wrap up	14 hours
	Exercises and Problem Sets	60 hours

Exam and exam preparation

70 hours

Grading:

180 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Written Exam	Exchange Rate Economics	60	IG
Evaluated Exercises	Exchange Rate Economics	30	TG
Written exam	International Finance	60	IG
Evaluated Exercises	International Finance	30	TG

Information on Papers, Allocation of Subjects & Groups, Homework etc.:

In each section, the course first introduces basic concepts. Afterwards, exercises, discussions, and problem sets, i.e. exercises complement the presentation of the relevant material. For problem sets, study groups will be organized.

1. Course: Exchange Rate Economics
Ökonomie der Wechselkurse
Instructor: Prof. Dr. Jan-Christoph Rülke

Course No. L-FIN3-094**Guest Speaker/-s:****Contact:** jan-christoph.ruelke@ebs.edu**ECTS:** 3**Number of Sessions:** 12**Language:** English

Course Description: This course focuses on concepts used to analyse financial aspects in the world economy. It examines how economic linkages between countries affect domestic economic variables like exchange rates, interest rates, prices, and wealth. These variables are important for most players in an economy, especially for companies with an international focus.

Required Readings: The references are listed at the end of each chapter. Virtually all references are from the following books:

Krugman, Paul/Obstfeld, Maurice/Melitz, Marc, "International Economics", 9th ed. (Addison Wesley) 2012.

Copeland, Laurence S., "Exchange Rates and International Finance", 5th ed. (Addison Wesley) 2008.

Hallwood, C. Paul/MacDonald, Ronald, "International Money and Finance", 4th ed. (Blackwell) 2007.

Further Recommended Readings:**Pedagogy:** Lecture, Tutorial

2. Course:	International Finance Internationale Finanzen	Course No. L-FIN3-095
Instructor:	Prof. Dr. Jan-Christoph Rülke	

Guest Speaker/-s:**Contact:** jan-christoph.ruelke@ebs.edu**ECTS:** 3**Number of Sessions:** 12**Language:** English

Course Description: This course focuses on concepts used to analyse financial markets. It examines theoretical models which can be used to describe exchange rate dynamics as well as the investor's portfolio choice for international assets.

Required Readings: The references are listed at the end of each chapter. Virtually all references are from the following books:

Krugman, Paul/Obstfeld, Maurice/Melitz, Marc, "International Economics", 9th ed. (Addison Wesley) 2012.

Copeland, Laurence S., "Exchange Rates and International Finance", 5th ed. (Addison Wesley) 2008.

Hallwood, C. Paul/MacDonald, Ronald, "International Money and Finance", 4th ed. (Blackwell) 2007.

Further Recommended Readings:**Pedagogy:** Lecture, Tutorial

Name of Module:	Leading the Family Business Führung von Familienunternehmen	Module No. M-STR3-066
Module Owner:	Prof. Dr. Christoph Georgi	

Contact: christoph.georgi@ebs.edu**Programme/-s of Study:** Bachelor in General Management (elective)**Semester:** 6**ECTS:** 6**Prerequisites:** None

Contribution to Programme Learning Outcomes:

LO 2: Graduates are able to directly transfer their knowledge to practice.

LO 4: Graduates demonstrate good written and oral communication skills in English.

LO 8: Graduates are able to recognise and discuss the ethical dilemmas inherent in many business decisions and take a stand.

LO 9: Graduates can identify business opportunities.

LO 10: Graduates are able to handle conflicts constructively.

Contents and Learning Outcomes of Module:

This module introduces the students to the fundamental principles of leading, managing and governing a family business. This is essential for those students who want to work in a family business, will do business with family firms or even are members of a business-owning family. The reason: family enterprises are run by specific rules and principles.

This course will demonstrate the unconventional wisdom of family businesses, their values, goals, strategies and structures. Students will learn the fundamentals of family enterprises and will be able to understand the specifics and dynamics in relation to firm and family.

After completion of the module students are able to analyse family enterprises and are able to define strategies for the family firm in the context of the specific goals of the owner family. They are able to develop a sound governance for the business and for the family. This knowledge will be applied to family business case studies and discussions will allow reflection on the learned knowledge.

Relation to other Modules/Programmes:

The course focuses on the distinctiveness of family business management in relation to the general management theory. It widens the perspective of the students in terms of unconventional wisdom of family businesses regarding other courses such as Strategy as Theory and Practice, Managing People, etc. There are links to the electives Entrepreneurship and Innovation Management.

Workload Allocation:

Classes (18 x 90 minutes):	27 hours
Prep & Follow-up / Reading Hours:	20 hours
Project work (Paper & Presentation):	90 hours
Exam Preparation:	43 hours

Grading:

180 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Project Paper	Complete Module	45	TG
Project Presentation	Complete Module	45	TG
Written Exam	Complete Module	90	IG

Information on Papers, Allocation of Subjects & Groups, Homework etc.:

The students are required to conduct two research projects (case studies) in small groups of 4-6 students on governing, leading or managing family businesses (each group has to work on one case study and write a project paper and on another case study and hold a project presentation). By getting into contact with family businesses, students are enabled to study how they cope with current challenges in practice. Presenting their respective findings during class, students share their experiences gained during the project with their fellow students, enriching the learnings from the lectures with insights into real-life cases.

All details regarding the projects' requirements will be given at the beginning of the course; the details of students' projects are discussed individually with the lecturer.

1. Course:	Leading the Family Business Führung von Familienunternehmen	Course No. L-STR3-114
Instructor:	Dr. Alexander Koeberle-Schmid	

Guest Speaker/-s:	Tba
Contact:	christoph.georgi@ebs.edu
ECTS:	6
Number of Sessions:	18
Language:	English
Course Description:	<ul style="list-style-type: none">1 Understanding the Family Business<ul style="list-style-type: none">1.1 Introduction1.2 Two Systems: Family and Business1.3 Family Business Strategy and Governance Approach1.4 Agency Theory vs. Stewardship Theory in Family Business1.5 Industrial Organisation vs. Resource-based View in Family Business2 Analysing the Family Business<ul style="list-style-type: none">2.1 Family Business Crosshairs2.2 System Thinking – Three Circle Model2.3 Family Business SWOT Analysis2.4 Four Cycle Model3 Visions in Family Business<ul style="list-style-type: none">3.1 Vision and Mission for Business and Family3.2 Goals and Values in Business and Family4 Strategy in Family Business (Unconventional Wisdom))<ul style="list-style-type: none">4.1 Hidden Champion Strategy4.2 DNA of World Market Leaders4.3 Diversification vs. Focus4.4 Mergers & Akquisitions4.5 Internationalisation4.6 Innovation4.7 Corporate Finance4.8 Business Organisation5 Family Strategy<ul style="list-style-type: none">5.1 Ownership and Family Organisation5.2 Succession in the Business5.3 Communication6 Family Business Governance<ul style="list-style-type: none">6.1 Governance Code for Family Businesses6.2 Rights and Duties of Owners

- 6.3 Supervisory Board Role
- 6.4 Management Board Role
- 6.5 Family Council
- 6.6 Family Office
- 6.7 Family Constitution

- Required Readings:** Hoy, F. and Sharma, P. (2010): Entrepreneurial Family Firms, Pearson Education.
- Koeberle-Schmid, A., Kenyon-Rouvinez, D. and Poza, E. (2013): Governance in Family Enterprises: Maximising Economic and Emotional Success, Palgrave Macmillan
- Simon, H. (2009): Hidden Champions of the Twenty-First Century: The Success Strategies of Unknown World Market Leaders, Springer
- Ward, J. (2005): Unconventional wisdom. Counterintuitive Insights for Family Business Success, John Wiley & Sons.
- Further Recommended Readings:** Gersick, K., Davis, J., Hampton, M., and Lansberg, I. (1997): Generation to Generation: Life Cycles of the Family Business, HBS Press.
- Carlock, R., Ward, J. (2010): When Family Business are Best - The Parallel Planning Process for Family Harmony and Business Success, Palgrave Macmillan.
- Neubauer, F. and Lank, A. (1998): The Family Business: Its Governance for Sustainability, MacMillan Press.
- Further readings will be announced at the beginning of the semester.*
- Pedagogy:** Lecture, case discussions, and project presentations

Name of Module:	Marketing Communication & Social Media Marketing Kommunikation & Soziale Medien	Module No. M-MTK3-029
Module Owner:	Prof. Dr. Sven Henkel	

- Contact:** Kira.huesken@ebs.edu
- Programme/-s of Study:** Bachelor in General Management elective
- Semester:** 6
- ECTS:** 6
- Prerequisites:** The module will take place in English; however, it will involve significant interactions with German companies; hence a good working knowledge of German is desirable. Moreover, basic knowledge in marketing is required.
- Contribution to Programme Learning Goals:**
- LO 1: Graduates understand and are able to apply the most important theories, principles and methods of Business Administration.
- LO 2: Graduates are able to directly transfer their knowledge to practice.
- LO 3: Graduates understand technology and its impact on both individuals and organisations.
- LO 4: Graduates demonstrate good written and oral communication skills in

English.

LO 5: Graduates are capable of working in multicultural teams.

LO 7: Graduates are able to independently solve problems and direct their own learning processes.

Contents of Module and Intended Outcomes:

Advertising and marketing communication are an important part of the brand marketing strategy. The overall aim of the module is to develop a thorough theoretical but also practical understanding of marketing communication management.

This module provides basic insights into different tools and methodologies of communication agencies with a strong focus on communication strategy development, digital business, social media and communication strategies. Students will not only learn state-of-the art analytical tools in the area of strategy assessment and development, but also apply them in an interactive, real-life project and present their results to the partner agency and its client.

The module focuses on the following marketing tasks:

- Systematic identification and operationalisation of customer insights explaining motives, drivers, and/or causes of customer attention, interest, desire, and action.
- Execution of customer touchpoint analyses and development of customer journeys.
- Elaboration on specific and implementable communication concepts (strategy, conceptualization, roll-out-plan; first design ideas)
- Management of close collaboration with a communication agency and one of its clients.

After completion of the module, students should understand and be able to apply the most important and current theories, principles, terminologies, and methods of Marketing Communication and related disciplines and be aware of their limitations.

Relation to other Modules/Programmes:

The module builds on the mandatory modules Marketing I and II which are offered in semester 1 and 3 of the Bachelor programme. It relates to the electives Brand Management Operations + Communication Management as well as Trade and Retail Marketing. There are further links to Managing Strategy and Strategy Consulting.

Workload Allocation:

180 h total student's workload, thereof:

Classes	27 hours
Interaction, Feedback and Presentations	30 hours
Preparation & Project Work	100 hours
Essay	23 hours

Grading:

180 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Presentation	Module	90	TG
Essay	Module	60	TG
Peer Group Evaluation	Module	30	IG

Information on Papers, Allocation of Subjects & Groups, Homework etc.:

Students have to reflect their theoretical knowledge by solving a practical case and by using the theoretical frameworks learned during class.

1. Course:	Marketing Communication & Social Media Marketing Kommunikation & Soziale Medien	Course No. L-MKT3-050
Instructor:	Prof. Dr. Sven Henkel, Kira Hüsken	

Guest Speaker/-s:	Tbd.
Contact:	kira.huesken@ebs.edu
ECTS:	6
Number of Sessions:	18
Language:	English + German
Course Description:	<p>In this course the students become acquainted with the roles of advertising/communication professionals who aim at conceptualizing, planning, and executing cross-media communication campaigns.</p> <p>The course will be held in close interaction with experienced practitioners. A real life client task will be introduced and briefed by an established agency. Hereafter, groups of students will elaborate on holistic campaign proposals supported by the course instructors and the agency. The best performing group will present its solutions at the client's head office.</p>
Required Readings:	
Recommended Readings:	<p>Established textbooks on marketing communication with a strong focus on social and digital media (cross-media), e.g.</p> <p>Young, Antony (2014), Brand Media Strategy: Integrated Communications Planning in the Digital Era, Palgrave Macmillan; Second Edition, Revised edition.</p> <p>Armstrong, G.; Kotler, P. (2008): Marketing: An Introduction, 9. ed.; New Jersey: Prentice Hall.</p>
Pedagogy:	<p>The sessions consist of mentoring sessions in classroom, kick-off, interim presentation, final presentation.</p> <p>Lecture, Workshop, Real Life Project</p>

Name of Module:	Private Equity & Venture Capital	Module No. M-FIN3-060
	Private Equity & Venture Capital	
Module Owner:	Dr. Ralph Jakob, CFP, CEP, CFEP	

Contact:	ralph.jakob@ebs.edu
Programme/-s of Study:	Bachelor in General Management elective
Semester:	6
ECTS:	6 ECTS
Prerequisites:	The contents of the module Finance I to III are a prerequisite. Students who

	have not attended these courses can find the respective knowledge in:			
	Brealy, R. A., Myers, S. C., & Allen, F. (2010). Principles of Corporate Finance (10 th ed.). Boston: McGraw-Hill,			
	Bodie, Kane, Marcus: Investments, McGraw-Hill/Irwin (8 th ed.). Boston: McGraw Hill			
Contribution to Programme Learning Outcomes:	LO 1: Graduates understand and are able to apply the most important theories, principles and methods of Business Administration.			
	LO 3: Graduates understand technology and its impact on both individuals and organisations.			
	LO 4: Graduates demonstrate good written and oral communication skills in English.			
	LO 6: Graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods.			
	LO 7: Graduates are able to independently solve problems and direct their own learning processes.			
	LO 9: Graduates can identify business opportunities.			
Contents and Learning Outcomes of Module:	In today's world private equity overall - defined in this context as venture capital and buyouts but excluding hedge funds – has become a vastly more sizable and influential part of the global economic landscape over the past two decades. Not only institutional investors but also an increasing number of private investors are interested in private equity as an asset class with higher expected returns.			
	Students acquire wide spreading competences in private equity & venture capital. In this module they acquire the needed methodical and practical competences to work professionally in the field of private equity-investments. They gain a market overview, understand the investment process of private equity-funds and are able to identify the phases which are crucial regarding risk and return. They learn to critically examine selection criteria for funds and to make reasonable recommendations in a portfolio context. As a core skill they learn to analyze complex private equity concepts and how to comment on them regarding fiscal, financial and legal issues.			
Relation to other Modules/Programmes:	As an elective module, it relates to all finance modules as well to the accounting and taxation courses.			
Workload Allocation:	Classes	27h		
	Pre-reading & wrap up	45h		
	Individual essay	68h		
	Case Study	40h		
Grading	180 Examination Points			
	Kind of Examination	Related Course	Points	TG/IG
	Case Study	Complete Module	90	TG
	Individual essay	Complete Module	90	IG
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	180 points in total will be split into 90 points for an individual essay and 90 points for a team presentation of a Harvard Case Study.			
	Individual Essay; The individual essay comprises 10 pages of text. Students will be provided with a list of selected Private Equity and Venture Capital topics. Students will be able to select their individual topic focusing on their personal field of interest or on their individual career preparation within the subject areas			

of Private Equity and Venture Capital.

Harvard Case Study: Each team will be provided with one Harvard Case study and will create a team presentation comprising 15 PowerPoint slides. The slides should cover all key components of the case study: description of the problems at hand, circumstances and markets, roles and responsibilities of the decision makers, questions facing the decision makers, proposed solutions of the team, pros and cons of the proposed solutions, comparison of the proposed solutions to market typical solutions to similar problems (best practices). Teams can use Excel and other tools in order to profoundly solve the problems given in the Harvard Case and to support their proposed solution. Team will present the case and their proposed solutions within 20-30 minutes, following a class discussion of 15 minutes.

Further information on the essay topics, Harvard Cases and grading criteria will be given in the course.

1. Course:	Private Equity-& Venture Capital Fundamentals	Course No. L-FIN3-096
	Private Equity & Venture Capital – Theoretische Grundlagen	
Instructor/-s:	Dr. Rainer Lauterbach	

Guest Speaker/-s:

Contact: ralph.jakob@ebs.edu

ECTS: 3

Number of Sessions 12 sessions, preferably blocked

Language: English

Course Description: The class will provide foundations in Private Equity and Venture Capital and in related fields of study, including Mezzanine Financing, Distressed Investing, Impact Investing, Crowd Funding, and other forms of corporate financing. Participants will learn key structures, economic relationships and trends in these growing fields of Alternative Investments. The course will introduce quantitative methods specifically applied in these equity investments, such as the Equity Method, First Chicago Method, VC-Method, Staging, Over-Commitment, and others. Participants will understand key drivers of value creation and relevant success factors in order to reduce risk and enhance investment returns.

Required Readings: Josh Lerner, Ann Leamon, Felda Hardyman (2012). Venture Capital, Private Equity & the Financing of Entrepreneurship. Hoboken: John Wiley & Sons.

Further Recommended Readings: McKinsey & Company Inc, Tim Koller, Marc Goedhart, David Wessels (2010). Valuation: Measuring and Managing the Value of Companies, 5th Edition. Hoboken: John Wiley & Sons.

Josh Lerner, Felda Hardyman and Ann Leamon (2012). Venture Capital and Private Equity: A Casebook. Hoboken: John Wiley & Sons.

Gompers, P. A (1995). Journal of Financial Economics, Money chasing deals? The impact of fund inflows on private equity valuations.

Philipp Krohmer, Rainer Lauterbach, Victor Calanog (2009). Journal of Banking & Finance, The bright and dark side of staging.

- Pedagogy:**
- Lecture
 - Case discussion

2. Course:	Private Equity & Venture Capital Case Studies	Course No. L-FIN3-097
	Private Equity & Venture Capital - Fallstudien	
Instructor/-s:	Dr. Rainer Lauterbach	

Guest Speaker/-s:

Contact: ralph.jakob@ebs.edu

ECTS: 3

Number of Sessions: 6

Language: English

Course Description: The industry has developed over time, and participants will be able to recognize key challenges of private and institutional investors in allocating their assets meeting their diversification and liquidity goals. Real world business cases and sound Harvard Business Cases will enhance the learning experience and will enable participants to put their acquired knowledge into practice.

Required Readings: Josh Lerner, Ann Leamon, Felda Hardymon (2012). Venture Capital, Private Equity & the Financing of Entrepreneurship. Hoboken: John Wiley & Sons.

Further Recommended Readings: McKinsey & Company Inc, Tim Koller, Marc Goedhart, David Wessels (2010). Valuation: Measuring and Managing the Value of Companies, 5th Edition. Hoboken: John Wiley & Sons.

Josh Lerner, Felda Hardymon and Ann Leamon (2012). Venture Capital and Private Equity: A Casebook. Hoboken: John Wiley & Sons.

- Pedagogy:**
- Lecture
 - Case discussion
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Name of Module:	Real Estate Innovation & Entrepreneurship	Module No. M-REM3-035
	Innovation und Entrepreneurship in der Immobilienwirtschaft	
Module Owner:	Prof. Jan Mutl, PhD	

Contact: jan.mutl@ebs.edu
assistenten@ebs-remi.de

Programme/-s of Study: Bachelor in General Management elective

Semester: 6

ECTS: 6

Prerequisites: The elective module Real Estate Principles is recommended, but not prerequisite for this module.

Contribution to Programme Learning Goals:	LO 2: Graduates are able to directly transfer their knowledge to practice.			
	LO 3: Graduates understand technology and its impact on both individuals and organisations.			
	LO 4: Graduates demonstrate good written and oral communication skills in English.			
	LO 5: Graduates are capable of working in multicultural teams.			
	LO 7: Graduates are able to independently solve problems and direct their own learning processes.			
	LO 9: Graduates can identify business opportunities.			
Contents and Learning Outcomes of Module:	The module "Real Estate Innovation & Entrepreneurship" aims at providing a comprehensive overview of the main concepts in real estate innovation and entrepreneurship in order to structurally address innovation processes, to write business plans and to illustrate the different branches the real estate industry offers.			
	The module consists of one single course "Real Estate Innovation & Entrepreneurship".			
	After completion of the module, students have a sound understanding of the real estate industry including its different branches and have been demonstrated the possibilities the field of real estate offers for undertaking entrepreneurial activities.			
Relation to other Modules/Programmes:	The module is embedded in the real estate education at EBS within the three electives in real estate in the Bachelor programme. It is complemented by Real Estate Investments and Finance as well as Real Estate Principles. As well, it is complemented by the elective course Real Estate Economics which is part of Economics IV. Finally, it is complemented by the module Entrepreneurship.			
	Furthermore, it is a sound basis for the Master in Real Estate at EBS.			
Workload Allocation:	Lectures	27 hours		
	Preparation and Wrap up	54 hours		
	Case Studies	99 hours		
Grading:	180 Examination Points			
	Kind of Examination	Related Course	Points	TG/IG
	Project	Complete module	70	TG
	Presentation	Complete module	70	TG + IG
	Class participation	Complete module	40	IG
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	This module requires good team working abilities. Because of the live course character attending all lectures during the semester is mandatory. The individual performance will be graded via peer grading and presence in class. The course is structured in blocks. The task description of a case study will be handed out in class and the case study will be processed in group work simulating being a startup. An interims presentation and a final, graded presentation are required. The case study's business plan is graded in form of a project paper.			

1. Course:	Real Estate Innovation & Entrepreneurship	Course No. L-REM3-044
Instructors:	Prof. Jan Mutl, PhD	

Guest Speaker/-s:	Nikolai Roth, Carsten Mohs, Friedrich Weil
Contact:	jan.mutl@ebs.edu
ECTS:	6
Number of Sessions:	18
Language:	English
Course Description:	<p>The course aims at providing a sound understanding of the real estate industry with respect to innovation management and entrepreneurial activities. Therefore, the different career paths and job descriptions in real estate as a transformational industry are depicted. Furthermore, it is outlined how to structurally generate an innovation and how to write a business plan in real estate.</p> <p>Practitioner's views on startups will allow students to grasp an understanding of entrepreneurial possibilities in the real estate industry. A second practitioner's view from a real estate service corporation will provide students with an insight into the revolutionising process of the real estate industry via digitalisation. Finally, a third practitioner's view will allow students an understanding of real estate investments and project developments.</p> <p>After completion of the course, students have a sound understanding of the real estate industry including its different branches and have been demonstrated the possibilities the field of real estate offers for undertaking entrepreneurial activities.</p>
Required Readings:	<p>Bessant & Tidd (2011). 2nd ed. Innovation & Entrepreneurship. John Wiley & Sons. Hoboken.</p> <p>Tidd, Bessant, Pavitt (2005). 3rd ed. Managing Innovation. John Wiley & Sons. Hoboken.</p> <p>Aernoudt. (2004). Incubators: tool for entrepreneurship?. Small Business Economics, 23(2), 127-135.</p>
Further Recommended Readings:	<p>Szirmai, Naudé, & Goedhuys (Eds.). (2011). Entrepreneurship, innovation, and economic development. Oxford University Press.</p> <p>Covin, Kuratko, & Morris (2011). 3rd ed. Corporate Entrepreneurship & Innovation. (International Edition), Cengage Learning, Stamford.</p> <p>Volkman, C. K., Tokarski, K. O., Grünhagen, M. (2010): Entrepreneurship in a European Perspective. Concepts for the Creation and Growth of New Ventures, Wiesbaden 2010.</p>
Pedagogy:	Lecture, Case study

Name of Module:	Real Estate Investment & Finance Immobilieninvestition & -finanzierung	Module No. M-REM3-001
Module Owner:	Prof. Jan Mutl, PhD	

Contact:	assistenten@ebs.edu jan.mutl@ebs.edu			
Programme/-s of Study:	Bachelor in General Management	elective		
Semester:	6			
ECTS:	6			
Prerequisites:	M-REM3-002 Real Estate Principles is recommended, but not prerequisite for this module.			
Contribution to Programme Learning Goals:	LO 2: Graduates are able to directly transfer their knowledge to practice.			
	LO 3: Graduates understand technology and its impact on both individuals and organisations.			
	LO 4: Graduates demonstrate good written and oral communication skills in English.			
	LO 5: Graduates are capable of working in multicultural teams.			
	LO 7: Graduates are able to independently solve problems and direct their own learning processes.			
	LO 9: Graduates can identify business opportunities.			
Contents of Module and Intended Outcomes:	The module "Real Estate Investment & Finance" (REIF) aims at providing a comprehensive overview of the main concepts in real estate investment and finance as well as long term trends that have an impact on real estate investment and finance decisions.			
	The module consists of one single course "Real Estate Investment & Finance".			
	After completion of the module, students understand the complexity of real estate investment markets and are able to make and evaluate investment decisions by applying real estate investment and financing techniques.			
Relation to other Modules/Programmes	The module is embedded in the Real Estate education at EBS and is the second of three electives in Real Estate in the Bachelor programme. It is complemented by Real Estate Economics and Real Estate Principles. There is a relation to other Finance modules in the Bachelor programme esp. Finance III. Furthermore, it provides a sound basis for the Master in Real Estate at EBS.			
Workload Allocation:	Lectures	27 hours		
	Preparation & Wrap up	54 hours		
	Case studies/Homework	99 hours		
	180 Examination Points			
Grading:	Kind of Examination	Related Course	Points	TG/IG
	Written Exam	Complete module	60	IG
	Case study	Complete module	120	TG/IG
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	A case study will be handed out which the students will work on as teams. Teams and topic will be assigned by the instructor. The case work and evaluation includes excel spreadsheet calculation			

1. Course:	Real Estate Investment & Finance Immobilieninvestition & -finanzierung	Course No. L-REM3-001
Instructors:	Prof. Jan Mutl, PhD	

Guest Speaker/-s: n/a

Contact: assistenten@ebs.edu

ECTS: 6

Number of Sessions: 18

Language: English

Course Description: In the first part of the course the methodological framework and toolsets for a deep analysis and evaluation of real estate investments are provided. The course combines the following topics:

- Introduction to Spreadsheet Calculation
- Real Estate Investment Strategies
- Real Estate Investment Products
- Real Estate Investment Calculation

The second part of the course aims at providing profound knowledge in real estate financing. The course consists of the following topics:

- Basics in innovative Real Estate Financing
- Covenants in Real Estate Financing
- Real Estate Debt Capital Markets

After completion, students understand the complexity of real estate investment markets and are able to make and evaluate investment decisions by applying real estate investment and financing techniques.

Required Readings: Geltner, D. M., Miller, N.G. (2013). Commercial Real Estate Analysis and Investments (3rd ed). Mason: Thomson Higher Education.

Rottke, N. B. (2008). Handbook Real Estate Capital Markets. Bonn: Rudolf Müller; Chapt. C + E9.

Further Recommended Readings: Kolbe, P.T., Greer, G.E. (2009). Investment Analysis for Real Estate Decision (7th ed.). Chicago: Dearborn Financial Publishing.

Brueggeman, W. B., Fisher, J. D. (2010). Real Estate Finance and Investments (14th ed.). New York: McGraw Hill, Chapt. 11; 18-21.

Brown G. R., Matysiak G.A. (2000). Real Estate Investment, Essex, Pearson Education, Chapt. 1-2.

Bodie, Z, Kane, A, Marcus, A. J. (2011). Investments (9th ed.). New York: McGraw-Hill.

Clareti, T. M., Sirmans, G.S. (2009). Real Estate Finance: Theory and Practice (6th ed.). Mason: Thomson Higher Education.

Rottke, N. B. (2006). Handbuch Real Estate Private Equity. Bonn: Rudolf Müller.

Linneman, P. (2004). Real Estate Finance and Investments: Risks and Opportunity. Philadelphia: Linneman Associates.

Pedagogy: Lecture

Name of Module:	Strategy Consulting Strategieberatung	Module No. M-STR3-006
Module Owner:	Shalini Rogbeer, PhD	

Contact: shalini.rogbeer@ebs.edu

Programme/-s of Study: Bachelor in General Management elective

Semester: 5 or 6

ECTS: 6

Prerequisites: Module Managing Strategy

Students who did not attend this module can get the respective knowledge from McGee, J., Howard, T., Wilson, D., (2010). Strategy: Analysis and Practice, 2. ed., New York (Mc Graw-Hill), pp. 1 - 53.

Crane, A., Matten, D., (2004). Business Ethics: A European Perspective: Managing Corporate Citizenship and Sustainability in the Age of Globalization, New York.

Glaserfeld, E. v., (1981). An Introduction to Radical Constructivism, Originally published in P. Watzlawick (Ed.), Die Erfundene Wirklichkeit. Munich: Piper.

Author's translation in P. Watzlawick (Ed.), (1984). The Invented Reality. New York: Norton.

**Contribution to
Programme Learning
Goals:**

LO 1: Graduates understand and are able to apply the most important theories, principles and methods of Business Administration.

LO 2: Graduates are able to directly transfer their knowledge to practice.

LO 5: Graduates are capable of working in multicultural teams.

LO 7: Graduates are able to independently solve problems and direct their own learning processes.

**Contents and Learning
Outcomes of Module:**

This module offers interested students the opportunity to gain in-depth knowledge about the management of strategy as a manager, as well as an strategy consultant. It also provides a skill-development complement for those students with a career focus on consulting, and for those who pursue a career in other functional areas but who wish to acquire general competencies in the consultancy process.

Throughout the module, students will become familiar with the competencies qualifying an entry into consulting firms or into in-house consulting services. These skills in turn provide an understanding of the change processes that all types of organisations go through, in particular in times of re-orientation (e.g. in the aftermath of a crisis, following mergers or a restructuring process).

During the module students will gain deeper insight into socio-economic theories, and become familiar with the techniques of analysis, design and development of organisations and teams building on these theories. The course combines lectures with group work where students discuss theories and concepts, and work on case studies. More detailed texts are to be read in self-study, and will subsequently be discussed in the lectures.

After completion of the module students are able to implement strategic actions within their own organization or at client organizations. This module aims to impart knowledge and skills of being a strategy consultant at the beginners level. The module also includes very close interaction with practitioners who in turn help the students to recognize real life challenges and act upon them

responsibly. With help of theoretical insights, the students get equipped with academic concepts that improve the rigour of their decisions.

Relation to other Modules/Programmes: Builds on the learning of mandatory modules such as Management and Organizational Behavior (1. Sem), and Managing Strategy (2. Sem).

Workload Allocation:

Classes	27 hours
Pre-class preparation	60 hours
Exercises and homework	30 hours
Exam/presentation/term paper preparation	63 hours

Grading: 180 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Presentation	Advanced Frameworks in Strategy	20	TG
Essay	Advanced Frameworks in Strategy	40	TG
Class participation	Advanced Frameworks in Strategy	30	IG/TG
Presentation	Consulting Workshop	90	TG/IG

Information on Papers, Allocation of Subjects & Groups, Homework etc.:

The groups will be formed by the instructors and students will be expected to work in groups for presentations

Class participation includes max 10 pts Team contribution

There will be performance evaluations in each session of the course Advanced Frameworks in Strategy and in the Consulting Workshop. Students, in particular international incoming students, are therefore advised that they should pay attention not to select courses that overlap with Strategy or the Consulting Workshop.

1. Course:	Advanced Frameworks in Strategy	Course No. L-STR3-011
	Strategie	
Instructor:	Dr. Shalini Rogbeer, PhD	

Guest Speaker/-s:

Contact: shalini.rogbeer@ebs.edu

ECTS: 3

Number of Sessions: 9

Language: English

Course Description: This course marks the milestones in the development of strategic management over the past twenty years and critically reflects on future developments of strategic management. By collecting contributions of some of the most influential thinkers on strategy, students will reflect both the power of the ideas which have shaped the thinking about strategy, and the rich variety of its intellectual heritage. Thus, students are provided a profound and comprehensive understanding of the central ideas shaping current strategy thinking. The course forms a unique and innovative theoretical basis for those who will be involved in strategic management whether as management consultants, general managers or strategic planners /

business analysts.

After completion, students get a fair idea of the important theories in the field of strategic management.

Required Readings:

(Indicative list – final list to be announced at start of the course)

Ghemawat, P. (1999). Strategy and the business landscape. Text and cases. Addison-Wesley: Reading; chapter 1, pp. 1-17

Porter, M. E. (1996). What is Strategy? Harvard Business Review (vol. 74). Issue 6, pp. 61-78

Mintzberg, H. (1979). The Structuring of Organizations. Englewood Cliffs: Prentice Hall, taken from Segal-Horn (2004), pp. 246-269

Prahalad, C. K., Hamel, G. (1990). The Core Competence of the Corporation. Harvard Business Review (vol. 78). Issue 3, pp. 79-91

Bartlett, C. A., Ghoshal, S., Birkinshaw, J. (2004). Preparing for the Future: Evolution of the Transnational. In: Bartlett, Christopher A.; Ghoshal, Sumantra & Birkinshaw, Julian: Transnational Management: Text, Cases and Readings in Cross-border Management. New York: McGraw Hill, Vol. 8, pp. 756-773

Hitt, M. A., Ireland, D. R., Santoro, M. D. (2004). Developing and Managing Strategic Alliances, Building Social Capital and Creating Value. In: A. Ghobadian, N. O'Regan, D. Gallea & H. Viney (eds.): Strategy and Performance: Achieving Competitive Advantage in the Global Marketplace. London: Palgrave Macmillan, pp. 13-34

Further Recommended Readings:

Segal-Horn, S. (Editor) (2004) The Strategy Reader, Blackwell Publishing

Pedagogy:

Lecture

2. Course:	Consulting Workshop	Course No. L-STR3-012
	Consulting Workshop	
Instructor:	Dr. Shalini Rogbeer, PhD	

Guest Speaker/-s:

Contact: shalini.rogbeer@ebs.edu

ECTS: 3

Number of Sessions: 9

Language: English

Course Description:

This course takes place in form of a 2-day workshop aimed at enabling students to acquire a basic understanding of the consultancy process and how consultants work in general. During the course, students are introduced to the basic concepts of consultancy, and are expected to work as 'consultants' within a diverse team. Through this experience, students will be exposed to a 2-day "real life" experience on how consultants work. The workshop is often conducted by real-life consultants, who not only discuss the elementary characteristics of consulting, but also questions of appropriate evaluation of consultancy services, and the resulting demands, which consultants and clients face.

In addition, through the interaction with the consultants, students get to learn about current consulting market developments, new business models as well as

challenges consulting firms face, today.

During the groupwork and presentations, students will learn how to apply consulting tools and methods, how to solve team conflicts as well as how to work under time pressure.

After completion of the module students are able to apply strategy concepts during their consulting projects – either inhouse, or externally. During the workshop, the students decide on a sound strategy that can be implemented in a given situation of a case-study or game. The workshop helps the students to learn how to work in teams and cope up with interpersonal relations as well.

Required Readings:

To be announced during the workshop

Further Recommended Readings:

Clark, T. (1995). Managing Consultants. Consultancy as the Management of Impressions, Buckingham.

Clark, T., Fincham, R. (Eds.) (2002). Critical Consulting. New Perspectives on the Management Advice Industry. Oxford.

Kipping, M., Engwall, L. (Eds.) (2002). Management Consulting. Emergence and Dynamics of a Knowledge Industry. Oxford.

Maister, D. (1997). Managing the Professional Service Firm. New York.

Schmidt, S. L., Vogt, P., Richter, A. (2005). Good News and Bad News – The Strategy Consulting Value Chain Is Breaking Up.

Thommen, J.-P., Richter, A. (2004). The Changing Balance of Power in the Consulting Market" by Richter, A. Management Consulting Today: Strategies for a Challenging Environment.

Niewiem, S., Richter, A.. (2004). The changing balance of power in the consulting market. Forthcoming in: Business Strategy Review, Spring Issue.

Payne, A. T., Lumsden, C. (1987). Strategy consulting – A shooting star. Long Range Planning (vol. 20). Number 3: pp. 53-64.

Wilkinson, J. W. (1995). What Is Management Consulting?, in: Barcus, S.W. & Wilkinson, J. W. (eds.): Handbook of Management Consulting Services 2nd ed.). New York et al., pp. 1.3 – 1.16.

Pedagogy:

Workshop

Name of Module:	Supply Chain Management	Module No. M-SCM3-002
	Supply Chain Management	
Module Owner:	Prof. Dr. David Wuttke	

Contact:

david.Wuttke@ebs.edu

Programme/-s of Study:

Bachelor in General Management elective

Semester:

6

ECTS:

6

Prerequisites:

Knowledge of the content of the course Operations & Supply Chain Management (Course No. L-SCM2-001) or equivalent. Students who did not attend this course are strongly encouraged to catch up by reading the following book:

Jacobs, F.R., Chase, R., Operations and Supply Chain Management, 14th global

	ed., 2014, chapters 1-6, 14-16.												
	Chopra, S., Meindl, P., Supply Chain Management, Prentice Hall, Chapter 2 & 3.												
	Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E. (2003). Designing & Managing the Supply Chain (2 nd ed.). Boston. - Chapter 7 & 9.												
	Cachon, G. Terwiesch, C. (2009). Matching Supply with Demand: An Introduction to Operations Management. McGraw Hill. - Chapter 2, 3, 5.												
Contribution to Programme Learning Goals:	LO 2: Graduates are able to directly transfer their knowledge to practice.												
	LO 5: Graduates are capable of working in multicultural teams.												
	LO 6: Graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods.												
	LO 7: Graduates are able to independently solve problems and direct their own learning processes.												
	LO 9: Graduates can identify business opportunities.												
Contents of Module and Intended Outcomes:	The module provides an overview of the latest concepts in supply chain management, focusing on advanced topics such as the management of financial flows along supply chains or supply chain risk management.												
	Students will learn to strategically assess the performance drivers of their supply chain and make adequate long-term decisions (e.g. capacity decisions, network design, risk mitigation) to successfully operate in an international context. This module will enable students to improve their ability to lead a supply chain team.												
	Furthermore, discussing a series of advanced topics of Supply Chain Management, students will improve their analytical skills to think critically and creatively. Through several business cases they will be able to train the application of most relevant theories in the area of Supply Chain Management.												
	To achieve the above, students will be given the chance to train their analytical skills and to apply the acquired knowledge on a regular base with evaluated exercises. Through participating in a real life project in this module, students will be enabled to instantaneously contribute value to their companies.												
Relation to other Modules/Programmes:	Supply Chain Management is based on the course Operations and Supply Chain Management.												
Workload Allocation:	Classes	18 hours											
	Pre-reading & wrap up:	62 hours											
	Evaluated Exercises incl. preparation:	75 hours											
	Project	25 hours											
Grading:	180 Examination Points, thereof												
	<table><tr><th>Kind of Examination</th><th>Related Course</th><th>Points</th><th>TG/IG</th></tr><tr><td>Evaluated exercises</td><td>Advanced topics of SCM</td><td>90</td><td>IG</td></tr><tr><td>Group Project</td><td>SCM industry project</td><td>90</td><td>TG</td></tr></table>	Kind of Examination	Related Course	Points	TG/IG	Evaluated exercises	Advanced topics of SCM	90	IG	Group Project	SCM industry project	90	TG
Kind of Examination	Related Course	Points	TG/IG										
Evaluated exercises	Advanced topics of SCM	90	IG										
Group Project	SCM industry project	90	TG										
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	For the course ‘Advanced Topics of Supply Chain Management’, students will be graded based on individual evaluated exercises.												
	For the course ‘SCM Industry Project’, students will work in groups in a real life project which will last about three days. Grading will be based on presented solutions.												

1. Course:	Advanced Topics of SCM	Course No. L-SCM3-032
Instructor:	Prof. Dr. David Wuttke	

Guest Speaker/-s:	tba
Contact:	David.Wuttke@ebs.edu
ECTS:	3
Number of Sessions:	11 lectures + 1 guest lecture
Language:	English
Course Description:	<p>In this blended-learning course, we use the concept called flipped classroom. That is, students will prepare each session by watching several online units that I uploaded before. During the classroom sessions, in turn, students solve exercises to train the material, engage in group work, and discuss several cases.</p> <p>After successfully completing this course, students will be able to select, interpret, and evaluate information with regard to supply chain decisions and derive meaningful solutions to business problems. As one means of abstracting complex situations to focus on the core challenges, we will discuss applications of (simple) decision and game theoretic models. Furthermore, students will learn the main relevant theories revolving around the coordination of financial and inventory flows in supply chains. We also discuss ethical issues that may arise within supply chain management functions.</p>
Required Readings:	<p>All material will be provided through online videos, so there is no need to read further material. However, here are two books that I used in preparation:</p> <p>Chopra, S., Meindl, P. (2009), Supply Chain Management: Strategy, Planning and Operations (5th ed.), Chapters 14 and 17.</p> <p>Watson, J. (2008), Strategy: An introduction to game theory (2nd ed.). Chapters 18 and 19.</p>
Further Recommended Readings:	Selected articles out of current journals to be used for case study/class preparation. These readings will be published in the session plan in due time before the semester starts.
Pedagogy:	blended learning, flipped classroom,

2. Course:	SCM Industry Project	Course No. L-SCM3-036
Instructor:	Prof. Dr. David Wuttke	

Guest Speaker/-s:	tba
Contact:	David.Wuttke@ebs.edu
ECTS:	3
Number of Sessions:	12
Language:	English
Course Description:	Highlight of this module is a project in which students will improve critical and creative thinking capabilities by identifying solutions to a real-business problem

setting. We will invite a supply chain expert who will present a recent problem and ask the students to develop a solution. In this challenging and demanding project, students will be uniquely trained to instantaneously contribute value to their companies after entering their first job.

The project will be set-up as follows. On day 1, students will be presented with the core problem to be addressed. Based on that, they will work in small groups of about 6-7 people seeking to find the optimal solution. Day 1 covers about 4 x 90 minutes sessions. Day 2, likewise will consist of 4 x 90 minutes sessions. In between students will be provided with some supportive information and given early feedback. On day 3, students will refine their work and present their solutions to an industry expert from the same company. Students should be prepared to work full time on the project for the three consecutive days.

Required Readings:	All relevant reading material will be provided well in advance.
Further Recommended Readings:	Selected articles out of current journals to be used for case study/class preparation. These readings will be published in the session plan in due time before the semester starts.
Pedagogy:	Real-life project

Name of Module:	Tax Avoidance	Module No. M-ACT3-021
	Gestaltungsmisbrauch im Steuerrecht	
Module Owner:	Prof. Dr. Adrian Cloer	

Contact:	adrian.cloer@ebs.edu
Programme/-s of Study:	Bachelor in General Management elective
Semester:	6
ECTS:	6
Prerequisites:	Course Introduction to German Tax Law and course: International tax law or equivalent knowledge which can be gained by reading. Kudert, S., Steuerrecht leicht gemacht, current edition, Kleist-Verlag, current edition Kudert, S., Internationales Steuerrecht leicht gemacht, current edition, Kleist-Verlag, current edition.
Contribution to Programme Learning Goals:	LO 1: Graduates understand and are able to apply the most important theories, principles and methods of Business Administration. LO 2: Graduates are able to directly transfer their knowledge to practice. LO 4: Graduates demonstrate good written and oral communication skills in English. LO 6: Graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods. LO 7: Graduates are able to independently solve problems and direct their own learning processes. LO 10: Graduates are able to handle conflicts constructively.
Contents and Learning Outcomes of Module:	There is hardly any area of law in which citizens as a result of any form of their economic activities get more in contact with than tax law. Taxes should in principle finance the state and thus, in our case ensure the survival of our

democracy. However, individuals aim at saving tax expenses and are not obliged to bear the maximum of the tax burden – in contrary, tax avoidance is not only legal but also legitimate as it has been confirmed by the Federal Court of Finance (BFH). The only question is, where in the tension between individual and community interests a grey area opens up, which leads into an unacceptable use of tax structuring in the light of the legislative purpose.

The course design aims at giving a basic understanding about the characteristics of taxes in connection with constitutional principles; that means to understand what position is tax law taking up in our overall judicial system. Ever since, according to Zippelius legal standards are not serving the knowledge of the world, but the order of action, attention is particularly paid on methodology.

At first sight, this seems abstract, but gets concrete when participating in tax or accounting profession examinations. Furthermore, well-developed methodology helps to avoid errors in the application of tax law and to justify solutions or tax structures. Especially, against the background of the current discussion on base erosion and profit shifting (BEPS), this knowledge will help to understand technical argumentation but also that tax discussions are also based on the individual point of view, which are due to certain interests pursued. Since the OECD started its BEPS initiative in autumn 2015 to fight tax avoidance schemes of multinational enterprises it became indispensable for young professionals to gain knowledge in this area.

Additionally, this course will also help to become familiar with other emerging tax issues and to gain easier access to other (up to now) unknown areas of tax law.

Furthermore, students will improve their presentation skills. Presentation skills do not only cover a good powerpoint presentation, but also speaking technique, team work and the capability to present a given topic in an easy-to-understand fashion. The presentation will be held in English. The most important issue is to deal with criticism of practioners, who often have a different opinion. The students will learn to not only accept this criticism, but will be enabled to demonstrate, that they consider it in further presentations.

Relation to other Modules/Programmes:

To participate at the module, good German speaking skills should be provided. The presentations will be held in English. The module builds directly on the course Introduction to German Tax Law, but also on the other courses of ACT I – III. There are links to the electives Controlling and Accounting.

It is not possible to participate in the course as a “visitor”.

Workload Allocation:

Lectures	40 hours
Self-Study after lectures	50 hours
Preparation of Presentation	20 hours
Student Presentations	15 hours
Excursion	10 hours
Preparation for Exercise	10 hours
Preparation for final exam	35 hours

Grading:

All students will be graded according to their individual performance, even if work is partially accomplished in groups

180 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Presentation	Complete module	60	IG
Oral Participation	Complete module	60	IG
Oral exam	Complete module	60	IG

**Information on Papers,
Allocation of Subjects &
Groups, Homework etc.:**

The seminar will be divided into two parts: The first part comprises up to three sessions in Wiesbaden. These sessions include an introductory lecture by the chair. The second part consists of the excursion to Berlin including visits to various political and social institutions. Both parts are mandatory for all participants.

The costs of the seminar are to be borne by the participants. In specific cases the chair provides scholarships.

1. Course:	Tax Avoidance	Course No. L-ACT3-033
	Gestaltungsmissbrauch im Steuerrecht	
Instructors:	Prof. Dr. Adrian Cloer	

Guest Speaker/-s:	None
Contact:	adrian.cloer@ebs.edu
ECTS:	6
Number of Sessions:	18
Language:	German
Course Description:	The objective of the course is to gain basic understanding about the role of tax law in the constitutional framework of our society and to learn about the application of methodology playing a crucial role in technical discussions and development of law.
Required Readings:	Kudert, S., Steuerrecht leicht gemacht, current edition, Kleist-Verlag, current edition.
Further Recommended Readings:	Will be announced in separate Email.
Pedagogy:	Lectures, Self-Study after lectures, Preparation of Presentation, Student Presentations, Excursion, Preparation for Exercise, Preparation for final exam

Name of Module:	Trade and Retail Marketing	Module No. M-MKT3-004
	Handels- und Einzelhandelsmarketing	
Module Owner:	Prof. Dr. Ralph Tunder	

Contact:	Ralph.tunder@ebs.edu
Programme/-s of Study:	Bachelor in General Management elective
Semester:	6
ECTS:	6
Prerequisites:	EBS students should be acquainted with Marketing contents taught in Business Field Strategies (BFS) as part of the curriculum in the third semester. Incoming students and those who haven't participated in BFS classes are recommended to read Mattmüller/Böttcher (2010): Orientation Phases in Marketing and the

	Integrated Process-Oriented Marketing Approach: An introduction. Working Paper.																			
Contribution to Programme Learning Objectives	<p>LO 1: Graduates should demonstrate a good understanding of the most important theories, principles and methods of business administration and related disciplines</p> <p>LO 5: Graduates should demonstrate good written and oral communication skills</p> <p>LO 6: Graduates should be able to instantaneously contribute value to their companies after entering their first job</p> <p>LO 8: Graduates should be able to select, interpret and evaluate information in regard to business decisions and derive meaningful answers using scientific methods and reasoning</p> <p>LO 10: Graduates should be capable of directing their own learning processes</p>																			
Contents and Learning Objectives of Module:	<p>The module "Trade and Retail Marketing" aims at providing a comprehensive overview of established concepts and approaches in the areas of retail and trade marketing. The combination of these two classes gives students the opportunity of viewing the entire triad of the manufacturer-, retailer- and consumer relationship as well as putting the accumulated knowledge into the corresponding context. The first course - "Retail Marketing" - presents sectoral problems and specialties. The aim is to encourage the students - through active class participation and external lectures by experienced practitioners - to generate individual solutions to the presented problems.</p> <p>The second course – “Channel Management of Consumer Brands” – rather focuses on the relationship between the manufacturer and the retailer. For students it is essential to generally understand this relationship and to learn conventional ways of acting as a part of this relationship.</p> <p>After completion of the module students are able to understand performance strategies of both retailer and manufacturer. As both parts of this module discuss major objectives of different players from a theoretical and practical point of view, graduates will be able to analyse the retailer’s or manufacturers’ strategy and to develop and implement strategy recommendations. We want our graduates to gain an understanding of inherent characteristics of the retailer- manufacturer-relationship so that they could easily derive such recommendations.</p>																			
Relation to other Modules/Programmes:	The module belongs to the Marketing field of the Bachelor programme which consists of Strategic Marketing in semester 1, Market Research in semester 2 and two further electives in Management of Brands and Services and in Marketing Communication and Social Media.																			
Workload Allocation:	180 h total student’s workload, thereof:																			
	Classes	27 h																		
	Group Work & Paper I + II	93 h																		
	Exam preparation & Exam	60 h																		
Grading:	<p>180 Examination Points</p> <table><tr><th>Kind of Examination</th><th>Related Course</th><th>Points</th><th>TG/IG</th></tr><tr><td>Written Group Paper I</td><td>Channel Management of Consumer Brands</td><td>60</td><td>TG</td></tr><tr><td>Written Group Paper II</td><td>Retail Marketing</td><td>60</td><td>TG</td></tr><tr><td>Written Exam</td><td>Complete Module</td><td>60</td><td>IG</td></tr></table>				Kind of Examination	Related Course	Points	TG/IG	Written Group Paper I	Channel Management of Consumer Brands	60	TG	Written Group Paper II	Retail Marketing	60	TG	Written Exam	Complete Module	60	IG
Kind of Examination	Related Course	Points	TG/IG																	
Written Group Paper I	Channel Management of Consumer Brands	60	TG																	
Written Group Paper II	Retail Marketing	60	TG																	
Written Exam	Complete Module	60	IG																	
Information on Papers, Allocation of Subjects & Groups. Homework etc.:	Written Group Paper, groups are allocated in class																			

Form of Delivery

Group Paper I to be submitted electronically to Prof. Dr. Ralph Tunder for the Course Channel Management of Consumer Brands.

Group Paper II to be submitted to Prof. Dr. Roland Mattmüller for Course Retail Marketing.

1. Course:	Retail Marketing	Course No. L-MKT3-006
	Handelsmarketing	
Instructor/-s:	Prof. Dr. Roland Mattmüller	

Guest Speaker/-s:

NN

Contact:

Roland.mattmueller@ebs.edu / tobias.schaefer@tu-dortmund.de

ECTS:

3

Number of Sessions:

9

Language:

German

Course Description:

The course "Retail Marketing" demonstrates the specific problems and specialties of retail marketing in order to enable the students to generate own solutions. Therefore, the characteristic threats of a retailer are discussed on the one hand. On the other hand, a first institutional systematisation of the retail structure as predecessor for the application of the marketing-concept to retail-specific problem- settings takes place.

- Basics of Strategic Decisions of Retailer
 - Function and Definition of the Retailer
 - Systematisation of the Retailer
- Mail Order Business and E-Tailing
- Selected Decisions in Retail-Marketing
 - Compound Effects in the Assortment
 - Brand Management in Retail Marketing (Store Brands & Retail Branding)
 - Assortment Control
- Corporate Strategic Decisions
 - Diversification, Reduction and Conversion
 - Multiplication

After completion of this course, students know the nature of retail marketing; they are able to distinguish between different retailing formats and strategies; know the peculiarities of mail order business and e-tailing as well as the respective implications for retail marketing; know the different types of brand management decisions occurring in retail marketing; can distinguish between different corporate strategic marketing decisions retailers face. Applying this knowledge, they are able to identify retailers' strategic alternatives in light of current challenges, to analyse the fit between retail strategies and consumer decision making, and to develop retail strategies for tapping into new markets (e.g. multi channel and online commerce).

Required Readings:

Mattmüller, R., Tunder, R. (2004). Strategisches Handelsmarketing. München, pp. 1-13, 39-45, 120-140, 216-236, 303-339, 361-392, 413-436.

Ailawadi, K. L., Keller, K. L. (2004). Understanding retail branding: Conceptual insights and research priorities, in: Journal of Retailing, 80(4), 331-342.

Further Recommended Readings:

- Barth, K., Hartmann, M., Schröder, H. (2007). Betriebswirtschaftslehre des Handels (6th ed.). Wiesbaden.
- Liebmann, H.-P., Zentes, J. (2001). Handelsmanagement. München.
- Kunkel, M. (1994). Franchising und asymmetrische Information: eine institutionenökonomische Untersuchung. Wiesbaden.
- Mattmüller, R. (2002). Marketingstrategien des Handels und staatliche Restriktionen – Geschäftsfeldsegmentierung, Wachstumsoptionen und rechtliche Rahmenbedingungen (4th ed.). München.
- Mattmüller, R., Tunder, R. (2006). Retail Brand Strategy, in: Heilmann, Thomas (Hrsg.): Manual of International Marketing. Wiesbaden, S. 193-204.
- Mattmüller, R., Hauser, T., Schäfers, T. (2010). Typologie und Bedeutung des Versandhandels, in: Mattmüller, R. (Hrsg.), Versandhandelsmarketing - Marktorientiertes Management einer Wachstumsbranche (2nd ed.). Frankfurt am Main, pp. 17-36.
- Schäfers, T. (2010). Chancen und Entwicklungspotenziale für den Versandhandel im Internet, in: Mattmüller, R. (Hrsg.), Versandhandelsmarketing - Marktorientiertes Management einer Wachstumsbranche (2nd ed.). Frankfurt am Main, pp. 57-80.

Pedagogy:

Lecture

2. Course:	Channel Management of Consumer Brands	Course No. L-MKT3-007
	Management der Vertriebskanäle	
Instructor/-s:	Prof. Dr. Ralph Tunder	

Guest Speaker/-s:

N.N. (tba)

Contact:

Ralph.tunder@ebs.edu

ECTS:

3

Number of Sessions:

9

Language:

German

Course Description:

In the center of this class stands the question of how the producer is supposed to shape the relationship to the retailer. In this context, the general understanding of the relationship between producer and retailer is discussed as well as the conventional ways of acting as a part of this relationship in a sense of a mutual understanding. Finally the options for organising this transactional relationship are presented from the point of view of a consumer goods manufacturer (e.g. Efficient Consumer Response).

- The Starting Situation: The Power Struggle between Producer and Retailer
 - Backgrounds for Development of Relationships between Retailer and Producer
 - Power Volition
 - Power Basis
 - Power Instruments
- Scenarios of Relationships between Retailer and Producer
 - Scenario 1: Desired Relationship
 - Scenario 2: Problem-laden Relationship
 - Contractual Distributive Systems

- Efficient Consumer Response
- Conceptual Foundation and Goals of ECR
- Category Management
- Supply Chain Management
- Demand Chain Management
- Scenario 3: Purchased Relationship
- Scenario 4: Unnoticed Relationship

After completion of this course, students know the nature of channel management; will be aware of the importance of power and the distribution of power among retailer and manufacturer; know which power instruments can be employed; have profound knowledge in the field of Efficient Consumer Response and Category Management; can distinguish between different corporate strategic marketing decisions retailers and manufacturers face. Based on the acquired knowledge students are able to derive strategies in the field of channel management and will be able to apply them in practice. They are also competent in arguing in favor of both retailer and producer.

Required Readings:

Mattmüller, R., Tunder, R. (2004). Strategisches Handelsmarketing, München, S. 119-188.

Tunder, R. (2000). Der Transaktionswert der Hersteller-Handel-Beziehung. Wiesbaden, S. 105-142; 179-221.

Further Recommended Readings:

Hollweg, C. (2009). Consumer Value im Category Management-Modell nach ECR - Kritische Diskussion und empirische Evaluierung. Wiesbaden.

Kühnel A. (2009). Demand Side von Efficient Consumer Response im Handel: Ziele, Strategien, Implementierungsansätze und Probleme am Beispiel eines Handelsunternehmens. Saarbrücken.

Lietke, B. (2009). Efficient Consumer Response: Eine agency-theoretische Analyse der Probleme und Lösungsansätze. Wiesbaden.

Seiffert, D. (2006) Efficient Consumer Response (4th ed.). Mering.

Steiner, S. (2007). Category Management: Eine Konfliktregelung in Hersteller-Handels-Beziehungen. Wiesbaden.

Pedagogy:

Lecture

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

Contact:

richard.raatzsch@ebs.edu

Programme/-s of Study:

Bachelor in General Management mandatory

Semester:

5 and 6

ECTS:

2

Prerequisites:**Contribution to Programme Learning Goals:**

LO 1: Graduates understand and are able to apply the most important theories, principles and methods of Business Administration.

- LO 2: Graduates are able to directly transfer their knowledge to practice.
- LO 5: Graduates are capable of working in multicultural teams.
- LO 7: Graduates are able to independently solve problems and direct their own learning processes.
- LO 8: Graduates are able to recognise and discuss the ethical dilemmas inherent in many business decisions and take a stand.
- LO 10: Graduates are able to handle conflicts constructively.

Contents of Module and Intended Outcomes:

The aim of the module is to teach the foundations of general ethics and governance ethics (business and economic ethics).

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.

Relation to other Modules/Programmes:

The module is related to "Business and Society", "Economics" and "Strategy". But it also frequently uses examples from other areas of management science.

Workload Allocation:

Lecture	16 hours
Reading and discussion	24 hours
Take Home Exam	20 hours

Grading:

60 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Take home exam	Complete module	40	IG
Class Room Participation	Complete module	20	IG

Information on Papers, Allocation of Subjects & Groups, Homework etc.:

1. Course:	Foundations of Ethics Grundlagen der Ethik	Course No. L-PHI3-004
Instructor:	Prof. Dr. Richard Raatzsch	

Guest Speaker/-s:

Contact: Richard.raatzsch@ebs.edu

ECTS: 2

Number of Sessions: 8

Language: English

Course Description: Starting with case studies we learn how a systematic reflection of ethical topics helps us take clear decisions even when we face border cases or conflicting goals.

The case studies are mostly taken from the professional context and especially reflect situations in leadership. The course aims at personality formation through ethical reflection.

Required Readings:

A reader of the required readings will be provided via campusnet.

Geuss, R., *Outside Ethics*, Princeton UP 2005.

Scanlon, T. (1998). *What We Owe to Each Other*, Cambridge, London.

Further Recommended Readings:**Pedagogy:**

Lecture, interactive, short essays during class (starting around the 4th lecture, and used as part of the evaluation of class room participation).

Name of Module:	Studium Universale IV	Module No.	M-PHI3-012
	Studium Universale IV		
Module Owner:	Prof. Dr. Richard Raatzsch		

Contact: richard.raatzsch@ebs.edu

Programme/-s of Study: Bachelor in General Management mandatory

Semester: 6

ECTS: 2

Prerequisites:**Contribution to Programme Learning Goals:**

LO 1: Graduates understand and are able to apply the most important theories, principles and methods of Business Administration.

LO 2: Graduates are able to directly transfer their knowledge to practice.

LO 5: Graduates are capable of working in multicultural teams.

LO 7: Graduates are able to independently solve problems and direct their own learning processes.

LO 8: Graduates are able to recognise and discuss the ethical dilemmas inherent in many business decisions and take a stand.

LO 10: Graduates are able to handle conflicts constructively.

Contents of Module and Intended Outcomes:

The aim of the module is to teach the foundations of morality in general in business contexts in particular.

After completion of the module the participants are able to analyse complex states of affairs within broad contexts, including ethical components and to embed their own specific knowledge into professional decision making.

The module makes frequent use of techniques prepared for in earlier modules of the Studium Universale. The course critically discusses fundamental normative assumptions of economic models.

Students have to choose one out of three courses.

Workload Allocation:

Lecture	12 hours
Essay	20 hours

Reading + Discussion 28 hours

Grading: 60 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Essay	Complete module	40	IG
Class Room Participation	Complete module	20	IG

Information on Papers, Allocation of Subjects & Groups, Homework etc.:

Short Essays for Class Room Participation. Details will be communicated at the beginning of the courses.

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

Guest Speaker/-s:**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 you 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
	Politische Philosophie	
Instructor:	Prof. Dr. Richard Raatzsch	

Guest Speaker/-s:**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
	Rechtsphilosophie	
Instructor:	Prof. Dr. Richard Raatzsch	

Guest Speaker/-s:

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

Name of Module:	Field Study	Module No.
Module Owner:	Prof. Marjo-Riitta Diehl	

Contact: Marjo-riitta.diehl@ebs.edu

Programme/-s of Study: Full time MBA

Semester: Spring Term

ECTS: 6

Prerequisites: The module will be taught in English; however, it will involve significant interactions with German companies; hence a good working knowledge of German is desirable.

Contribution to Programme Learning Goals:

LO 2: Graduates are able to directly transfer their knowledge to practice.

LO 3: Graduates understand technology and its impact on both individuals and organisations.

LO 5: Graduates are able to integrate effectively themselves and others into multicultural teams.

LO 6: Graduates understand current issues and trends in business and management (e.g., market, regulation) that have the potential to affect their organisations.

LO 7: Graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods.

LO 11: Graduates can identify and leverage business opportunities.

Contents of Module and Intended Outcomes:

This module provides both practical and advanced conceptual perspectives on strategy and/or related topic areas (organization, strategy, innovation, business model development etc.). Through a consulting field study, MBA students learn to apply core strategy and innovation concepts in an interactive, real-life project in cooperation with a dedicated company. This experience will be combined with mentoring session/lectures, where participants become familiar with advanced analytical tools in the areas outlined above.

Relation to other Modules/Programmes:

This module provides basic insights into different tools and methodologies of strategy consultants. Students will not only learn state-of-the art analytical tools in the area of strategy development, but also apply them in an interactive, real-life project and present their results to the management committee of the client organization.

Workload Allocation:

180 h total student's workload, thereof:

- Interaction, Feedback and Presentations (20x90) 30h
- Preparation & Project work 150h

Grading:

180 Examination Points

Kind of Examination	Related Course	Points	TG/IG
<u>Project</u> & presentation	Module	120	TG
<u>Class participation</u> & peer Evaluation	Module	60	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 client representatives involved in the project. The student teams have to work towards frequent and tight deadlines, making this a demanding module. Meetings will also take place on the weekends.

1. Course:	Field Study	Course No.
Instructor/-s:	Prof. Marjo-Riitta Diehl	

Contact: Marjo-riitta,diehl@ebs.edu

ECTS: 6

of Sessions: 20 (Around 30h of mentoring sessions in classroom, including kick-off, interim presentation and final presentation)

Language: English

Course Description: In this course the students become acquainted with the roles of consultants and other professionals who aim at initiating, implementing, managing, and/or accompanying strategic and organizational change or innovation processes in firms. The course provides the participants with both conceptual foundations and practical experience in the management of consulting projects.

The course will be held in close interaction with experienced practitioners (consultants and/or managers in non-consulting firms). Parts of the course may even take place as an off-site event. The students will be able to apply many of the concepts, ideas and approaches discussed in other courses within this module in practice.

Recommended Readings: Turner, A. N.: Consulting is More than Giving Advice. In: Harvard Business Review, Sept./Oct. 1982, pp. 120-128.

Schein, E.: Process Consultation. Vol. I; Its Role in Organization Development. Reading et al., 2nd edition, 1998, pages 1-20.

Tufte, Edward R.: The Visual Display of Quantitative Information. 2nd edition. Cheshire, CT: Graphics Press 2009.

Brown, T.: Design Thinking. Harvard Business Review, June 2008, pp. 1-10

Maister, D. H.: Managing the Professional Service Firm. New York et al.: Free Press, 1995, Chapters 5-8.

Katzenbach, J. R. / Smith, D. K.: The Wisdom of Teams. Boston: HBS Press, 1993.

Minto, B.: The Pyramid Principle: Logic in Writing and Thinking. 3rd edition. Financial Times: Pitman Publishing, 2002.

Zelazny, G.: Say It With Charts: The Executive's Guide to Visual Communication. 4th edition. McGraw-Hill 2001. Or:

Zelazny, G.: Say It With Presentations: How to Design and Deliver Successful Business Presentations. McGraw-Hill, 1999.

Hungenberg, H.: Problemlösung und Kommunikation. Vorgehensweisen und Techniken. 2. Auflage. München, Wien, Oldenbourg.

Pedagogy: Lecture, Workshop, Real life project

Name of Module: Innovation & Entrepreneurship

Module No.: M-STR5-042

Module Owner: Prof. Dr. Diane Robers

Contact: Diane.robbers@ebs.edu

Programme/-s of Study: **EBS Full-time MBA**

Accelerated Track (mandatory)

Gateway to Germany Track (mandatory)

International Track (mandatory)

Semester: 2

ECTS: 6

Prerequisites: None

**Contribution to
Programme Learning
Goals:**

LO 1: Graduates demonstrate a good understanding of the most important theories, principles and methods of Business Administration..

LO 2: Graduates are able to directly transfer their knowledge to practice..

LO 5: Graduates are able to integrate effectively themselves and others into multicultural teams..

LO 6: Graduates understand current issues and trends in business and management (e.g., market, regulation) that have the potential to affect their organisations.

LO 8: Graduates are able to independently solve problems and direct their own learning processes..

LO 11: Graduates can identify and leverage business opportunities.

**Contents of Module and
Intended Outcomes:**

This module aims to provide you with an overview of innovation and entrepreneurial thinking and acting in general. It gives a deep insight in how to explore and identify market needs and to develop successful new products and services for market segments recognized. Module's course aims to provide students with an introduction to innovation and entrepreneurship in general from both the classical entrepreneur's and the corporate entrepreneur's perspective. Furthermore, students will have the chance to recognize a specific opportunity and create a new solution for this opportunity. In parallel to this course, the outline of a typical business plan and lean start-up methods will be discussed and students learn the specific entrepreneurship challenges. This will be proven in a Lean-Start up Weekend format, where students cope with specific business ideas in teams and present their business cases in a Pitch. Guest speakers (entrepreneurs, venture capitalist and other related representatives) are completing this module.

Workshop – Lean-Startup-Weekend

(a) Introduction to the Lean Startup Method and Lean Canvas: Coming from the outline of a typical business plan, the Osterwalder business model canvas, and subsequently the "Lean Canvas" are introduced. Core concepts of the Lean Startup method and its advantages compared to traditional tools of business model development are discussed.

(b) In advance of the workshop, students are divided into groups and are asked

to come up with an idea for a new business model or startup that they would like to explore further.

(c) During the lean startup weekend students are required to utilize theories and tools from the previous lectures to develop their business ideas into a complete and comprehensive business model. At the end of the workshop, the ideas are presented in front of a jury and a winning group will be announced.

Students will furthermore improve their communication skills as group discussions and presentations are part of the grading scheme. Additionally, applying entrepreneurship theory to practical questions is enhanced by case study discussions and discussions with distinct guest speakers.

Relation to other modules/programmes:

This module refers to and builds on the respective courses in marketing, strategic management, and finance.

Workload Allocation:

180 hours total student's workload, thereof:

• Classes (15x90 minutes)	22,5h
• Pre-reading & Wrap-up	42,5 h
• Preparation Lean Start-Up Weekend	30 h
• Lean Start-Up Weekend	45 h
• Presentation Technics + Presentation Preparation	40 h

Grading:

180 Examination Points

Types of Exams	Related Course	Points	TG/IG
Presentation	Entire module	160	TG
Class Participation	Entire module	20	IG

Information on Papers, Allocation of Subjects & Groups, Homework etc.:

Individual work and group work will give you the chance to understand how to create successful new products and services for existing or future markets. Guest speakers will build a strong linkage to practice. Case studies and discussions with experienced guest speakers will help to apply learnings.

Course 1: From Opportunity to Business**Course No.: L-MKT5-XXX****Instructor: Prof. Dr. Katrin Burmeister-Lamp****Guest Speaker/-s:** Venture capitalist, entrepreneurs, business angels, investment manager and marketing experts**Contact:** to be announced**ECTS:** 3**Number of Sessions:** 7**Language:** English**Course Description:** **Lecture - Introduction to Innovation & Entrepreneurship**

(a) Introduction to Innovation and Innovation Management: What is innovation and which forms of innovation exist?

What distinguishes the Best Innovators from the Worst?

How do leading innovators consistently launch successful new products?

What new-product projects should my company focus on?

Students learn about the fundamentals of innovation and how to manage innovation in companies.

(b) Introduction to Entrepreneurship: Moving over from classical innovation management to corporate entrepreneurship, students learn about business model innovation and the basics of entrepreneurship, from the corporate perspective as well as in a startup setting. Core concepts of entrepreneurship are presented, such as the entrepreneurial process and opportunity recognition, as well as challenges of entrepreneurship and fundamentals of entrepreneurial finance, marketing and sales.

Required Readings:

Osterwalder, A., & Pigneur, Y. (2010). Business model generation: a handbook for visionaries, game changers, and challengers. John Wiley & Sons.

Ries, E. (2011). The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses. Crown Books.

Preston, J. (2001): Success Factors in Technology-based Entrepreneurship (MIT 2001).

Gilbert, C.; Eyring, M. (2010): Beating the Odds When You Launch a New Venture (HBR May 2010).

Homburg, C.; Kuester, S.; Krohmer, H. (2009): Marketing Management. A Contemporary Perspective.

Sahlmann, W. (1997): How to Write a Great Business Plan (HBR Jul/Aug 1997).

Further Recommended Readings:

Coulson-Thomas, C. (2016): Corporate Leadership and Startup Entrepreneurship (Effective Executive Mar 2016).

Bessant, J., Tidd, J., (2015): Innovation and Entrepreneurship. Wiley.

Bygrave, W., Zacharakis, A. (2014): Entrepreneurship. Wiley.

Christensen, C. M. (2013): The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail (HBR Nov 2013).

Katz, Green (2013): Entrepreneurial Small Business.

Hisrich, R.; Peters, M.; Sheperd, D. (2010): Entrepreneurship. New York: McGraw-Hill.

Volkman, C.; Tokarski, K.; Gruenhagen, M. (2010): Entrepreneurship in a European Perspective. Wiesbaden: Gabler.

Kotler, P. & Keller, K.L. (2006): Marketing Management. Upper Saddle River, NJ, Prentice Hall International, 2006.

Dorf, R.; Byers, T. (2005): Technology Ventures: From Idea to Enterprise. New York: McGraw-Hill.

Mullins, J. (2003): The New Business Road Test. London: Prentice Hall.

Pedagogy: Lectures, Discussions & Workshop

Course 2:	Digital transformation	Course No.: L-MKT5-XXX
Instructor:	Prof. Dr. Arne Buchwald	

Guest Speaker/-s: Digital transformation experts

Contact: arne.buchwald@ebs.edu

ECTS: 3

Number of Sessions: 8

Language: English

Course Description: **Lecture - Digital transformation**

Digital transformation changes the fundamental rules of the game in both society and economy. While digitalization in the economy, so far, has mostly been a means to increase the efficiency in organizations, the current state of digitalization now goes beyond efficiency and enables fundamentally new business models; at the same time, business models that were traditionally successful are now increasingly challenged by new entrants.

This module covers advanced conceptual perspectives on the nature of the digital transformation and how digital transformation changes the fundamental premises from the analog to the digital age with regard to

- customers,
- competition,
- data,
- innovation, and
- value proposition.

By participating in this module, students understand what is digitalization and what is digital transformation, identify the necessary organizational changes from the analog age to the digital age as part of the digital transformation across industries, understand what constitutes a truly disruptive business model and what only rather challenges companies in an industry, and learn to apply important concepts to evaluate the impact of digital transformation.

Required Readings: Hanna, N. (2016): Mastering digital transformation: towards a smarter society, economy, city and nation. Bingley: Emerald Publishing.

Rogers, D. (2016): The digital transformation playbook: rethink your business for the digital age. New York: Columbia Business School Publishing.

Further Recommended Readings:

N/A

Pedagogy:

Lectures, Discussions & Workshop

Name of Module Leadership

Module No.: M-PDV5-012

Module Owner: Prof. Dr. Marjo-Riitta Diehl, PhD

Contact: marjo-riitta.diehl@ebs.edu

Programme/-s of Study: **EBS Full-time MBA**

Accelerated Track (mandatory)

Gateway to Germany Track (mandatory)

International Track (mandatory)

Semester: 2

ECTS: 6

Prerequisites: none

**Contribution to
Programme Learning
Outcomes:**

LO 2: Graduates are able to directly transfer their knowledge to practice.

LO 5: Graduates are able to integrate effectively themselves and others into multicultural teams.

LO 6: Graduates understand current issues and trends in business and management (e.g., market, regulation) that have the potential to affect their organisations.

LO 9: Graduates are aware of the impact of their decisions and recognize the ethical dilemmas inherent in most business decisions.

LO 10: Graduates are able to inspire and motivate others.

**Contents and
Learning Outcomes of
Module:**

This module aims to broaden the horizon of participants, challenge their thinking and help them to carve out their own values and define their role as future responsible leaders. Students learn the fundamentals of how to cope with the multifunctional and multidimensional problems of leadership in and of an organization. The skills and knowledge acquired in this module are of major importance for employees, irrespective of a later career specialization.

Upon completion of this module students should:

- Be able to critically discuss classical leadership dilemmas, e.g. the trade-offs between short-term and long-term orientation or between individual and societal interests;
- Gain clarity of their own leadership principles, values, and ethical boundaries, and how they will respond under pressure when severely challenged;
- Understand what motivates them, both extrinsically and intrinsically, and to find leadership paths that will enable them to utilize capabilities;
- Understand how to motivate others and how to create organizational conditions in which others are able to utilize their capabilities and further develop them.
- See organizations in their full complexity and understand how to manage and lead them.

Relation to other Modules/Programmes: This module builds on the Managerial Effectiveness workshops and serves as basis for the electives on strategy, consulting, HR and organizational change.

Workload Allocation: 180 h total student's workload, thereof:

- | | |
|---------------------------|------|
| • Classes (24x90 minutes) | 36h |
| • Pre-reading | 54 h |
| • Presentation | 50 h |
| • Essay | 40 h |

Grading: 180 Examination Points

Types of Examination	Related Course	Points	TG/IG
Evaluated Exercise	OB	30	IG
Class Participation	OB	30	IG
Exercises	OB	30	TG
Evaluated Exercise	Leading Responsibly	30	IG
Learning Journal	Leading Responsibly	30	IG
Class participation	Leading Responsibly	30	IG

Information on Papers, Allocation of Subjects & Groups, Homework etc.:

TBA

1. Course: Organizational Behavior
Instructor/-s: Prof. Dr. Myriam Bechtoldt

Course No.: L-PDV5-066

Guest Speaker/-s: One or more guest speakers to be announced later

Contact: Myriam.bechtoldt@ebs.edu

ECTS: 3

Number of Sessions: 12

Language: English

Course Description:

This course provides students with an overview of the key theories and concepts of organizational behavior from the leadership perspective. The key objective of the course is to increase students' understanding of the basic principles of human behaviour, and of how and why individuals behave the way they do in organizations. In so doing the course develops knowledge of the human side of managing business and the interaction between leaders and employees. Specific topics covered include motivation, work-related attitudes, organizational culture, and leadership.

The course is highly interactive and the students contribute to the class through discussions and presentations.

Required Readings: The required books, articles and case studies will be assigned shortly before the course begins.

Further Recommended Readings: Cohen, Allan R. and Bradford, David L., *Influence Without Authority*, 2nd Edition (Wiley 2005)

Pedagogy: Lectures, Group Discussions

2. Course: Responsible Leadership
Instructor: Prof. Marjo-Riitta Diehl, PhD

Course No.: L-PDV5-067

Guest Speaker/-s: -

Contact: marjo-riitta.diehl@ebs.edu

ECTS: 3

Number of Sessions: 12

Language: English

Course Description: The aim of this course is to help students to carve out their own values and define their role as a responsible leader. Students learn the fundamentals of how to cope with the multifunctional and multidimensional problems of leadership in and of an organization, relating to for example sustainability and corporate social responsibility. This is achieved by case studies, exercises and discussions on topics that help students to reflect on what their values, beliefs and attitudes are; how they intend to cope with leadership dilemmas; elaborate on what motivates them, both extrinsically and intrinsically; and which path in their life might be best to maximally unfold their potential and utilize their capabilities to the best of all stakeholders.

Required Readings:

Nicholson, Nigel., *The I of Leadership: Strategies for Seeing, Being and Doing*, (Jossey Bass 2013)

Handy, Charles., What's a business for? In *Harvard Business Review*, Dec. 2002, p. 49-55.

Kanter, Rosamund., How great companies think differently. In *Harvard Business Review*, Nov. 2011, p. 66-78.

+ Additional cases and readings will be assigned at the beginning of the course

Further Recommended Readings: Yukl, Gary., *Leadership in organizations*, 5th ed. or a later edition, (Upper Saddle River 2002)

Pedagogy: Lectures, Class Discussions, Essays, Presentations

Name of Module: Managerial Economics

Module No.: M-ECO5-011

Module Owner: Prof. Dr. Jan-Christoph Rülke

Contact: jan-christoph.ruelke@ebs.edu

Programme/-s of Study: **EBS Full-time MBA**

Accelerated Track (mandatory)

Gateway to Germany Track (mandatory)

International Track (mandatory)

Semester: 2

ECTS: 6

Prerequisites: None

**Contribution to
Programme Learning
Outcomes:**

LO 1: Graduates demonstrate a good understanding of the most important theories, principles and methods of Business Administration.

LO 2: Graduates are able to directly transfer their knowledge to practice.

LO 3: Graduates understand technology and its impact on both individuals and organisations.

LO 6: Graduates understand current issues and trends in business and management (e.g., market, regulation) that have the potential to affect their organisations.

LO 7: Graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods.

LO 11: Graduates can identify and leverage business opportunities.

Contents and Learning Outcomes of Module:

Microeconomics: In the first part of Managerial Economics, students get to know the foundations of microeconomics, strategic thinking, including the basic elements of game theory. After completion of this course, students will have:

- Gained insights into the basic microeconomic concepts (demand, supply, market equilibrium)
- Gained an insight into game theory as a formal theory of conflict and strategic behaviour.
- Acquire a thorough foundation for some of the main equilibrium concepts applied in game theory: the rationalisable equilibrium, the Nash equilibrium (Cournot, Bertrand), subgame perfect Nash equilibrium, etc.,
- Understand the essential role of strategic behaviour in economic analysis

In the second part of this course, students will get a short introduction to the implications of information asymmetries for the design of incentive contracts.

It will help students understand the rent extraction tradeoff in the adverse selection environment and discuss applications to regulation, non-linear pricing by monopoly, quality and price discrimination, financial contracting, labour contracts and auditing policies.

It will also guide students to comprehend the basic tradeoff in moral hazard environments and the informativeness principle. The theory will be applied to a number of economic examples like franchising, sharecropping, efficiency wage, financial contracts and insurance contracts. This course provides students with quantitative tools that serve as the analytical foundation for subsequent courses in the program.

Macroeconomics focuses on aggregate markets and aggregate variables such as gross domestic output, unemployment, inflation, interest rate etc. Simplified models with only a limited amount of markets such as the aggregate goods market, the financial market and the labour market are the focus of the analyses instead of particular markets. Macroeconomic theory helps to understand how isolated firms are affected by the business cycle and the economic environment. It also contributes to profound analyses of a wide range of current economic problems and policy dilemmas (such as the European debt crisis or the global financial crisis).

Furthermore, it provides insights for policymakers concerning the question whether the government and/or the central bank should intervene into the economy in order to increase economic growth, stabilize prices, or raise employment. As a result, it sheds light on the possibilities and limitations of economic policy.

Learning Goals:

- Graduates will be able to identify and economic concepts which are relevant for managerial decision making. They will be aware of the micro-foundation of business economics as well as macroeconomic developments.
- Graduates will be able to apply their problem-solving skills related to the business decision making process.

Learning Objectives:

Cognitive and subject specific learning objectives:

- Develop students' skills in quantitative and analytical thinking.
- Develop students' ability to make decisions based on economic concepts.
- Transferability of gained knowledge into practice by applying it to examples and case studies.

- Discovering tools and techniques necessary to effectively generate and utilize information.
- The emphasis is not on the quantitative aspects alone, but on the qualitative insights that come from using models to aid managerial thinking and decision-making.

Affective learning objectives:

- Develop students' skills to link economic processes and developments to the decision making process of firms.
- Develop students' skills to understand the impact of their decisions on the own business, the environment and society

Behavioral learning objectives:

- Be able to think critically, creatively and integratively

Relation to other modules/programmes:

This module relates to these other modules of the programme; Strategic Management and Finance

Workload Allocation:

180 h total student workload, thereof:

• Lectures (26 x 90 minutes)	39 h
• Exercises & Homework	40 h
• Exam & Exam Preparation	49 h
• Preparation & Reading	52 h

180 Examination Points

Types of Examination	Related Course	Points	TG/IG
Written Exam	Microeconomics	90	IG
Written Exam	Macroeconomics	90	IG

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

1. Course:	Microeconomics	Course No.: L-ECO5-037
Instructor/-s:	Prof. Dr. André Schmidt	

Contact: jan-christoph.ruelke@ebs.edu

ECTS: 3

Number of Sessions: 14

Language: English

Course Description: Today's students must understand more than just how markets work and the principles of supply and demand. They also must understand how self-interested parties within organizations interact, and how corporate governance mechanisms control these interactions. Consequently, today's managerial economics course

must cover a broader menu of topics that are now more relevant than ever to aspiring managers. The course applies basic economics tools to provide students the skill set necessary for rigorous analysis of business problems they will likely encounter throughout their careers.

Required Readings: Brickley, James/Smith, Clifford W./Zimmerman, Jerold: Managerial Economics & Organizational Architecture, McGraw-Hill; 5th ed. International Student edition. 2008.
Richter, Rudolf/Eirik G. Furubotn: Institutions and Economic Theory: The Contribution of New Institutional Economics, Second Edition, University of Michigan Press 2005.
Varian, Hal R.: Intermediate Microeconomics: A modern approach, Ninth Edition, Norton, 2014.

Further Recommended Readings: Further materials will be distributed as appropriate and relevant.

Pedagogy: Lectures & Classroom Exercises.

2. Course:	Macroeconomics	Course No.: L-ECO5-038
Instructor:	Prof. Dr. Jan-Christoph Rülke	

Contact: jan-christoph.ruelke@ebs.edu

ECTS: 3

Number of Sessions: 12

Language: English

Course Description: The main objective is to help you understand contemporary macroeconomic events and issues in an informed and analytical way. You will learn how to present economic concepts verbally, graphically and mathematically. Moreover, in this course on macroeconomics, the foundation will be laid for the discussion of other topics that you will encounter later in your economic studies.

Required Readings: Gärtner (2013), Macroeconomics, Financial Times Prent.4th edition, (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

Name of Module:	Research Methods	Module No. M-MET4-021
Module Owner:	Prof. Sandra Paterlini, PhD	

Contact: sandra.paterlini@ebs.edu

Programme/-s of Study: Master in Automotive Management (mandatory)

Master in Management (mandatory)

Master in Real Estate (mandatory)

Master in Finance (mandatory)

Semester: Spring Term

ECTS: 3

Contribution to Programme Learning Goals: LO 1: Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines.

LO 4: Graduates demonstrate excellent written and oral communication skills in English.

LO 6: Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods.

Contents of Module and Intended Outcomes:

In this module, students study different quantitative and/or qualitative research methods. 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.

Problems will be focused that might arise from the application of these methods. Students learn to identify those problems on their own and to independently develop problem solving methods to train analytical thinking.

Every student has to choose 1 from the offered courses.

Master in Automotive Management 1st semester students:

- “Data Analysis & Statistics for Managers Level 1” is mandatory

Master in Finance 1st semester students (Spring enrollment):

- “Data Analysis & Statistics for Managers Level 2” is mandatory

Master in Finance 2nd semester students:

- Choose between “Data Analysis & Statistics for Managers Level 2” or “Empirical Time Series Analysis”

All other students:

- Choose one from the offered courses except “Empirical Time Series Analysis”

Grading:**90 Examination Points**

Kind of Examination	Related Course	Points	TG/IG
Evaluated exercise	Advanced Market Research: Real-world Applications	30	IG
Evaluated exercise	Advanced Market Research: Real-world Applications	60	TG
Take home exam	Qualitative Research Methods	30	IG
Written exam	Qualitative Research Methods	60	IG
Written exam	The Economics of Information, Contracts, and Incentives	60	IG
Evaluated exercise	The Economics of Information, Contracts, and Incentives	30	TG
Written exam	Applied Dynamic Optimization in Economics and Management	60	IG
Evaluated exercise	Applied Dynamic Optimization in Economics and Management (2 take home assignments)	30	TG
Evaluated exercise	Data Analysis & Statistics for Managers Level I	90	IG
Evaluated exercise	Data Analysis & Statistics for Managers Level II	90	IG
Assignment	Empirical Time Series Analysis	30	IG
Written exam	Empirical Time Series Analysis	60	IG

1. Course: **Advanced Market Research:
Real-world Applications**

Course No. L-MET4-031

Instructor/-s: **Dr. Guido Moeser**

Contact: guido.moeser@ebs.edu

ECTS: 3

Number of Sessions: 9

Course Prerequisites: None

Language: English

Workload Allocation: 90 h total student's workload, thereof:

- | | |
|---------------------------|-------|
| • Classes (9x90) | 13,5h |
| • Pre-reading & wrap up | 20,0h |
| • Exercises and homework | 22,5h |
| • Group work/Case studies | 34,0h |

Course Description:

Advanced Market Research: Real-world Applications addresses students planning to conduct psychometric studies in marketing research or related fields. A strong background of statistics and statistical software is required. All lectures will be held in computer lab. Software packages IBM SPSS AMOS, IBM SPSS Statistics and R will be used to analyze and build empirical models.

Marketing research encompasses one of the most important and fascinating areas of management. As businesses increasingly adopt fact-based decision-making approaches and embrace the concept of market-orientation, they expect marketing researchers to deliver sound and comprehensive market insights.

Measurement in natural science (like physics) is often related to weight, height and length and other objective criteria. Social sciences, including business related issues, often deal with more abstract "issues" to measure like preferences, attitudes or perceptions. Therefore the measurement of such so called "latent constructs" is naturally not perfect in terms of validity and reliability, but contains error.

The aim of this course is to teach students how to undertake a study with measurement instruments (e.g. an item-battery in a questionnaire) have low systematic or random error. The second major aim of this course is to teach students how to use conjoint based analyses applied to realistic business cases.

Topics that will be covered by this course are the theoretical foundation of conceptualization, operationalization and specification of constructs.

Set-up of a questionnaire, multi- versus single-item measurement, the wording and order of questions as well as different scales. Methods of pre-testing measurement instruments are also covered. Programming an online questionnaire and the process of the data collection and within this response rates and means to enhance them.

Confirmatory Factor Analysis and Structural Equation Modeling: Theoretical Foundations and Practical Applications.

Required Readings:

Jarvis, C. B., Mackenzie, S. B., and P. M. Podsakoff (2003), "A Critical Review of Construct Indicators and Measurement Model Misspecification in Marketing and Consumer Research," *Journal of Marketing Research*, 30 (2), 199-218.

Ping Jr., Robert A. (2004), "On assuring valid measures for theoretical models using survey data," *Journal of Business Research*, 57 (2), 125-141.

Further Recommended Readings:

Dillman, Don A. (2007), Mail and Internet Surveys: The Tailored Design Method (2. edition). New York: Wiley, Part One.

Bradburn, Norman, Sudman Seymour, and Brian Wansink (2004), Asking Questions: The Definitive Guide to Questionnaire Design -- For Market Research, Political Polls, and Social and Health Questionnaires, Jossey-Bass Publishers.

Hair, Joseph F., Bill Black, Barry Babin, Rolph E. Anderson, and Ronald L. Tatham (2006), Multivariate Data Analysis (6th ed. ed.). Upper Saddle River, NJ: Prentice Hall.

2. Course: Qualitative Research Methods**Course No. L-MET4-007****Instructor/-s: Prof. Dr. Karin Kreutzer****Contact:** karin.kreutzer@ebs.edu**ECTS:** 3**Number of Sessions:** 8**Course Prerequisites:** None**Language:** English**Workload Allocation:** 90 h total student's workload, thereof:

- | | |
|-----------------------------|-----|
| • Classes (8x90) | 12h |
| • Pre-reading & wrap up | 18h |
| • Exercises and homework | 25h |
| • Exam and exam preparation | 35h |

Course Description: 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.

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. 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 exercise interviews within class.

- 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:

Patton, M. Q.: Qualitative Research & Evaluation Methods, 3rd edition, Thousand Oaks, 2002.

Yin, R. K.: Case Study Research, 2nd edition, Newbury Park, 2003.

Further Recommended Readings:

Eisenhardt, K.M. (1989): Building Theories from Case Study Research, Academy of Management Review, Vol. 14, No. 4, pp. 532-550.

Flick, U. (2006) An Introduction to Qualitative Research. London, Thousands Oaks, New Delhi, SAGE.

Pedagogy:

- Lecture

Contact:	clemens.buchen@ebs.edu
ECTS:	3
Number of Sessions:	12
Course Prerequisites:	<p>Basic knowledge of calculus is required. In particular, participants should be comfortable with basic differentiation techniques. This can be found in:</p> <p>Sydsaeter, K., Hammond, P. J., Strom, A., & Carvajal A. (2016). Essential Mathematics for Economic Analysis (5 ed.). Pearson, chapters 6, 11,</p> <p>or in any other source on applied mathematics for economists.</p> <p>Apart from that the course will be self-contained and provide a recap of basic static optimization techniques and give introductions to additional mathematical tools, such as integrals, difference equations, differential equations and tools for dynamic optimization.</p>

Language:	English
Course Description:	<p>This course is aimed at providing students with the necessary tools to analyze dynamic problems in Economics and Management. The course will not pertain to pure mathematics, but rather allow students to learn how to apply deterministic dynamic optimization techniques. All sorts of economic decisions occur in a recurring, inter-temporal fashion, for example pricing, investments or inventories. In this context, graduates of this course can formulate intertemporal decision-making problems, develop a solution and be able to identify salient influencing factors for decision-making. In addition, the related literature on dynamic optimization in a number of different fields will be accessible for students. At the same time, students will be able to formalize their own ideas and develop research questions in which the static (one period) set-up is not sufficient.</p>

- Recap of static optimization problems
- Two-period models
- Introduction to difference equations
- Multi-period models in discrete time
- Differential equations and systems of differential equations
 - Some explicit solutions
 - Phase diagrams and fixed points
 - Applications

- Recap of integration and the Leibniz rule
- Optimization problems in continuous time
- Applications to economics and management

Required Readings:

K. Wälde (2011): Applied Intertemporal Optimization. Mainz University Gutenberg Press. Available at www.waelde.com/aio

Further Recommended Readings:

M. I. Kamien & N. L. Schwartz (1991): Dynamic Optimization: The Calculus of Variations and Optimal Control in Economics and Management, Elsevier Science, 2nd edition.

K. Sydsaeter, P. Hammond, A. Seierstad, A. Strom (2008): Further Mathematics for Economic Analysis, Pearson, 2nd edition.

Pedagogy:

Lectures and homework exercises.

4. Course:	The Economics of Information, Contracts, and Incentives	Course No. L-MET4-035
Instructor/-s:	Prof. Dr. Jenny Kragl	

Contact: jenny.kragl@ebs.edu

ECTS: 3

Number of Sessions: 12 (8 lectures, 4 problem sets, student presentations)

Course Prerequisites: Successful completion of the module "Managerial Economics" or equivalent knowledge.

Workload Allocation: 90 h total student's workload, thereof:

- | | |
|-----------------------------|-----|
| • Classes (12x90) | 18h |
| • Pre-reading & wrap up | 18h |
| • Exercises and homework | 16h |
| • Group work/Presentations | 20h |
| • Exam and exam preparation | 18h |

Language: English

Course Description: The economics of information contracts, and incentives is one of the areas of economic theory that has evolved most over the last three decades. Its importance and applications have grown spectacularly. In 2016, the Sveriges Riksbank Prize in Economic Sciences in the Memory of Alfred Nobel has been awarded to two pioneers in the field "for their contributions to contract theory", namely Bengt Holmström (MIT) and Oliver Hart (Harvard University). The economics of information, contracts, and incentives studies situations in which economic agents attempt to overcome their ignorance about some relevant information. When the information is asymmetrically distributed among the parties, this involves the designing of contracts intended to provide incentives and/or induce the revelation of private information. The models introduced in this course allow us to explain a large number of phenomena in management and economics.

The course is especially aimed at students who want to apply contract-theoretic foundations in their Master Thesis. It builds upon the concepts of "Economics of the Firm" and incorporates more advanced microeconomic methods into the analysis. The course is based on the idea of looking at (not all but) only a number of themes related to the economics of information but in sufficient depth to acquire a certain independence in applying them. We review the basic principal-agent model and then analyze the effects of different types of asymmetric information on the efficiency of incentive contracts. Important themes such as risk aversion, the precision of performance measures, financial constraints, monitoring, and multitasking are studied. Different types of incentive pay such as sharing rules, bonus pay, and tournaments are considered. Understanding the basic trade-offs in principal-agent settings as well as their formal representation will make students more confident in working with the related literature. At the same time, they will acquire solid knowledge that allows them to formalize their own ideas and develop research questions related to a variety of research questions in different contexts of economics and management.

Methodologically, we will make use of logic, algebra, geometry and simple calculus and, in addition, discuss illustrative examples. To enhance students' familiarity with the models, several problem sets will be distributed and discussed in class. To increase student involvement and in order to extend the theoretical discussion, some meetings will be devoted to student presentations mainly concerned with empirical applications and discussions.

Upon completion of the course students,

- understand the information and incentive problems arising from moral hazard and adverse selection; are sensitized for the difference between socially efficient and individually efficient behaviour and understand the implications for real-world problems;
- are aware of how the design of incentive schemes affects employees' decisions, behaviour, performance, and firm value;
- are comfortable in applying economic models to derive important implications of information asymmetries and opportunistic behaviour for efficiency;
- are able to interpret the theoretical results derived from models and relate them to real-world economic applications;
- are able to successfully work together, discuss and solve problems in teams;
- have improved their academic reading and analytical skills by reading not only textbooks but also academic research papers;
- have improved their presentation and discussion skills by preparing their own presentations on academic papers and solving problem sets related to the topics of the course.

Required Readings:

There is no single textbook that covers all the lecture topics at the required level. The course will hence be based on a detailed set of lecture slides and the respective selected readings listed below.

Textbooks:

Brickley, J. A., C. W. Smith and J. L. Zimmerman (2009). Managerial Economics and Organizational Architecture, 5th edition, McGraw-Hill. Chapters 10,15.

Macho-Stadler, I. and D. Perez-Castrillo (2001). An Introduction to the Economics of Information: Incentives and Contracts, 2nd edition, Oxford University Press. Chapter 1.

McMillan, J. (1992). Games, Strategies and Managers, 1st edition, Oxford University Press. Chapters 9-10.

Milgrom, P. and J. Roberts (1992). Economics, Organization and Management, Prentice Hall. Chapter 6,7.

Research Papers:

Demougin, D. and C. Fluet (2001). Monitoring versus Incentives. European Economic Review 45(9), 1741-1764.

Kerr, S. (1975): On the Folly of Rewarding A, While Hoping for B. Academy of Management Journal 18, 769-83.

Baker, G. (2002): Distortion and Risk in Optimal Incentive Contracts, Journal of Human Resources 37(4), 728-751.

Further Recommended Readings:

Holmström, B. (1979). Moral Hazard and Observability, Bell Journal of Economics 10(1), 74-91.

Macho-Stadler, I. and D. Perez-Castrillo (2001). An Introduction to the Economics of Information: Incentives and Contracts, 2nd edition, Oxford University Press. Chapters 2-3.

Salanié, B. (2005). The Economics of Contracts: A Primer, 2nd edition, The MIT Press. Chapter 5.

Pedagogy:

Lectures, problem sets and student presentations (group work). Student presentations may be embedded in the course or take place in additional block sessions.

5. Course:	Data Analysis & Statistics for Managers – Level I	Course No. L-MET3-028
Instructor/-s:	Dr. Guido Moeser	

Contact: guido.moeser@ebs.edu

ECTS: 3

Number of Sessions: 9

Course Prerequisites: Statistics, Econometrics and linear algebra

Workload Allocation: 90 h total student's workload, thereof:

- | | |
|--------------------------|-------|
| • Classes (9x90) | 13,5h |
| • Pre-reading & wrap up | 16,5h |
| • Exercises and homework | 60,0h |

Language: English

Course Description: 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 analyzing 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) 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.

- Exploring Data / Visualization techniques (bivariate)
- Probability and Decision Making Under Uncertainty
- ANOVA and Regression Analysis
- Times Series Analysis

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.

Required Readings: David R. Anderson; Dennis J. Sweeney; Thomas A. Williams: Modern Business Statistics with Microsoft® Excel®, 5th Edition.

Further Recommended Readings: Albright, Winston and Zappe; Data Analysis and Decision Making, 4th edition, Cengage Learning, Selected Chapters.

Aczel and Sounderpandian; Complete Business Statistics (McGraw-Hill/Irwin Series Operations and Decision Sciences), Mc Graw Hill

Siegel, A.F. (2012), Practical Business Statistics, Sixth Edition, AP

- Pedagogy:**
- Lecture
 - Tutorials

6. Course: Data Analysis & Statistics for Managers – Level II**Course No.** L-MET3-000**Instructor/-s:** Dr. Guido Moeser**Contact:** guido.moeser@ebs.edu**ECTS:** 3**Number of Sessions:** 9

Course Prerequisites: Solid background in statistics, econometric and linear algebra, proved by having attended more advanced classes during the BSc studies than Statistics I and Mathematics I. Capability of using excel for statistical analysis in a proficient way and previous experience with other statistical packages, such as SPSS, STATA, SAS.

Workload Allocation: 90 h total student's workload, thereof:

- | | |
|--------------------------|-------|
| • Classes (9x90) | 13,5h |
| • Pre-reading & wrap up | 16,5h |
| • Exercises and homework | 60,0h |

Language: English

Course Description: 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.

- Data Visualization in multivariate dimensions
- Cluster Analysis
- Principal Component Analysis
- Network Analysis

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.

Required Readings: David R. Anderson; Dennis J. Sweeney; Thomas A. Williams: Modern Business Statistics with Microsoft® Excel®, 5th Edition

Further Recommended Readings: Albright, Winston and Zappe: Data Analysis and Decision Making, 4th edition, Cengage Learning, Selected Chapters

Aczel and Sounderpandian, Complete Business Statistics (McGraw-Hill/Irwin Series Operations and Decision Sciences), Mc Graw Hill

Siegel, A. F. (2012), Practical Business Statistics, 6th edition, AP

Pedagogy:

- Lecture
- Tutorials

7. Course: Empirical Time Series Analysis**Course No. L-MET4-006****Instructor/-s:** Prof. Dr. Roland Füss**Contact:** roland.fuess@unisg.ch**ECTS:** 3**Course Prerequisites:** MSc Course Econometrics of Financial Markets**Number of Sessions:** 9**Workload Allocation:** 90 h total student's workload, thereof:

- Classes (9x90) 13,5h
- Pre-reading & wrap up 13,5h
- Exercises and homework 63,0h

Language: English

Course Description: This course provides an advanced treatment of time series analysis, discussing theoretical concepts as well as applying them to real world data sets taken from finance. Building on a sound understanding of the classical linear model and least-squares estimation the emphasis in this course lies on:

- The univariate and multivariate modeling as well as forecasting of stationary time series, using ARMA and VAR approaches.
- Unit root tests and cointegration analysis of non-stationary time series.
- The analysis of conditional volatility and correlation via univariate and multivariate ARCH and GARCH models.

The course takes the form of interactive lectures with exercises: on the one hand, theoretical material is presented and illustrated by means of the *R* software package; on the other hand, participants are given exercises to practice the use of the software themselves.

By the end of the course participants will have in-depth knowledge of fundamental concepts of time series modeling, as presently used in finance. They will be able to follow the state-of-the-art literature on these topics and engage in empirical econometric analyses of their own, using the popular *R* software package.

Required Readings: Brooks, C. (2014). "Introductory Econometrics for Finance", 3rd. ed., Cambridge University Press.

Enders, W. (2004). Applied Econometric Time Series, London and New York: Routledge.

Tsay R.S. (2013). An Introduction to Analysis of Financial Data with R, 3rd ed., Hoboken, NJ: John Wiley & Sons.

Further Recommended Readings: Campbell, J.Y., A.W. Lo, and A.C. MacKinlay (1997). The Econometrics of Financial Markets, Princeton. Greene, W. (2003). Econometric Analysis, 5th ed., Prentice Hall.

Hamilton, J. (1994). Time Series Analysis, Princeton.

Kleiber, C., and A. Zeileis (2008). Applied Econometrics with R, Springer Verlag.

Luetkepohl, H. (1991). Introduction to Multiple Time Series Analysis, Berlin et al.

Pedagogy:

- Lecture
- Tutorials and assignments

Name of Module:	Business Process & Information Management in the Global Automotive Value Chain	Module No. M-AUT4-005
Module Owner:	Prof. Dr. Sven Henkel	

Contact: christopher.grossmann@ebs.edu

Programme/-s of Study: Master in Automotive Management (mandatory)
Master in Management (elective)

Semester: Spring Term

ECTS: 6

Prerequisites: None

Contribution to Programme Learning Outcomes:

LO 1: Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines.

LO 2: Graduates are able to directly transfer their knowledge to practice.

LO 3: Graduates are able to leverage technology relevant to their field of study.

LO 4: Graduates demonstrate excellent written and oral communication skills in English.

LO 5: Graduates are capable of contributing effectively to multicultural teams.

LO 7: Graduates are able to independently solve problems and direct their own learning processes.

Contents and Learning Outcomes of Module:

The major business drivers in the automotive industry are the vast globalization of markets with satisfied traditional markets and local competition, especially in the emerging markets. Traditional European automotive companies have to improve existing products, create new products and/or enter new lines of business to remain competitive. There is a tremendous need for a transformation of automotive companies to enhance their efficiency and effectiveness based on market orientation, new disruptive technologies, and value chain collaboration. This requires a holistic approach to design, manage and continuously improve the organization for global automotive companies.

This module will address the ongoing transformation of global automotive value chains, which requires organizational change and the purposeful use of information technology, and heavily relies on the involvement of the employees in transformation processes. Particular emphasis will be put on the interdependencies between strategy, business processes and information technology (IT).

In the first part (Lecture "Business Process Management") students will familiarize with the business processes of automotive firms and understand how changing business requirements force companies to transform their organizational structure and IS landscape continuously. In the second part (Lecture "Information Management in the Global Automotive Value Chain"), students will investigate fundamental questions of information management in the automotive industry and learn how information systems support the core business processes.

The module uses interactive lectures, practitioners' presentations, case studies and group projects. It will comprise a field trip for reflecting the topics of the module in today's business environment.

Workload Allocation:

180 h total student's workload, thereof:

- | | |
|-----------------------------|-----|
| • Classes (18x90) | 27h |
| • Pre-reading & wrap up | 40h |
| • Field Trip | 18h |
| • Preparation paper | 50h |
| • Exam and exam preparation | 45h |

Grading:**180** Examination Points

Kind of Examination	Related Course	Points	TG/IG
Essay	Module	120	TG
Written Exam	Module	60	IG

**Information on Papers,
Allocation of Subjects &
Groups, Homework, etc.:**

Field Trip planned!

The project work will be conducted in groups of 3-4 students. Each group will select an interesting topic – out of their own perception – of the field trip.

1. Course:	Business Process Management	Course No. L-AUT4-005
Instructor/-s:	Dr. Dieter Schacher	

Contact: christopher.grossmann@ebs.edu

ECTS: 3

Number of Sessions: 9

Language: English

Course Description: The first lecture "Business Process Management" will introduce students to the principles of process organization and process models in the automotive industry. Students will get to know a top-down methodology to structure, manage and enhance the organization in globally acting automotive companies. The holistic approach is based on the automotive core business processes, IT/business alignment and the fundamental role of employees in the transformation process. Case material will be taken from own experiences and examples out of the global automotive industry, with a particular focus on Volkswagen and new ventures in emerging markets.

Required Readings: Becker, J.; Kugeler, M.; Rosemann, M.: Process Management. Springer-Verlag: Berlin, 2003.

Further Recommended Readings: Schacher, D. (2007): Informationssystemische Prozessorganisation mit sozioorientierter Transformation. Berlin, Fraunhofer IRB Verlag: Stuttgart. (Selected chapters / English translation will be provided)

Ross, J. W., Weill, P., Robertson, D. C. (2006): Enterprise Architecture as Strategy. Harvard Business School Press: Boston, Massachusetts.

Vollmann, T. E. (1996): The transformation imperative – achieving market dominance through radical change. Harvard Business School Press: Boston.

Ismail, S., Malone, M.S., Van Geest, Y.: Exponential Organizations, Why new organizations are ten times better, faster, and cheaper than yours (and what to do about it), Diversion Books, New York, NY, 2014

Pedagogy:

- Lecture
- Case discussion

2. Course:	Information Management in the Global Automotive Value Chain	Course No. L-AUT4-006
Instructor/-s:	Dr. Dieter Schacher	

Contact: christopher.grossmann@ebs.edu

ECTS: 3

Number of Sessions: 9

Language: English

Course Description: In the "Information Management" course students will familiarize with fundamental questions of information management in the automotive industry and innovative use of information technology. Students will get to know the core functionality and architecture of information systems supporting the automotive core business processes. They will be introduced to the key concepts of Enterprise Architecture Management, Quality Gate Systems and Project Data Management, further IT modules in the supply chain and Build to Order Process landscape. The students will get a basic understanding of car IT innovations and the resulting business opportunities for online service provisioning in the areas of telematics, diagnostics, and navigation. Lastly the course will introduce the basic elements of the IT strategy and the transformation management.

Required Readings: Betz, Charles T.: Architecture and Patterns for IT Service Management, Resource Planning, and Governance: Making Shoes for the Cobbler's Children. Morgan Kaufmann Publishers, San Francisco, CA 2007

Further Recommended Readings: Lutchen, Mark D.: Managing IT as a business, A survival Guide for CEOs John Wiley & Sons, Inc. Hoboken, New Jersey, 2004

Pedagogy:

- Lecture
- Case discussion

Name of Module:	Governance, Human Behavior and the Law: An Introduction to Law and Economics	Module No.
Module Owner:	Prof. Dr. Jenny Kragl	

Contact: jenny.kragl@ebs.edu

Programme/-s of Study: Master in Management (elective)
Major in Strategy and Consulting

Semester: Spring Term

ECTS: 6

Prerequisites: Undergraduate courses in Mathematics and Microeconomics

Contribution to Programme Learning Goals: LO 1: Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines.

LO 6: Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods.

LO 7: Graduates are able to independently solve problems and direct their own learning processes.

LO 8: Graduates are able to recognise and discuss the ethical dilemmas inherent in many business decisions and derive solutions.

LO 10: Graduates are able to handle leadership challenges.

Contents of Module and Intended Outcomes: Law and economics is currently one of the fastest-growing areas of economics. It uses standard economic tools to explain laws and legal institutions. The module is designed for students who are interested in these economic approaches to the law and in understanding the way law influences behavior. Students will study the main concepts of law and economics and will learn how to analyze the law by applying economics methods.

The two courses in this module are complementary and involve lecturers from both the business and the law school. The first course is a sequence of lectures and focuses on private and criminal law. The second course takes the form of a reading seminar, will follow a contextualized approach, and will mostly focus on public law and regulatory matters.

Workload Allocation: 180 h total student's workload, thereof:

- | | |
|-----------------------------|-----|
| • Classes (24x90 min) | 36h |
| • Pre-reading & wrap up | 60h |
| • Homework | 36h |
| • Group work/Presentations | 12h |
| • Exam and exam preparation | 36h |

Grading:**180 Examination Points**

Kind of Examination	Related Course	Points	TG/IG
Presentations	Business Law and Economics	30	TG
Final written exam	Business Law and Economics	60	IG
Essays	The Toolbox of Law to Govern Human Behavior	90	TG

Information on Papers, Allocation of Subjects & Groups, Homework etc.:

As listed above, students will be graded on individual and group work. The 180 points are divided as follows:

- Course 1: 30 points for presentations (team work). Students are assigned to small teams and are responsible for preparing presentations that discuss and question selected academic papers assigned by the lecturer. The organization of the presentations and the assignment will be introduced during the first class.
- Course 1: 60 points for the final written exam (individual). Both theoretical questions and practical exercises are relevant.
- Course 2: 90 points for short homework essays (team work). In teams of two, students prepare short response papers (750-1,000 words) providing comments on the reading assignments for 10/12 sessions. The procedure and organization will be introduced in the first meeting of the course.

1. Course: Business Law and Economics**Course No. ?****Instructor/-s:** Elena Jarocinska, PhD**Contact:** elena.jarocinska@ebs.edu**ECTS:** 3**Number of Sessions:** 12**Language:** English

Course Description: This course introduces students to the fundamentals of law and economics. We will cover five key areas of law: property law, contract law, liability law, legal process, and criminal law. Our approach will be that of an economist trying to understand key laws and institutions. We will study 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?”

Prior knowledge of specific legal fields or methods employed is not required, as there will be a short review of concepts where necessary.

Required Readings: Cooter, R., Ulen, T. (2014). Law and Economics (6th ed.). Pearson New International Edition (or earlier editions) [available online]

Further Recommended Readings: Thomas Miceli (2008). The Economic Approach to Law. Stanford University Press, 2nd Edition.

Hans-Bernd Schäfer and Claus Ott (2005), The Economic Analysis of Civil Law. Edward Elgar Publishing.

Pedagogy: Lectures and assignments (student presentations) in small groups. Presentations are based on academic papers. Student presentations may be delivered during the lectures or take place in a separate block session.

2. Course:	The Toolbox of Law to Govern Human Behavior	Course No.
Instructor/-s:	Prof. Dr. jur. Emanuel V. Towfigh	

Contact: emanuel.towfigh@ebs.edu

ECTS: 3

Number of Sessions: 12

Language: English

Course Description: The course will examine the development of legal institutions from a rational-choice and political-economy perspective. It will give a broad overview of applications of economic methods in law, covering a range of legal subjects and different economic approaches (Rational Choice, Public Choice, Social Choice, Behavioral Law and Economics, Empirical Methods). Prior knowledge of specific legal fields or methods employed is not a prerequisite, as there will be short introductions where necessary.

Successful students will be able to develop analyses of the effects of different legal regimes and have an understanding of the behavioral impact of law. Moreover, students will have a broad overview of applications of economic methods in public law, covering a range of public law subjects.

Required Readings: Towfigh E., Petersen N. (2015). Economic Methods for Lawyers. Edward Elgar Publishing Ltd.

Cooter, R., Ulen, T. (2014). Law and Economics (6th ed. or earlier editions), Pearson New International Edition.

Posner, (2014) Economic Analysis of Law (9th ed.), Aspen Casebook, Wolters Kluwer Law & Business.

Further Recommended Readings: An extensive syllabus will be provided in class.

Pedagogy: Combination of lectures and reading course

Name of Module:	Strategic Innovation and Change in a Digital World	Module No. M-STRX-XXX
Module Owner:	Prof. Dr. Christian Landau	

Contact: christian.landau@ebs.edu

Programme/-s of Study: Master in Management (elective)
Major in Strategy & Consulting

Semester: Spring Term

ECTS: 6

Prerequisites: Strategic Management

Contribution to Programme Learning Goals:

- | | |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------|
| LO 1 | Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines. |
| LO 2 | Graduates are able to directly transfer their knowledge to practice. |
| LO 3 | Graduates are able to leverage technology relevant to their field of study. |
| LO 5 | Graduates are capable of contributing effectively to multicultural teams. |
| LO 9 | Graduates can identify and leverage business opportunities. |
| LO 10 | Graduates are able to handle leadership challenges. |

Contents of Module and Intended Outcomes:

The module helps students develop capabilities for initiating and dealing with strategic change in an increasingly digitalized business world. After completing the course, students are familiar with the economic logic of digital business models as well as legal aspects and how such models can be innovated in both established and young firms.

Relation to other Modules/Programmes:

The module builds on the fundamentals presented on strategic innovation and change in the course Strategic Management

Workload Allocation:

180 h total student's workload, thereof:

- | | |
|--------------------------------|-------|
| • Classes (23x90) | 34,5h |
| • Cases and literature reading | 45,5h |
| • Project work | 50h |
| • Presentation & Preparation | 10h |
| • Exam & Exam preparation | 40h |

Grading: 180 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Exam	Both courses of the module	90	IG
Project	Multi-sided Platform Markets and Business Models	90	TG

Information on Papers, Allocation of Subjects & Groups, Homework etc.: Allocation of presentation groups to be done by the instructors at the beginning of the course.

1. Course:	Economic and Legal Foundations of Innovation and Online Business	Course No. L-STRX-XXX
Instructor/-s:	Prof. Dr. Benjamin Benthall/ Prof. Dr. Joachim Schrey	

Contact: christian.landau@ebs.edu

ECTS: 3

Number of Sessions: 14 (Bental 8, Schrey 6)

Language: English

Course Description: The courses address economic and legal aspects of innovation and online businesses. The course is divided into two parts:

Part 1: Economics of Innovation

Innovation is the undisputed engine of economic growth. Therefore, understanding the forces driving or hindering innovative activities is of utmost importance. For that purpose, the course will cover both theoretical and empirical aspects of the relevant issues.

The course will focus on some of the prevailing models in the field of Industrial Organization related to the analysis of incentives and constraints affecting innovative activities (e.g. R&D expenditures and patenting) as well their relation with imitation, spillovers, firm's size and market structure. An emphasis will be put on the specific role played by competition in driving new knowledge.

The public good nature of knowledge and spill-over effects of innovative activities imply "market failures". This calls for Government involvement balancing between the adverse effects of monopolization implicit in protecting intellectual property required to incentivize innovation, and the benefits accruing through the dissemination of knowledge throughout the economy. A thorough discussion of the use and abuse of IP protection instruments such as patents will provide insights into these complex issues.

Part 2: Legal Foundations on Online Business

An often overlooked aspect of setting up an online business is the legal dimensions. Students are provided with an introduction to fundamental aspects such as copy right issues, data security, warranties, and terms of conditions.

Required Readings: Mokyr, J. (2010). The contribution of economic history to the study of innovation and technical change: 1750–1914. *Handbook of the Economics of Innovation*, 1, 11-50.

Arthur, W. B. (2007). The structure of invention. *Research Policy*, 36(2), 274-287.

Dasgupta, P. & Stiglitz, J. E., Industrial Structure and the Nature of Innovative Activity, *Economic Journal* 90, 1980, 266-93;

Arrow K. J. (1962), Economic Welfare and the Allocation of Resources to Invention, in R.R. Nelson (ed.), *The Rate and Direction of Economic Activity*, Princeton University Press, N.Y., 609-626

Cohen W. M. & Levinthal, D. A., Innovation and Learning: The Two Faces of R&D, *The Economic Journal* 99 (397), 1989, 569-596; (see the downloads at the end of the page)

Joseph Schumpeter, *The Theory of Economic Development*, Harvard University Press, Cambridge MA, 1934.

Hall B. Ziedonis R. The patent paradox revisited: an empirical study of patenting behaviour in the US semiconductor industry: 1979-1995,

Rand Journal of Economics, Spring 2001

Cimoli M. Dosi G. Nelson R. Stiglitz J. Institutions and policies shaping industrial development LEM WP series 2006/2

Further Recommended Readings:

t.b.a.

Pedagogy:

Lectures

2. Course:	Platform Markets and Business Models	Course No. L-STRX-XXX
Instructor/-s:	Prof. Dr. Arne Buchwald/ Prof. Dr. Christian Landau	

Contact:	christian.landau@ebs.edu
ECTS:	3
Number of Sessions:	9 (Landau 4, Buchwald 5)
Language:	English
Course Description:	Multi-sided markets and platform are of great importance in a digital business world. Using a workshop format, students will be introduced to foundations digital transformation, the key driver of such business models and work on practical problem together with platform companies.
Required Readings:	t.b.a
Further Recommended Readings:	t.b.a.
Pedagogy:	Workshop, Presentations

Name of Module:	Advanced Real Estate Management	Module No. M-REM4-004
Module Owner:	Prof. Jan Mutl, PhD	

Contact:	jan.mutl@ebs.edu assistenten@ebs-remi.de
Programme/-s of Study:	Master in Management (elective) Master in Real Estate (mandatory)
Semester:	Spring Term
ECTS:	6
Prerequisites:	<i>Advanced Real Estate Management</i> builds on real estate basics taught in the EBS Bachelor programme within the Elective <i>Real Estate Principles</i> . Nonetheless, the course is designed as a stand-alone course.
Contribution to Programme Learning Goals:	LO 2: Graduates are able to directly transfer their knowledge to practice. LO 3: Graduates are able to leverage technology relevant to their field of study. LO 4: Graduates demonstrate excellent written and oral communication skills in English. LO 5: Graduates are capable of contributing effectively to multicultural teams. LO 7: Graduates are able to independently solve problems and direct their own learning processes. LO 9: Graduates can identify and leverage business opportunities.
Contents of Module and Intended Outcomes:	<p>The module <i>Advanced Real Estate Management</i> imparts to the students profound knowledge on international real estate management, law and taxation. The module consists of two courses, each accounting for 3 ECTS: <i>Real Estate Risk Management</i> and <i>Real Estate Management</i>.</p> <p>Students will get deeper insights into asset management, private real estate management, facility management, corporate real estate management, portfolio management and risk management.</p> <p>The thorough focus on the various management aspects of real estate is reflected in presentations of well-regarded practitioners and one MBA-style case study. The courses enable the students to work in national and international real estate companies as they learn how to deal with national and international real estate management aspects. Thus, the module also relates to the MSc module <i>Real Estate Investment</i>.</p>
Relation to other Modules/Programmes:	<p>This module is part of the obligatory curriculum of the <i>Master of Science in Real Estate</i>.</p> <p>Together with the modules <i>Real Estate Economics</i>, <i>Advanced Real Estate Finance</i> and <i>Advanced Real Estate Valuation</i>, 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 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><i>Advanced Real Estate Management</i> specifically adds knowledge of real estate management from a company and property perspective, 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:

180 h total student's workload, thereof:

- | | | |
|---|---------------------------------------|------|
| - | Classes (18 x 90 min.) | 27h |
| - | Pre-reading & wrap up | 23h |
| - | Group work/Case studies/Presentations | 100h |
| - | Exam and exam preparation | 30h |
| - | | |

Grading:**180** Examination Points

Kind of Examination	Related Course	Points	TG / IG
Case Study	Management Aspects	120	TG / IG
			TG / IG
Written Exam	Module	60	IG

Information on Papers, Allocation of Subjects & Groups, Homework etc.:

Besides a Final Module Exam (60 points), students will be assigned one case study (120 points) in Real Estate Management. Students are expected to work in teams. Topics and instructions will be provided during class.

Students are expected to read the assigned literature in preparation for the class.

1. Course:	Real Estate Risk Management & Portfolio Management	Course No. L-REM4-014
Instructor/-s:	N.N./ Prof. John Glascock, PhD	

Contact: assistenten@ebs-remi.de

ECTS: 3

Number of Sessions: 9

Language: English

Course Description: The course *Real Estate Risk Management & Portfolio Management* conveys an advanced understanding of decisions under risk, insecurity and uncertainty as well as risk strategy and risk identification. A focus is placed on risk analysis and risk valuation. A basic model of risk management is presented and more sophisticated methods are introduced like scoring, the correction method, sensitivity analysis, scenario analysis and simulation analysis. Further topics are risk control, performance measurement, portfolio management and reporting. Applied case studies in the context of international real estate investing (Prof. John Glascock, Ph.D.) complete the course.

Required Readings: Brueggeman, W. & Fisher, J. (2011). *Real Estate Finance and Investments* (14th ed.). New York: McGraw-Hill, Chapt. 9, 10, 12, 13, 22.

Further Recommended Readings: Kolbe, P. & Greer, G. (2006). *Investment Analysis for Real Estate Decisions* (6th ed.). Chicago: Dearborn.

Linneman, P. (2004). *Real Estate Finance and Investments: Risks and Opportunities* (2nd ed.). Philadelphia: Linneman Associates.

Lutz, U. & Klaproth, T. (Ed.) (2004). *Riskmanagement im Immobilienbereich*. Berlin et al.: Springer Verlag.

Maier, K. (2007). *Risikomanagement im Immobilienwesen* (3rd ed.). Frankfurt a. M.: Fritz Knapp Verlag.

Rottke, N. (2011): Immobilieninvestition und Immobilien-Risikomanagement, in: Rottke, N. / Thomas, M. (Hrsg.): *Immobilienwirtschaftslehre*, Bd. 1, Management, Kap. E3-4.

Wernecke, M. & Rottke, N. (Eds.) (2006). *Praxishandbuch Immobilienzyklen*. Köln: Rudolf Müller.

Pedagogy:

- Lecture
- Case discussion

2. Course: Management Aspects**Course No. L-REM4-007****Instructor/-s: N.N.****Guest Speaker/-s:** Prof. Dr. Michael Bosch
Prof. Dr. Annette Kämpf-Dern**Contact:** assistenten@ebs-remi.de**ECTS:** 3**Number of Sessions:** 9**Language:** English**Course Description:** The course *Management Aspects* aims to introduce the students to asset management, private real estate management, facility management and corporate real estate management. In particular, the course aims to provide students with a deeper understanding of the different management aspects that have to be considered when investing in and owning real estate properties and real estate portfolios. This includes a company and a private perspective as well as family offices. Moving on, the procedures, implementation and organisational design of corporate real estate management, due diligence and shareholder value in connection with corporate real estate management are taught. Strategic facility management as well as technical, infrastructural and commercial building management will complete the course:Session 1: Principles of Real Estate ManagementSession 2: Asset Management / Facility ManagementSession 3: Corporate Real Estate ManagementSession 4: Private Real Estate Management**Required Readings:** Asson, T. (2002). Real Estate Partnerships – a new approach to corporate real estate outsourcing. *Journal of Corporate Real Estate*, 4/2002, 327-333.Geltner, D., Miller, N., Eichholtz P., & Clayton J. (2013). *Commercial Real Estate Analysis and Investments* (3rd ed.). Mason: South-Western Educational Publishing.Haupt, K., Faraz, I., Dawn, H., Jarman, D., & Reiner, J. (2012). *Property Management* (1st ed.). Bellevue: Rockwell Publishing.**Further Recommended Readings:** Brown, R.J. (2004). *Private Real Estate Investment: Data Analysis and Decision Making*. Burlington: Academic Press Advanced Finance.Cotts, D., & Rondeau, E.P. (2004). *The Facility Manager's Guide to Finance and Budgeting*. New York: AMACOM.Joroff, M., Lourgand, M., Lambert, S., & Becker, F. (1993). Strategic Management of the Fifth Resource: Corporate Real Estate. *Site Selection & Industrial Management*, Vol. 38, No. 5, 51-59.Rondeau, E. P., Brown, R. K., & Lapides, P. D. (2006). *Facility Management* (2nd ed.). Hoboken: John Wiley & Sons.Teichholz, E. (2001). *Facilities Design and Management Handbook*. New York City: McGraw-Hill Professional.Turner, W.C., & Doty, S. (2009). *Energy Management Handbook* (7th ed.). Lilburn: Fairmont Press.**Pedagogy:**

- Lecture

Name of Module:	Advanced Finance: Capital Markets	Module No. M-FIN4-055
Module Owner:	Prof. Sandra Paterlini, PhD	

Contact:	sandra.paterlini@ebs.edu
Programme/-s of Study:	Master in Finance (elective)
Semester:	Spring Term
ECTS:	6
Prerequisites:	The module requires a sound understanding of intermediate portfolio theory and derivatives, as well as mathematics and econometrics.
Contribution to Programme Learning Goals:	<p>LO 1: Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines.</p> <p>LO 2: Graduates are able to directly transfer their knowledge to practice.</p> <p>LO 4: Graduates demonstrate excellent written and oral communication skills in English.</p>
Contents of Module and Intended Outcomes:	This module introduces the main techniques and concepts in empirical finance and modern financial engineering. The courses familiarize students with quantitative methods of asset management, financial mathematics and econometrics. The lectures cover asset allocation, volatility estimation, dependence modelling, regularization methods, robust estimation, Monte Carlo simulation and financial derivatives. Furthermore, students learn how to develop and evaluate asset allocation strategies using quantitative models and state-of-art risk management techniques. Learning to use mathematical-statistical software proficiently will allow students to put financial engineering and statistical models from theory to practice.
Relation to other Modules/Programmes:	This module builds upon portfolio theory knowledge and basic econometrics courses from BSc programmes as well as on the MSc course Econometrics of Financial Time Series. Students are introduced into advanced up to date methods in the fields of financial econometrics, optimization and mathematical modelling so they can implement theoretical concepts properly, e.g. in the context of their MSc thesis.
Workload Allocation:	<p>180 h total student's workload, thereof:</p> <ul style="list-style-type: none"> • Classes (18x90)+ presentations day 35h • Pre-reading & wrap up 37h • Project and presentation 55h • Exam and exam preparation 53h

180 Examination Points

Kind of Examination	Related Course	Points	TG/IG
<u>Project</u> and Presentation	Module	120	TG
Written exam	Module	60	IG

**Information on Papers,
Allocation of Subjects &
Groups, Homework etc.:**

Project and Presentation: students (in self selected groups of 5 students - group grading) are expected to draft a 15-20 pages paper and present their work.

1. Course: Empirical Finance

Course No. L-FIN4-023

Instructor/-s: Prof. Sandra Paterlini, PhD

Contact: sandra.paterlini@ebs.edu

ECTS: 6

Number of Sessions: 18 + 1-Day student presentations

Language: English

Course Description:

- Volatility Estimation
- Robust Estimation
- Portfolio Theory
- Asset Allocation Strategies: Performance and Risk Measurement Measures
- Value at Risk and Expected Shortfall: Estimation and Stress Testing
- Monte Carlo Simulation and Derivative Pricing
- Statistical Trading Strategies (if time permits)
- Dependence Modeling and Copulas (if time permits)
- Regularization Methods (if time permits)

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.

Required Readings: Ruppert, D. (2011). Statistics and Data Analysis for Financial Engineering, Springer (selected chapters).

Tsay Rue S. (2013). An introduction to analysis of financial data with R, Wiley.

Further Recommended Readings: Alexander, C. (2003). Market Models - A Guide to Financial Data Models. Chichester et al.

Brandimarte, P. (2006). Numerical methods in Finance and Economics, Wiley.

Campbell, J. Y., Lo, A. W., MacKinlay, A. C. (1997). The Econometrics of Financial Markets, Princeton.

Gilli, M., Maringer, D., Schmann, E. (2012). Numerical Methods and Optimization in Finance, Elsevier Academic Press.

Lai, T. L., Xing, H. (2008). Statistical Models and Methods for Financial Markets, Springer.

McNeil, A., Frey, R., Embrechts, P. (2005). Quantitative Risk Management, Princeton University Press.

Meucci, A. (2005). Risk and Asset Allocation, Springer.

Hull, J. C. (2008) Options, Futures, and Other Derivatives, Pearson Prentice Hall, 7th edition.

Clelow, L./Strickland, C. (1998) Implementing Derivatives Models, John Wiley & Sons.

Chincarini, L. B. and Kim, D. (2006) Quantitative Equity Portfolio Management, McGraw- Hill.

Grinold, R. C. and Kahn, R. N. (2000) Active Portfolio Management. McGraw-Hill, 2nd edition.

Pedagogy:

- Lecture in the computer lab

Name of Module:	studium fundamentale II	Module No. M-PHI4-016
Module Owner:	Prof. Dr. Richard Raatzsch	

Contact: richard.raatzsch@ebs.edu

Programme/-s of Study: Master in Automotive Management (mandatory)
Master in Finance (mandatory)
Master in Management (mandatory)
Master in Real Estate (mandatory)

Semester: Spring Term

ECTS: 3

Prerequisites: Course 1: None – not available for EBS BSc graduates
Course 2: EBS Bachelor courses studium universale I and II

Contribution to Programme Learning Outcomes:

LO 1: Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines.

LO 2: Graduates are able to directly transfer their knowledge to practice.

LO 6: Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods.

LO 7: Graduates are able to independently solve problems and direct their own learning processes.

LO 8: Graduates are able to recognise and discuss the ethical dilemmas inherent in many business decisions and derive solutions.

LO 10: Graduates are able to handle leadership challenges.

Contents and Learning Outcomes of Module:

The module “studium fundamentale II” is designed as both a continuation and an extension of the EBS studium universale in the Bachelor curriculum and as a module for beginners in this field (course 1). Our aim is to introduce students to philosophical ways of thinking about matters which are relevant to business life and beyond. We will concentrate on three main topics: philosophy of science and ethics, both focussing on economics and economy, and knowledge of humans as essential part of leadership in management contexts. With regard to all three main topics we will strive to provide the participants with detailed knowledge of the main theories and views in the fields in question as well as with the abilities necessary to apply those theories and views.

In particular, we will focus on the problem of knowledge of humans. Knowledge of humans is an ability one can have to a lower or higher degree. It can also be taught, yet it is nothing one can learn by way of learning rules and techniques. In the module, we will deal with the main literature on the subject, both from philosophy and from psychology. We will also work with examples, in order to make visible the relevance of different theoretical contributions. As a result, the participants should be able to see which methods and arts of knowing humans are of which importance in what kinds of circumstances.

Every student has to choose one course from the two offered courses according to his/her qualification.

Relation to other Modules/Programmes:

The module concerns ethical problems which are part of or resulting from business activities. Here, the module is related to those modules which deal primarily with organizational and strategic questions, e.g. "Managing People & Organizations" or "Strategic Management", but also with problems and questions of management, e.g. sustainability within the module "Sustainable Real Estate Development".

Workload Allocation:

90 h total student's workload, thereof:

- | | |
|-------------------------|-------|
| • Classes (9x90) | 13,5h |
| • Pre-reading & wrap up | 31,5h |
| • Essay | 45,0h |

Grading:

90 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Class participation	Introduction to Ethics	30	IG
Essay	Introduction to Ethics	60	TG
Class participation	Thinking Ethically on Ordinary Matters	30	IG
Essay/Presentation	Thinking Ethically on Ordinary Matters	60	TG

Information on Papers, Allocation of Subjects & Groups, Homework etc.:

Starting with the 2nd or 3rd classes, there will be short class works relating to the material of earlier classes. Some of these works will be the basis for the evaluation of class participation. The allocation of essay groups will be done by the instructors during the course.

1. Course: Introduction to Ethics
Instructor/-s: Prof. Dr. Richard Raatzsch

Course No. L-PHI4-030

Guest Speaker/-s:

Prof. Fabian Freyenhagen PhD, Essex; Prof. Maria-Isabel Pena Aguado, Santiago de Chile, Chile

Contact:

richard.raatzsch@ebs.edu

ECTS:

3

Number of Sessions:

9

Language:

English

Course Description:

We will be dealing with the following questions:

What is philosophy?

What is ethics?

What is good(ness)?

What are the main ethical ways of thinking?

Required Readings: The reader which will be provided

Further Recommended Readings: -

Pedagogy: Interactive Lecture

2. Course: Thinking Ethically on Ordinary Matters

Course No. L-PHI4-031

Instructor/-s: Prof. Dr. Richard Raatzsch

Guest Speaker/-s: Prof. Fabian Freyenhagen PhD, Essex; Prof. Maria-Isabel Pena Aguado,

Contact: richard.raatzsch@ebs.edu

ECTS: 3

Number of Sessions: 9

Language: English

Course Description: Continuing the classes from BSc, we will strengthen our philosophical capacities by analyzing ordinary life cases, including, of course, ordinary business affairs.

Required Readings: The reader which will be provided

Further Recommended Readings: -

Pedagogy: Interactive Lecture

Name of Module:	Start-Up & New Business Model Development	Module No. M-STR4-059
Module Owner:	Prof. Dr. Diane Robers	

Contact: gerrit.kolweyh@ebs.edu

Programme/-s of Study: Master in Management (elective)
Major in Entrepreneurship

Semester: Spring Term

ECTS: 6

Prerequisites: Entrepreneurial spirit and the drive to change & redefine an industry.

Contribution to Programme Learning Goals:

LO 1: Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines.

LO 2: Graduates are able to directly transfer their knowledge to practice.

LO 4: Graduates demonstrate excellent written and oral communication skills in English.

LO 5: Graduates are capable of contributing effectively to multicultural teams.

LO 7: Graduates are able to independently solve problems and direct their own learning processes.

LO 10: Graduates are able to handle leadership challenges.

Contents of Module and Intended Outcomes:

This module provides both practical and advanced conceptual perspectives on Start-Up & New Business Model Development. This course will be a real-life project where students have three possibilities to choose from.

1. In groups, students write a business plan for one own concrete Start-Up idea + give a final presentation in front of a Venture Capitalist investor committee
2. In groups, students write a business plan for a new business model of one EBS-SITE Institute's innovative partner companies + give a final presentation in front of company's representatives
3. In groups, students write a business plan for one of EBS-SITE institute's think-tank Start-Up ideas + give a final presentation in front of a Venture Capitalist investor committee

This experience will be combined with mentoring session/lectures, where participants become familiar with advanced tools and methods in the areas outlined above.

Relation to other Modules/Programs:

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.

Workload Allocation:	180 h total student's workload, thereof:	
	- Interaction, Feedback and Presentations (20x90)	30h
	- Preparation & Project work	150h

Grading: 180 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Project & <u>Presentation</u>	Module	135	TG
Class participation & Peer evaluation	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. L-STR4-102
Instructor/-s:	Prof. Dr. Diane Robers	

Contact: gerrit.kolweyh@ebs.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: 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.

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 optional trip to Berlin will be organized 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.

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.

Required Readings: <http://www.gruenderszene.de>

<http://www.vc-magazin.de>

<http://www.manager-magazin.de>

<http://www.fastcompany.com/section/most-innovative-companies-2015>

<http://www.forbes.com>

Bygrave, W., Zacharakis, A. (2011). Entrepreneurship, Second Edition, New Jersey: John Wiley and Sons

Katz, Green (2013). Entrepreneurial Small Business (4rd ed.). International Edition, McGraw-Hill, Chapters: 4, 5, 6, 7, 8

Further Recommended Readings: Hisrich, R., Peters, M., Shepherd, D. (2010). Entrepreneurship. Boston: McGraw-Hill/Irwin.

Timmons, J., Spinelli, S. (2008). New Venture Creation. Boston: McGraw-Hill/Irwin

Byers, T. H., Dorf, R. C., Nelson, A. J., (2010). Technology Ventures: From Idea to Enterprise (3rd ed.). Boston: McGraw-Hill/Irwin.

Ries, E. (2011). The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses. New York: Crown Business.

Croll, A., & Yoskovitz, B. (2013). *Lean analytics: Use data to build a better startup faster*. Sebastopol, CA: O'Reilly.

Osterwalder, A., Pigneur, Y., & Clark, T. (2010). *Business model generation: A handbook for visionaries, game changers, and challengers*.

Blank, S. G., & Dorf, B. (2012). *The startup owner's manual: The step-by-step guide for building a great company*. Pescadero, Calif: K&S Ranch, Inc.

Fried, J., & Hansson, D. H. (2010). *Rework*. New York: Crown Business.

Pedagogy:

- Lecture
- Workshop
- Real life project

Name of Module:	Economics of Financial Markets and Crises	Module No. M-FIN4-056
Module Owner:	Prof. Mrdjan M. Mladjan, PhD	

Contact: mrdjan.mladjan@ebs.edu

Programme/-s of Study: Master in Finance (elective)
Master in Management (elective)

Semester: Spring Term

ECTS: 6

Prerequisites: None

Contribution to Programme Learning Outcomes: LO 1: Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines.

LO 6: Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods.

LO 8: Graduates are able to recognise and discuss the ethical dilemmas inherent in many business decisions and derive solutions.

Contents of Module and Intended Outcomes: This module introduces the students to the economics of money and financial markets, as well as to the recurrent phenomenon of financial crises. The first part of the module examines the economics of money and financial markets, but also teaches several other key concepts in economics. The second part of the module examines the impact of banks, asset price bubbles and sovereign risk, as well as patterns of international flow of goods and capital, as the recurrent features of the current and past financial crises. The module is intended to teach students the basics of economics in general, and economics of money and financial markets in particular, as well as the causes and consequences of financial crises. It is supposed to give students a strategic view on the decisions corporate managers need to take both in normal times and in times of financial crises.

Workload Allocation: 180 h total student's workload, thereof:

- Classes (18x90) 27h
- Pre-reading & wrap up 55h
- Exams and Preparation 98h

180 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Written exam	Economics of Financial Markets	90	IG
Written exam	Economics of Financial Crises	90	IG

Information on Papers, Allocation of Subjects & Groups, Homework etc.: None

1. Course: Economics of Financial Markets**Course No. L-FIN4-086****Instructor/-s:** Prof. Dr. Jan-Christoph Rülke**Contact:** jan-christoph.ruelke@ebs.edu**ECTS:** 3**Number of Sessions:** 9**Language:** English

Course Description: This course introduces the students to the economics of money and financial markets. Moreover, it teaches several other key economics concepts. The course starts with a brief overview of the market forces of supply and demand, the firm and industry organization, including the concepts of perfect competition, monopoly, monopolistic competition and oligopoly, with application to banking and financial markets. In order to give the setting for the study of the money and financial markets, it introduces the concepts of aggregate supply and demand, national income accounting and the phenomenon of business cycles. The course then focuses on the monetary system and inflation, the role of central banks, and the conduct of monetary and fiscal policies. Building from the national setting, we then examine foreign exchange market, the currency exchange rates and the international financial system, including its institutions and exchange rate regimes. The course concludes by discussing theoretical justifications for government intervention and the effects of government regulation, with an emphasis on the financial industry.

Required Readings: Class notes

Further Recommended Readings: Mishkin, Frederic. "The Economics of Money, Banking and Financial Markets". Boston: Pearson. Copeland, Laurence. "Exchange Rates and International Finance" (Any recent edition would serve).

Pedagogy:

- Lecture

2. Course: Economics of Financial Crises**Course No. L-FIN4-077****Instructor/-s: Dr. Niklas Gadatsch****Contact:** mrdjan.mladjan@ebs.edu**ECTS:** 3**Number of Sessions:** 9**Language:** English

Course Description: Financial crises are a recurrent feature of financial markets. While each crisis might appear unique, they are usually the result of bubbles in a certain class of assets. Moreover, they are mostly related to a specific kind of financial innovation. The course examines the impact of banks, asset price bubbles and sovereign risk as the recurrent features of the current and past financial crises. For instance, the recent crisis was initiated in the housing market through the collapse of over-inflated housing prices. The shock from the housing market was amplified through the banking system, and the financial innovation of securitized mortgages played an important role. Finally, bailing out of banks, by creating pressure on sovereign budgets, led to a sovereign debt crisis.

The course both examines the causes and consequences of financial crises using the modern tools of macroeconomic and international financial theory. The patterns of international trade and capital flows are examined as factors leading to the crisis, and the consequences of crises on the economic growth and development of a country are considered. Modern and historical evidence is used to confront the theoretical predictions with the stylized facts. The course is intended to enable students to take a strategic view of the decisions corporate managers need to take during periods of financial crises.

Required Readings: Book:
Koo, Richard. 2009. The Holy Grail of Macroeconomics: Lessons from Japan's Great Recession. John Wiley & Sons (Asia). Singapore.

Research Papers, Newspaper Articles, and Videos:

Bernanke, Ben, 1983. "Nonmonetary Effects of the Financial Crisis in Propagation of the Great Depression", American Economic Review 73: 257-276

Bordo, Michael D., Barry Eichengreen, Daniela Klingebiel, and Maria Soledad Martinez Peria, 2001. "Financial Crises: Lessons from the Last 120 Years", Economic Policy 16 (April): 51-82.

Borio, C., Drehmann, M., 2009. Assessing the risk of banking crises—revisited. BIS Quarterly Review, March.

Borio, C., Lowe, P.W., 2002. Asset Prices, Financial and Monetary Stability: Exploring the Nexus. BIS Working Paper 114. doi:10.2139/ssrn.846305

Calomiris, Charles and Joseph Mason. 2003. "Consequences of Bank Distress during the Great Depression". American Economic Review, 93(3): 937-47.

De Grauwe, Paul and Yemei Ji. 2012. "Mispricing of sovereign risk and multiple equilibria in the Eurozone". Journal of Common Market Research, 50(6):866-880. and the related text on VoxEU.

Eichengreen, Barry. Video interviews: "Why Economics Needs History?" <<https://www.youtube.com/watch?v=8uBQ1bV8nXc>> and "Economic History, the Great Depression, and the Recent Financial Crisis"

<<https://www.youtube.com/watch?v=WwFwhyxmlN4>>"

Gozzi, Juan Carlos and Martin Goetz. 2010. "Liquidity Shocks, Local Banks, and Economic Activity: Evidence from the 2007-2009 Crisis." Working paper

Grossman, Richard. 1994. "The Shoe That Didn't Drop: Explaining Banking Stability During the Great Depression". *Journal of Economic History*, 54(3): 654-682.

Ivashina, Victoria, and David S. Scharfstein. 2010. "Bank Lending During the Financial Crisis of 2008." *Journal of Financial Economics*, 97(3): 319-338.

Jung, Alexander and Gerhard Spoerl. 2011. "Interview with Historian Hans-Joachim Voth: 'The Euro can't survive in its current form'." *Spiegel Online International*

Koo, Richard. 2010. "'Balance sheet recession'". INET. <<https://www.youtube.com/watch?v=HaNxAzLKegU>>

Koo, Richard. 2011. "'How the West is Repeating Japan's Mistakes'". INET. <https://www.youtube.com/watch?v=Tt3KdH1uk-c>>"

Mian, Atif and Amir Sufi. 2009. "The Consequences of Mortgage Credit Expansion: Evidence from the U.S. Mortgage Default Crisis". *Quarterly Journal of Economics*, 124(4): 1449-1496.

Mishkin, Frederic S. and Eugene N. White, 2003. "'Stock Market Bubbles: When Does Intervention Work?'" *Milken Institute Review*: 44-52"

Mladjan, Mrdjan. 2012. "Accelerating into the Abyss: Financial Dependence and the Great Depression". Available at SSRN: <http://ssrn.com/abstract=2366291>

Romer, Christina. 1990. "The Great Crash and the Onset of the Great Depression". *Quarterly Journal of Economics*, 105(3): 597-624.

Romer, Christina. 1993. "Nation in Depression". *Journal of Economic Perspectives*, 7(2): 19-39.

Voth, Joachim. 2003. "With a Bang, not a Whimper: Pricking Germany's 'Stock Market Bubble' in 1927 and the Slide into Depression". *Journal of Economic History*, 63(1): 65-99.

Further Recommended Readings:

Acharya, V., Thomas Philippon, Matthew Richardson, and Nouriel Roubini, 2009. "The Financial Crisis of 2007-09: Causes and Remedies", *Financial Markets, Institutions, and Instruments* 18(2): 89-137.

Adrian, Tobias and Hyun Shin, 2010. "Liquidity and Leverage", *FRB of New York Staff Report*.

Allen, F. and D. Gale (2000), "Bubbles and Crises", *Economic Journal* 110: 236-256.

Almeida, H., M. Campello, B. Laranjeira, and S. Weisbenner, 2009. "Corporate Debt Maturity and the Real Effects of the 2007 Credit Crisis". *NBER Working Paper* 14990.

Brunnermeier, Markus K. 2009. "Deciphering the liquidity and credit crunch 2007-2008". *Journal of Economic Perspectives*, 23(1): 77-100

Diamond, Douglas and Philip Dybvig, 1983. "Bank Runs, Deposit Insurance, and Liquidity", *Journal of Political Economy* 91.

Koo, Richard, 2011. "Learning Wrong Lessons from the Crisis in Greece". INET

Bretton Woods Conference paper.

Koo, Richard , "The world in balance sheet recession: causes, cure, and politics", real-world economics review, issue no. 58, 12 December 2011, pp.19-37

Krugman, Paul, Kathryn M. Dominguez, and Kenneth Rogoff. "'It's Baaack: Japan's Slump and the Return of the Liquidity Trap.'" Brookings Papers on Economic Activity 1998, no. 2 (1998): 137-205.

Ponticelli, Jacopo and Hans-Joachim Voth. 2011. "Austerity and Anarchy: Budget Cuts and Social Unrest in Europe, 1919-2008." Available at SSRN: <http://ssrn.com/abstract=1899287> or <http://dx.doi.org/10.2139/ssrn.1899287>

Reinhart, Carmen. 2008. "Eight Hundred Years of Financial Folly". MPRA Paper No. 11864.

Reinhart, Carmen and Kenneth Rogoff. 2008. "Is the 2007 US Sub-Prime Financial Crisis So Different? An International Historical Comparison". American Economic Review: Papers & Proceedings, 98(2): 339-344.

Pedagogy:

- Lecture
- Seminar

Name of Module:	Developments and Regulations in Contemporary Mobility	Module No. M-AUTX-XXX
Module Owner:	Prof. Dr. Sven Henkel	

Contact: christopher.grossmann@ebs.edu

Programme/-s of Study: Master in Automotive Management (mandatory)
Master in Management (elective)

Semester: Spring Term

ECTS: 6

Prerequisites: None

Contribution to Programme Learning Outcomes:

LO 1: Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines.

LO 2: Graduates are able to directly transfer their knowledge to practice.

LO 3: Graduates are able to leverage technology relevant to their field of study.

LO 4: Graduates demonstrate excellent written and oral communication skills in English.

LO 8: Graduates are able to recognise and discuss the ethical dilemmas inherent in many business decisions and derive solutions.

Contents and Learning Outcomes of Module:

The current automotive markets in Europe, North America and also in the emerging markets face different challenges. Across all markets regulations are becoming of increasing importance, addressing both traditional automotive mobility issues and novel mobility challenges. Moreover, there is an increased competition in the market, as the focus away from traditional car ownership towards a more holistic mobility approach has led to the market entrance of startups, digital champions, and novel OEMs. Saturated markets on one side and upcoming new mobility solutions on the other side lead to a high level of competition in all areas of automotive management and impose new requirements on automotive managers. High demand for competitive advantages exists especially in the field of traditional car manufacturers. This is enforced by arising new players from the technological sector, start-ups and new OEMs. Traditional European OEMs have to improve existing channels, strategies, instruments, and processes. New players are rewriting established rules of the market. In this context, the high complexity of multidimensional regulations challenge the overall management processes and ever-changing new mobility solutions have to be understood.

This module addresses the high complexity in mobility in general and the automotive industry in particular. Students will acquire a firm knowledge of the underlying structures and elements in regulations affecting mobility and arising trends impacting transport options. This will provide students with the required ability to understand complex and organically grown mobility systems to achieve improvements and understand innovations.

In the module, interactive lectures, practitioners' presentations, case studies, and group projects are employed.

Relation to other Modules/Programmes:

This module focuses on regulations and challenges in contemporary mobility. Aside from being related to the Autonomous Field Study module as well as the business model innovation course, the students will be introduced to pressing issues in the novel mobility ecosystem. Thereby, issues taught in Brand Management, and Consumer Behavior are strongly related. Moreover, as automotive distribution channels are subject to significant changes due to

regulations and novel mobility developments, the courses on dealership management and distribution management refer to this module, too.

Workload Allocation:

180 h total student's workload, thereof:

• Classes (19x90)	28.5h
• Pre-reading & wrap up	31.5h
• Paper	40.0h
• Case studies	40.0h
• Exam and exam preparation	40.0h

Grading:

180 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Class participation	Regulations and their Impact on Business Strategy and Innovation	30	IG
Paper	Regulations and their Impact on Business Strategy and Innovation	60	IG
Exam	Challenges in Contemporary Mobility	60	IG
Class participation	Challenges in Contemporary Mobility	30	IG

Information on Papers, Allocation of Subjects & Groups, Homework, etc.:

The exam in the course "Challenges in Contemporary Mobility" covers all topics discussed in the relevant lecture.

Students are required to critically review a number of cases for the lectures, which serve as a basis for in-depth class discussion

1. Course:	Regulations and their Impact on Business Strategy and Innovation	Course No.
Instructor/-s:	Prof. Vivek Ghosal, PhD.	

Guest Speaker: N.N.

Contact: christopher.grossmann@ebs.edu

ECTS: 3

Number of Sessions: 9

Language: English

Course Description: The course is designed as part of the Master in Automotive programme, focusing on the automotive industry and markets. The vast majority of the topics and materials covered will therefore focus on issues related to the automotive industry. Regarding overall theme, the central objectives of this course will be to understand the dynamic interlinkages between various regulations and standards set by Governments and their effects on business strategy, innovation and competition – focusing on the automotive industry.

The course is not designed to provide broad coverage extending to other industries. However, depending on your interests, you can extend the learning from the issues in the automotive industry to other areas.

In the automotive industry, regulations and standards related to emissions, fuel economy, recycling and safety, among others, have played an important role in shaping the evolution of this industry over several decades, and may be even more important in the future due to the likelihood of more stringent emissions related standards, sustainability initiatives, and urban congestion. Equally important is the fact that the regulations and standards vary considerably across the major markets such as E.U., U.S. Japan, China, among others. Some of the effects of the regulations, for example, have related to engine design, use of alloys and plastics, advanced electronics, use of information technology, product design, and restructuring of supply chains. As we will examine during the course, different automobile firms may pursue different innovation and investment strategies to reach the same regulatory standards. Aside from the above considerations, we will also examine one of the newer trends related to the urban congestion, and the rules cities appear to be imposing to reduce dependence on automobile use.

While the automobile industry serves as a very important example due to its size, innovation content and complex web of regulatory standards, we will very briefly note some other industries such as chemicals, pulp and paper and pharmaceuticals. In each case, we will briefly highlight the regulations and standards that are unique to that industry, and the strategic responses of the businesses in those markets.

Apart from regulations having an impact on firms' business strategies, recent trends in consumer preferences and awareness (e.g. to greener products, sustainability), increasing influence and activities of Non-Governmental Organisations, and industry initiatives have all combined to change the competitive landscape and have forced companies to employ a more proactive management approach to remain competitive in their markets. We will briefly note some of these initiatives in the automobile industry.

Focusing on the automobile industry, the course overall will provide students with an understanding of the relevant issues and provide: (1) a sound theoretical and conceptual framework related to the rationale and design of regulations, their enforcement, and their effects on businesses; (2) a background on national and international regulatory policy-making and assessing their impact on industries and businesses; (3) an understanding of how asymmetric regulations across different

jurisdictions affects business strategy for multinationals that sell in multiple foreign markets; (4) a practical and application-oriented perspective on how businesses strategically innovate and respond to various rules and regulations to maintain or gain competitive advantage; (5) the role of consumer tastes and preferences; and (6) a perspective of firms' sustainability initiatives and corporate social responsibility.

Required Readings:

The course reading materials will contain numerous articles (listed below). These will be supplemented with class lecture slides.

[01] 1993_ Sloan MIT International Motor Vehicle Program, Working Paper_Volvo Proactive Environmental Management_Sandra Rothenberg and James Maxwell.

[02] 1995_ Harvard Business Review_Green and Competitive: Ending the Stalemate _Michael Porter and Carl van der Linde.

[03] 1995_ Journal of Economic Perspectives_Toward a New Conception of the Environment-Competitiveness Relationship_Michael Porter and Carl van der Linde.

[04] 2000_Technovation_Planning for an Environment Friendly Car_Udo Mildenberger and Anshuman Khare.

[05] 2004_Center for Economic Studies, Working Paper_Regulatory Quality in the EU_Claudio Radaelli.

[06] 2004_California Management Review_Strategic Management of Product Recovery_ Michael Toffel.

[07] 2005_Management Science_Automobile Production Efficiency_Marvin Lieberman and Rajeev Dhawan.

[08] 2006_European Commission Report_Competitive Automotive Regulatory System_ European Commission.

[09] 2007_ Business Strategy and the Environment_End-of-Pipe or Cleaner Production? An Empirical Comparison of Environmental Innovation Decisions across OECD Countries_ Frondel M, Horbach J, Rennings K.

[10] 2009_Academy of Management Journal_Environmental Regulation and Investment_ Peter Madsen.

[11] 2009_California Management Review_Value Creation and Competitive Advantage in European Automobile Industry_Helmut Dietl, Susanne Royer and Uwe Stratmann.

[12] 2009_Institute for Manufacturing_Automotive Catalytic Converter_Lan Tao, Elizabeth Garnsey, David Probert and Tom Ridgman.

[13] 2010_Technovation_Forcing Technological Change_Jaegul Lee, Francisco Veloso, David Hounshell and Edward Rubin.

[14] 2011_Sustainability_Regulation Induced Innovation_Nicholas Ashford and Ralph Hall.

[15] 2014_Business Strategy and the Environment_Business Strategy and Firm Reorganization: Role of Changing Environmental Standards, Sustainable Business Initiatives, and Global Market Conditions_Vivek Ghosal.

[16] Brief notes_Traffic Congestion and Regulation by Cities.

[17] Brief notes_Corporate Social Responsibility.

[18] Lecture Notes_Market Dynamics and Competition_Vivek Ghosal.

[19] Lecture Notes_Regulation, Competition and Firm Behavior_Vivek Ghosal.

Further Recommended Readings:

[01] 1993_Sloan MIT International Motor Vehicle Program, Working Paper_Global Competition and the European Automobile Industry_Andrew Graves.

[02] 1996_National Academy of Sciences_Environmental Change and Automobile Costs_ Steven Berry, Samuel Kortum and Ariel Pakes.

[03] 2003_Harvard University, Working Paper_Environmental Strategy_David Levy and Sandra Rotenberg.

[04] 2003_Journal of Economics and Management Strategy_Plant Vintage Technology and Environmental Regulation_Wayne Gray and Ronald Shadbegian.

[05] 2003_Research Institute of Economy Trade and Industry, Working Paper_Environmental Policies in Japan_Yoshitsugo Kanemoto, Katsuhito Hasuike and Toru Fujiwara.

[06] 2006_Organization for Economic Cooperation and Development Report_Environmental Regulation and Competition_Part 1_OECD.

Pedagogy:

- Lecture
- Case discussion

2. Course:	Challenges in Contemporary Mobility	Course No. L-AUT4-008
Instructor/-s:	Prof. Dr. Sven Henkel/ Katrin Merfeld/Dr. Mark-Philipp Wilhelms	

Guest Speaker:	N.N.
Contact:	katrin.merfeld@ebs.edu
ECTS:	3
Number of Sessions:	10
Language:	English
Course Description:	<p>The automotive industry currently faces its greatest changes in history. During the last five years we have been exposed to more changes than in fifty years before. Technology and innovation cycles are way shorter than a decade ago, ownership is substituted by leasing and sharing concepts. Moreover, environmental and societal trends are forcing the industry to rethink their business understanding and models. To live up to the those challenges fundamental research gets more and more important. Deeper insights on customer's and other stakeholder's mobility motives, decisions and behavior are required to predict and forecast future success.</p> <p>This course introduces various research projects within the field of mobility. Based on papers and research proposals the theoretical foundation, analytical procedures and results are analysed and discussed.</p>
Required Readings:	Meyer, G., & Shaheen, S. (Eds.). (2017). <i>Disrupting Mobility: Impacts of Sharing Economy and Innovative Transportation on Cities</i> . Springer.
Further Recommended Readings:	Individual cases tbd. Further papers will be distributed in-class. Students are recommended to review latest news on mobility services.
Pedagogy:	<ul style="list-style-type: none">• Lecture• Discussion in class• Case discussion

Name of Module:	Business Models and Strategic Alliances	Module No. M-STR4-054
Module Owner:	Prof. Dr. Markus Kreutzer	

Contact:	markus.kreutzer@ebs.edu			
Programme/-s of Study:	Master in Management (elective) Major in Strategy & Consulting			
Semester:	Spring Term			
ECTS:	6			
Prerequisites:	None			
Contribution to Programme Learning Outcomes:	LO 1: Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines. LO 2: Graduates are able to directly transfer their knowledge to practice. LO 5: Graduates are capable of contributing effectively to multicultural teams. LO 6: Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods. LO 9: Graduates can identify and leverage business opportunities. LO 10: Graduates are able to handle leadership challenges.			
Contents and Learning Outcomes of Module:	This module provides students with insights on two important topics in strategic management – cooperative relationships (strategic alliances and networks) and business models. We study central issues across the lifecycle of alliance management and how to design, renew, adapt, and innovate business models.			
Relation to other Modules/Programmes:	Complementing other strategy courses, this module provides students with more in-depth knowledge and case examples on inter-organizational relationships and business models.			
Workload Allocation:	180 h total student's workload, thereof: <ul style="list-style-type: none">Classes (18x90)27hPre-reading (cases and literature) & wrap up55hPresentation & Essay55hExam and exam preparation43h			
Grading:	180 Examination Points			
	Kind of Examination	Related Course	Points	TG/IG
	Presentation	Cooperative Strategies	45	TG
	Essay	Business Models	45	TG
	Written exam	Module	90	IG
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	Further information on group presentations and essays at the beginning of the courses.			

1. Course:	Cooperative Strategies: Strategic Alliances and Networks	Course No. L-STR4-093
Instructor/-s:	Prof. Dr. Markus Kreutzer	

Contact: markus.kreutzer@ebs.edu

ECTS: 3

Number of Sessions: 9

Language: English

Course Description: This course introduces students to the issues and analytical arguments related to cooperative relationships (strategic alliances and alliance networks), which proliferate in many industries. This course incorporates various theoretical perspectives and is designed to focus on the essential issues and problems of cooperative strategies experienced by managers.

Key topics will be:

- When to pursue a cooperative strategy?
- When are strategic alliances preferred to M&A or arm's length contracts?
- Which factors are important for partner selection?
- How to negotiate the deal?
- What is the right way to structure/govern a collaboration?
- How to manage the alliance? How to balance trust and control?
- What are the benefits and risks of collaborating with (potential) competitors ("coopetition")?
- What is special about alliance portfolios, alliance networks, and multi-partner alliances?

Required Readings: No textbook required; readings for each session will be available in due time.

Further Recommended Readings: Distributed in the first session.

Pedagogy: Case discussion, lectures, guest lectures, group presentation

2. Course:	Business Models: Design, Innovation and Adaptation	Course No. L-STR4-094
Instructor/-s:	NN	

Contact: markus.kreutzer@ebs.edu

ECTS: 3

Number of Sessions: 9

Language: English

Course Description: In this course, we discuss the business model phenomenon and its constituting parts. Looking at the concept's theoretical roots, we focus on practical questions start-up and/or established firms face when designing new, innovative business models, renewing and adapting their business model on a continuous basis or in response to environmental changes, and related questions such as how established firms best deal with disruptive business models in their industry.

Key topics will be:

- What is a business model? Which different conceptualizations exist? How is a business model different from a firm's strategy?
- Why do business model matter?
- What different types of business models can be distinguished?
- How to create value through business model innovation?
- What are opportunities for and barriers to business model innovation?
- How to strategically renew business models?
- How to adapt business models to environmental shocks?
- How to balance adaptation and imitation for business model internationalization?
- How to respond to disruptive business models?
- How to manage dual business models within firms?

Required Readings: No textbook required; readings for each session will be available in due time.

Further Recommended Readings: Distributed in the first session.

Pedagogy:

- Case discussion
- Lectures
- Guest lectures

Name of Module:	Strategic Foresight	Module No.
Module Owner:	Prof. Dr. Christian Landau	

Contact: christian.landau@ebs.edu

Programme/-s of Study: Master in Management (elective)
Major in Strategy & Consulting

Semester: Spring Term

ECTS: 3

Prerequisites: None

Contribution to Programme Learning Goals:

LO 1	Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines.
LO 2	Graduates are able to directly transfer their knowledge to practice.
LO 4	Graduates demonstrate excellent written and oral communication skills in English.
LO 5	Graduates are capable of contributing effectively to multicultural teams.
LO 6	Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods.
LO 9	Graduates can identify and leverage business opportunities.

Contents and Learning Outcomes of Module: The module introduces students to management practices that help managers to make better decisions in uncertain environments, in particular in times of uncertain macro-level changes, and to adjust strategies to these conditions. The module consists of one course and focusses on Strategic Foresight.

Relation to other Modules/Programmes: The module builds on the learning of mandatory modules such as Strategic Management and relates to other advanced management elective modules, for example Business Models and Alliances, International Strategic Management, and Strategic Innovation and Change.

Workload Allocation: 180 h total student's workload, thereof:

- Classes/workshops (Strategic Foresight) 36h
- Pre-class preparation 24h
- Essay 45h
- Preparation Presentation 45h
- Exam preparation (Strategic Foresight) 30h

Grading:

180 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Written exam	Strategic Foresight	90	IG
Presentation	Strategic Foresight	45	TG
Essay	Strategic Foresight	45	IG

**Information on Papers,
Allocation of Subjects &
Groups, Homework etc.:**

Groups for team exercises and group evaluations will be formed by the instructors. Group compositions are announced during the semester together with detailed task descriptions.

The module is limited to 30 participants.

1. Course: Strategic Foresight**Course No.****Instructor:** Jan Berlage**Guest Speaker/-s:** Jan Berlage**Contact:** jan.berlage@ebs.edu**ECTS:** 6**Number of Sessions:** 18 (18x90 minutes)**Language:** English

Course Description: This course offers interested students the opportunity to gain in-depth knowledge about the framework and methodologies of strategic foresight, for corporate managers and, in particular, strategy consultants, but is of interest as well to entrepreneurs. It provides skill-development for those students with a career focus on leadership positions in the corporate sector, industry sectors and for those who pursue a career in other functional areas, but who wish to acquire general competencies in the strategic foresight process. After completion of the module, students are able to apply key concepts during their leadership or consulting projects – either inhouse, or externally.

Students will become familiar with the skills they need to manage the strategic foresight processes that all types of organisations go through, in particular in times of re-orientation. The module also includes very close interaction with practitioners who in turn help the students to recognize real life challenges and act upon them responsibly. With help of theoretical insights, the students get equipped with academic concepts that improve the rigour of their decisions.

The course provides student with an overview of Strategic Foresight. Students will be introduced to the unique nature of preparing for the future through reflective strategic reasoning. After reviewing the state of the art of academic knowledge on strategic foresight, the course will turn to the issue of applying selected foresight methodologies. In this part, students will work in a number of group works to explore issues such as the trends, weak signals and sense-making. Students will have to show their ability to analyze and deal with such issues by reviewing challenges in groups as an additional form of evaluation complementing the individual final exam. After completing the course students will be familiar with the contents and workings of Strategic Foresight.

Required Readings: Tba**Further Recommended Readings:** Tba**Pedagogy:** Lectures, case studies, exercises

Name of Module:	Sales Management & Interactive Marketing	Module No. M-MKT4-025
Module Owner:	Prof. Dr. Sven Henkel	

Contact:	anne-sophie.riegger@ebs.edu
Programme/-s of Study:	Master in Management (elective) Major in Marketing
Semester:	Spring Term
ECTS:	6
Prerequisites:	Knowledge of fundamentals in marketing strategies, processes and instruments.
Contribution to Programme Learning Goals:	<p>LO 1: Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines.</p> <p>LO 2: Graduates are able to directly transfer their knowledge to practice.</p> <p>LO 4: Graduates demonstrate excellent written and oral communication skills in English.</p> <p>LO 5: Graduates are capable of contributing effectively to multicultural teams.</p> <p>LO 6: Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods.</p>
Contents of Module and Intended Outcomes:	<p>This module concentrates on relevant marketing issues concerning Customer Management. Firstly, students will study the field of sales management. Secondly, the students will be able to gather a deep insight into the field of Customer Relationship Management and Dialogue Marketing, two of the most important fields of interest within market communications. The student's general understanding of the marketing discipline combined with the knowledge gained in this module will then be applied to various marketing scenarios of real-life cases.</p> <p>The courses do not only cover the theoretical foundations of the respective research fields, but also include current trends as well as analyses of practical examples and case studies.</p> <p>After the completion of the course Sales Management, graduates will be able to understand the strategic role of selling and sales management. Moreover they will have acquired the theoretical knowledge how to develop and direct sale forces as well as how to control the sale programmes.</p> <p>The course Customer Relationship Management and Dialogue Marketing will prepare graduates to understand the importance of customer value management and the role of dialogue-oriented forms of marketing communication. After the completion of the course, graduates will be able to measure customer value, to implement customer value management systems, to assess different forms of interactive communication, and to implement dialogue marketing strategies.</p>
Relation to other Modules/Programmes:	This module provides students with extended knowledge in the areas of Sales Management, Customer Relationship Management, and Dialogue Marketing. Previously acquired knowledge from the module "Strategic Marketing" as well as the students' creative and analytical skills, interlace with the fields of study, though are not required to succeed in this module.

Workload Allocation:	180 h total student's workload, thereof:	
	• Classes (18x90)	27h
	• Pre-reading & wrap up	40h
	• Project	50h
	• Exam and exam preparation	63h

Grading: 180 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Project	Sales Management	30	TG
	Customer Relationship	30	TG
Case study	Management & Dialogue Marketing		
Written exam	Module	120	IG

Information on Papers, Allocation of Subjects & Groups, Homework etc.: In addition to the exam students will work on a project on sales management in small groups. The topic of the project will be communicated at the beginning of the course. Students will be given study-time to prepare the group work.

1. Course: Sales Management**No. L-MKT4-015****Instructor/-s:** Prof. Dr. Sven Henkel**Contact:** anne-sophie.riegger@ebs.edu**ECTS:** 3**Number of Sessions:** 9**Language:** English

Course Description: Effective sales management has a high impact on firms' market and financial performance. Firms invest a significant amount of money in their sales forces. Salespeople establish and maintain customer relationships, and generate sales and profit.

Primarily, this course provides a structured approach towards essential knowledge in the sales context. Whereas traditional, personal sales approach are introduced and elaborated, a stronger focus is set on the consumer perspective in sales and resulting approaches in the strategic sales process. Major topics include sales organization, sales management and sales evaluation.

A special focus is set on the contemporary issues in sales management. Whereas online sales options, multi channel management and new sales channels impact the market, new entrants and payment methods disrupt traditional practices. Business examples enrich the discussion on current sales management practices.

Learning outcomes:

- To give students a thorough, up-to-date, and integrated overview of accumulated theory and practice relevant to sales management.
- To highlight how sales managers apply these theories and principles in organizations.
- To help students develop critical thinking skills that can be applied to sales management situations.

Required Readings: Johnston, Mark W./ Marshall, Greg W. (2008): Sales Force Management, 9th. ed., Irwin McGraw-Hill Inc.

Cravens, D.; Le Meunier-FitzHugh, K. & Piercy, N. (2011). The Oxford Handbook of Sales and Sales Management

Further required readings can be announced during the course.

Further Recommended Readings: Weitz, B. A., & Bradford, K. D. (1999). Personal selling and sales management: A relationship marketing perspective. *Journal of the academy of marketing science*, 27(2), 241-254.

Aggarwal, P., Castleberry, S. B., Ridnour, R., & Shepherd, C. D. (2005). Salesperson empathy and listening: impact on relationship outcomes. *Journal of Marketing Theory and Practice*, 13(3), 16-31.

Pedagogy:

- Lecture
- Case study
- Case discussions (if applicable)

2. Course:	Customer Relationship Management & Dialogue Marketing	Course No. L-MKT4-016
Instructor/-s:	Dr. Thomas Feinen/Dr. Jochen Basting/Dr. Ronja Gresel	

Contact: anne-sophie.riegger@ebs.edu

ECTS: 3

Number of Sessions: 9

Language: English

Course Description: In the first part of this course, the participants are going to learn about the theoretical principles of Relationship Marketing the idea of customer value. The concept of Customer Relationship Management and its implications for marketing managers will be discussed.

In the second part of the course, the general idea of relationship marketing will be applied to marketing communications by introducing the concept of dialogue marketing. In times of decreasing marketing budgets and, at the same time, information overload, it has become crucial for businesses to create a meaningful and interactive dialogue with existing and potential customers. Considering the changed communication processes caused by new forms of communication such as social media, participants are intended to learn the underlying principles of interactive forms of marketing communication between companies and consumers. Moreover, the general methods of traditional and new forms of dialogue methods as well as the role of dialogue marketing for building and maintaining long-term profitable customer relationships will be elaborated. The goal of the lecture is to convey the importance of dialogue communication within the area of marketing and market communications.

Required Readings: Payne, A. / Frow, P. (2005): A Strategic Framework for Customer Relationship Management, in: Journal of Marketing, 69(4), 167-176.

Grönroos, C. (2004): The Relationship Marketing Process: Communication, Interaction, Dialogue, Value, in: Journal of Business & Industrial Marketing, 19(2), 99-113.

Yadav, M. / Varadarajan, R. (2005): Interactivity in the Electronic Marketplace: An Exposition of the Concept and Implications for Research, in: Journal of the Academy of Marketing Science, 33(4), 585-603.

Gupta, S./Lehmann, D. R./Stuart, J. A. (2004): Valuing Customers, in: Journal of Marketing Research, No. 2, February.

Further Recommended Readings: None

Pedagogy:

- Lecture
- Case discussions

Name of Module: Mergers and Acquisitions**Module No.** M-FIN4-062**Module Owner:** Prof. Rasa Karapandza, PhD**Contact:** rasa.karapandza@ebs.edu**Programme/-s of Study:** Master in Finance (elective)**Semester:** Spring Term**ECTS:** 6**Prerequisites:** None**Contribution to
Programme Learning
Goals:**

1. Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines.
2. Graduates are able to directly transfer their knowledge to practice.
3. Graduates are able to leverage technology relevant to their field of study.
5. Graduates are capable of contributing effectively to multicultural teams.
6. Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods.
9. Graduates can identify and leverage business opportunities.

**Contents of Module and
Intended Outcomes:**

A recent survey of M&As showed that about 30% of all M&As in Germany have been conducted by exEBS students. M&As are complex processes that require diverse set of knowledge and skills ranging from legal to finance topics. Thus this module will use the synergy of Law and Business School to provide students with deep understanding of M&As from both legal and from finance perspective and prepare them for practical and theoretical challenges that they might encounter when conducting M&As.

Workload Allocation:

180 h total student's workload, thereof:

- Classes (21x90)	31.5h
- Pre-reading & wrap up	33.5h
- Take-home assignment and presentation preparation	57.5h
- Exam and exam preparation	57.5h

Grading:**180 Examination Points**

Kind of Examination	Related Course	Points	TG/IG
Take-home Assignment and its <u>Presentation</u>	Finance and Economics of M&As	90	IG
Written exam	Legal basis in M&A for non-lawyers	90	IG

**Information on
Papers, Allocation of
Subjects & Groups,
Homework etc.:**

Finance and Economics of M&As: The instructors and the students will agree on team members for the presentation groups at the beginning of the course. Each group must have at least one member that attended Corporate Finance module in the fall term. The grade will in principle be the same for the whole group, while the instructors keep the right to assign individual grades if they notice significant discrepancies in the contribution of individual group members.

1. Course: Legal basis in M&A for non-lawyers
Instructor/-s: Prof. Dr. iur. Tim Florstedt

Course No. L-FIN4-100

Contact: Tim.Florstedt@ebs.edu

ECTS: 3

Number of Sessions: 9

Language: English

Course Description: Legal basis in M&A for non-lawyers

Students will learn how to handle M&A based legal problems if confronted in practice from the legal perspective (for non-lawyers).

They will gain knowledge in the three most important juridical fields of topics related to M&A:

- **Private M&A:** includes understanding of the standard M&A process and it's points of contact with civil law
- **Public M&A:** public takeovers according to the German takeover laws (Wertpapiererwerbs- und Übernahmegesetz)
- **Distressed M&A:** M&A process during insolvency proceedings

At all stages Graduates will benefit from a close practical relevance, especially through lectures held by experienced M&A practitioners

Required Readings: Schmidt, Frank, and Mark Wahrenburg. 2004. Mergers and Acquisitions in Germany: Social Setting and Regulatory Framework. In The German Financial System, ed. Jan P. Krahn and Reinhard H. Schmidt, 261-287. Oxford: Oxford University Press.

Beinert, Dieter and Burmeister, Frank and Tries, Hermann Josef Mergers and Acquisitions in Germany

Further Recommended Readings: Noerr, Rudolf and Stiefenhofer, Alfred Takeover Law in Germany, A Handbook and Practitioners' Guide

Denny, Mark Corporate Acquisitions and Mergers in Germany

Pedagogy: Lecture

2. Course: Finance and Economics of M&As**Course No.** L-FIN4-101**Instructor/-s:** Prof. Mrdjan M. Mladjan, PhD**Contact:** mrdjan.mladjan@ebs.edu**ECTS:** 3**Number of Sessions:** 12 (9 lectures and 3 sessions of student presentations)**Language:** English

Course Description: This course builds on the introduction to M&As and the firm valuation skills mastered within the Corporate Finance core module. It starts by explaining the differences between value of control and value of synergy, and discussing how to estimate the two. It then continues by analyzing other challenges involved in the valuation of a merged business or business to be acquired, in particular examining the valuation of young and start-up firms and privately held firms. Private M&A process and leveraged buyout process are then outlined. The course further examines the economics of merger regulation and antitrust, which involves the study of the effect of M&A activity on market structure, anticompetitive effects of mergers by merger type (horizontal, vertical and conglomerate), and antitrust government intervention. The course concludes by a series of student presentations in which the knowledge from the whole course is applied to analyzing a historical merger or acquisition.

Required Readings: Brealey, Richard, Steward Myers and Franklin Allen. 2009. Principles of Corporate Finance. 10th ed. New York: McGraw-Hill.

Damodaran, Aswath. 2006. "Damodaran on Valuation". 2nd edition. John Wiley & Sons

Damodaran, Aswath. 2010. "The Dark Side of Valuation – Valuing Young, Distressed, and Complex Businesses". 2nd edition. John Wiley & Sons

Further Recommended Readings: Damodaran, Aswath. 2015. <<http://pages.stern.nyu.edu/~adamodar/>>

European Private Equity & Venture Capital Association – PEREP Analytics. 2015. <<http://www.evca.eu/research/about-research/perep-analytics/>>

Institute of Mergers, Acquisitions and Alliances. 2015. <www.imaa-institute.org>

Schmidt, Frank, and Mark Wahrenburg. 2004. Mergers and Acquisitions in Germany: Social Setting and Regulatory Framework. In The German Financial System, ed. Jan P. Krahn and Reinhard H. Schmidt, 261-287. Oxford: Oxford University Press.

Newspaper and magazine articles on M&A topics in finance and economics.

Pedagogy: Lecture

Name of Module:	Social Entrepreneurship and Social Business	Module No. M-STR4-040
Module Owner:	Prof. Dr. Karin Kreutzer	

Contact: karin.kreutzer@ebs.edu

Programme/-s of Study: Master in Management (elective)
Major in Entrepreneurship

Semester: Spring Term

ECTS: 6

Prerequisites: None

Contribution to Programme Learning Outcomes:

LO 1: Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines.

LO 2: Graduates are able to directly transfer their knowledge to practice.

LO 4: Graduates demonstrate excellent written and oral communication skills in English.

LO 5: Graduates are capable of contributing effectively to multicultural teams.

LO 8: Graduates are able to recognise and discuss the ethical dilemmas inherent in many business decisions and derive solutions.

Contents and Learning Outcomes of Module: This course offers a profound and comprehensive introduction on the principles, concepts and theories in Social Business and Social Entrepreneurship.

It consists of a theoretical in-class introduction based on cases and the “Social Business Consulting Challenge”.

The concept of Social Entrepreneurship gets a lot of attention from business, education and research. Social entrepreneurs seek to solve social or environmental problems with an entrepreneurial approach. The pursuit of a double bottom line with social and financial goals is a challenge which implies a different understanding of management, strategy and leadership.

The module helps students to make a distinction between the myth and reality of social entrepreneurship and gives an overview about current trends.

After completion of the module students will be able to:

- Demonstrate appropriate detailed breadth and depth of knowledge in social entrepreneurship/ social business.
- Demonstrate initiative and independence in problem solving and be able to critically evaluate appropriate texts and develop effective arguments.
- Critically justify and rigorously apply appropriate methods and techniques, incorporating a social dimension.

Communicate the above knowledge, skills and understanding coherently and effectively both orally and in writing.

Relation to other Modules/Programs: This module is an introduction to social innovation and entrepreneurship in theory and practice. It allows students to gain a holistic understanding about the responsibility of managers and entrepreneurs. Links are set to leadership, sustainable management, organizational behaviour, finance and strategy.

Workload Allocation:

180 h total student's workload, thereof:

- Classes (8x90) 12h
- Pre-reading & wrap up 42h
- Essay 61h
- Presentation & preparation 53h
- 2 full day workshops 12h

Grading:

180 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Presentation	Module	90	TG
Essay	Module	90	IG

**Information on Papers,
Allocation of Subjects &
Groups, Homework etc.:**

Each session has to be prepared through intensive studies of the literature indicated. Detailed requirements will be delivered at the beginning of the course.

Students are asked to write an essay, analysing a social business of their choice along the basic concepts and contents which have been discussed in the course: mission, business model, strategy, leadership, financials, impact measurement etc.

1. Course:	Understanding Social Entrepreneurship and Social Business	Course No. L-STR4-068
Instructor/-s:	Prof. Dr. Karin Kreutzer	

Contact: karin.kreutzer@ebs.edu

ECTS: 6

Prerequisites: None

Sessions: 25

Course Description: Social entrepreneurs are individuals with innovative solutions to society's most pressing social problems. This course is about individuals and their organizations creating social impact in an entrepreneurial way. Social businesses pursue financial and social goals contemporaneously and apply commercial strategies to maximize improvements in human and environmental well-being.

Students will gain a broad overview about social entrepreneurship and social business from a practical viewpoint and learn how to tackle the most crucial problems. Case studies will allow us to reflect on the opportunities and threats of managing social businesses.

“Social Business Consulting Challenge”

Social entrepreneurs will be invited to the course and present their businesses including the actual challenges they are facing at the moment. In teams, students will act as consultants, prepare solutions and present them to the social entrepreneurs in the final session.

Students are asked to write an essay, analyzing a social business of their choice along the basic concepts and contents which have been discussed in the course: mission, business model, strategy, leadership, financials, impact measurement etc.

The course is structured as follows:

- Setting the scene: Social entrepreneurship, Social Business, the Third Sector, Nonprofit Organizations
- Managing Social Businesses: Mission, Strategy, Leadership
- Growth, Case Study: *Welcome*
- Financing Social Ventures
- Social Impact Measurement
- 1-Day Workshop: Social Business Consulting Challenge
 - (Social entrepreneurs present their ventures and the “challenge”)
- Intermediary feedback to teams
- 1-Day Workshop: Final team presentations to social entrepreneurs

Required Readings:

Battilana, J. and S. Dorado (2010). "Building Sustainable Hybrid Organizations: The Case of Commercial Microfinance Organizations." *Academy of Management Journal* 53(6): 1419 - 1440.

Mair, J. and I. Martí (2006). "Social entrepreneurship research: A source of explanation, prediction, and delight." *Journal of World Business* 41(1): 36-44.

Mair, J., J. Robinson and K. Hockerts (2006). "Social Entrepreneurship". Palgrave Macmillan, Basingstoke UK.

Jäger, U. (2010). „Managing Social Business: Mission, Governance, Strategy and Accountability." Palgrave Macmillan, Basingstoke UK.

Yunus, M., B. Moingeon, et al. (2010). "Building Social Business Models: Lessons from the Grameen Experience." *Long Range Planning* 43(2-3): 308-325.

Further Recommended Readings:

None

Pedagogy:

- Lecture
- Workshop
- Project work

Name of Module:	Contemporary Management Practices and Tools	Module No.
Module Owner:	Prof. Dr. Christian Landau	

Contact: christian.landau@ebs.edu

Programme/-s of Study: Master in Management (elective)
Major in Entrepreneurship
Major in Strategy & Consulting

Semester: Spring Term

ECTS: 6

Prerequisites: None

Contribution to Programme Learning Goals:

LO 1: Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines.

LO 2: Graduates are able to directly transfer their knowledge to practice.

LO 3: Graduates are able to leverage technology relevant to their field of study.

LO 4: Graduates demonstrate excellent written and oral communication skills in English.

LO 5: Graduates are capable of contributing effectively to multicultural teams.

LO 6: Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods.

LO 10: Graduates are able to handle leadership challenges.

Contents and Learning Outcomes of Module:

The module introduces students to current management practices that help managers to make better decisions in uncertain environments. The module comprises two courses which address different approaches. The first course, Lean & Agile Methods. In this course, students learn modern project management methods and analysis techniques. The second course addresses design thinking. Design thinking is a management approach building on strong customer orientation, solution focus, interdisciplinary work, fast prototyping and iterative learning. These techniques can help students to make better and faster decisions in fast changing environments.

Relation to other Modules/Programmes:

The module builds on the learning of mandatory modules such as Strategic Management and relates to other advanced management elective modules, for example Business Models and Alliances, International Strategic Management, and Strategic Innovation and Change.

Workload Allocation: 180 h total student's workload, thereof:

- Classes/workshops (Lean and Agile Methods) 24
- Pre-class preparation (Lean and Agile Methods) 6h
- Essay (Lean and Agile Methods) 60h
- Classes/workshops (Design Thinking) 24h
- Pre-class preparation (Design Thinking) 6h
- Project Work (Design Thinking) 60h

Grading:

180 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Presentation	Lean and Agile Methods	45	TG
Essay	Lean and Agile Methods	45	IG
Class participation	Design Thinking	30	IG
Presentation	Design Thinking	60	TG

**Information on Papers,
Allocation of Subjects &
Groups, Homework etc.:**

Groups for team exercises and group evaluations will be formed by the instructors. Group compositions are announced during the semester together with detailed task descriptions

The module is strictly limited to 30 participants. In case of more students signing up for the course, they will be required to submit motivation letters and CVs and the best 30 students will be selected for the module. Groups are announced at the beginning of the semester.

1. Course:	Lean & Agile Methods	No.
Instructor:	N.N.	

Guest Speaker/-s: N.N.

Contact: N.N.

ECTS: 3

Number of Sessions: 12

Language: English

Course Description: This course focusses on agile and lean management methods. In particular, students will be introduced to project management using SCRUM. The sessions on project management will be complemented with an introduction on how to use big data, another contemporary approach to management.

Required Readings: Tba

Further Recommended Readings: Tba

Pedagogy:

- Workshops

2. Course:	Design Thinking	Course No.
Instructor:	N.N.	

Guest Speaker/-s: Tba

Contact: marjo-riitta.diehl@ebs.edu

ECTS: 3

Number of Sessions: 12

Language: English

Course Description: The innovation method of “design thinking” is enjoying growing popularity. It was gradually derived from classical design domain into various disciplines. Especially when it comes to the field of Innovation and Entrepreneurship within companies, design thinking already led to innovative products and services. The spectrum is growing continuously and more and more companies use this method not only for projects, but have embedded it into its organizational structure. Students with different backgrounds will not only learn state-of-the art tools of the design thinking method, but also apply them in interactive workshops and present their results to a jury of experts. They learn to use their individual professional background knowledge as a team and apply it together to a given task.

Required Readings: Tba

Further Recommended Readings: Tba

Pedagogy:

- Workshops

Name of Module:	Leadership	Module No.
Module Owner:	Prof. Dr. Myriam Bechtoldt	

Contact: myriam.bechtoldt@ebs.edu

Programme/-s of Study: Master in Management (elective)
Major in Strategy & Consulting

Semester: Spring Term

ECTS: 6

Prerequisites: None

Contribution to Programme Learning Goals:

LO 1: Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines.

LO 2: Graduates are able to directly transfer their knowledge to practice.

LO 4: Graduates demonstrate excellent written and oral communication skills in English.

LO 6: Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods.

LO 7: Graduates are able to independently solve problems and direct their own learning processes.

LO 10: Graduates are able to handle leadership challenges.

Contents of Module and Intended Outcomes: The first course Leadership in the Digital Era imparts knowledge, skills, and analytical capabilities needed to analyse and practice leadership in modern organisations. The second course Effective Communication is a training course for practicing so-called soft skills, which often turn out as critical success factors in difficult conversations with colleagues, supervisors, employees or customers.

Relation to other Modules/Programmes: Complementing the basic organizational behaviour courses, this module conveys a practice-orientated but theoretically solid understanding of how organizations are managed from the people perspective. Thereby it links to courses on strategy and marketing and is a prerequisite for students interested in writing their Master thesis on HRM, leadership or organizational behaviour - related topics.

Workload Allocation: 180 h total student's workload, thereof:

• Classes (12 x180)	36h
• Reading	56h
• Debate	10h
• Research Proposal & Discussion	60h
• Essay	18h

180 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Class participation	Leadership in the Digital Era	10	IG
Presentation	Leadership in the Digital Era	40	TG
Essay (Research Proposal)	Leadership in the Digital Era	40	IG
Class Participation	Effective Communication	45	IG
Essay (Self-Reflection)	Effective Communication	45	IG

Information on Papers, Allocation of Subjects & Groups, Homework etc.:

Leadership in the Digital Era targets students with a strong scientific interest in this emerging field research of research. Performance evaluation includes both team- and individual assignments. Per session, student teams will debate research topics related to the digital transformation of work. By the end of the course, students will have developed their individual research proposals, which they will be discussing one-on-one with the instructor. These research proposals may serve as templates for students' master theses. Maximum number of students: 20

In Effective Communication students keep a weekly journal which is to form the basis for a self-reflective essay to be submitted by the end of the course. In this essay students reflect their individual development throughout the course. Requirement for participation: Prior to the course (four weeks before the beginning), students submit a one-page motivation letter. They elaborate on why they take stock in participating and describe their personal goals they want to achieve in this course. Maximum number of students: 20

1. Course:	Leadership in the Digital Era	Course No
Instructor/-s:	Prof. Dr. Myriam Bechtoldt	

Contact: myriam.bechtoldt@ebs.edu

ECTS: 3

Number of Sessions: 12

Language: English

Course Description: As digital and social technologies advance, the organizational processes, the nature and the meaning of work continue to evolve, thereby rendering work increasingly granular, modular, and decontextualized. This evolution allows large-scale projects to be broken down into smaller tasks that can be distributed among a digitized workforce. These projects also increasingly include creative and innovative tasks due to improvements in technology and organizational design. Within this technological shift, wider HR topics such as leadership among a digitized workforce, technology usage and generational issues, the role of information technology in hiring decisions, and new working arrangements have emerged as a result of these advancements. The question how technology influences the way work is structured and carried out, and the challenges these changes pose to leadership become increasingly relevant. Research is therefore needed to understand how digital and mobile technologies are shaping organizational phenomena. We must also advance our understanding of employee competences, experiences, collaborative and relational practices, and the need for emotional engagement in the digitized workplace. Interestingly, individuals entering the workforce differ in their expectations of work and work practices, and all of the above influence the future workplace. Organizations that account for the capabilities of the digital workforce as well as the power of technological advancements such as artificial intelligence have opportunities for radical organizational change. However, it is important to also recognize the downsides of burgeoning technology use for concentrated work, close relationships, and effective collaboration in order to examine the shaping conditions and effects of the growing use of technology by a digital workforce, and also to provide guidance about how best to utilize technology in the service of organizational goal. (Source: HRM Theory & Practice, 2017)

Besides debating assigned research topics in teams, students will develop their individual research proposals which may serve as templates for their master theses. Students will discuss their research proposals one-on-one with the instructor.

Required Readings: -

Further Recommended Readings:

Ashford, S. J., George, E., & Blatt, R. (2007). Old assumptions, new work: The opportunities and challenges of research on non-standard employment. *The Academy of Management Annals*, 65-117.

Boswell, W. R., & Olson-Buchanan, J. B. (2007). The use of communication technologies after hours: The role of work attitudes and work-life conflict. *Journal of Management*, 33, 592-610.

Boons, M., Stam, D., & Barkema, H. G. (2015). Feelings of pride and respect as drivers of ongoing member activity on crowdsourcing platforms. *Journal of Management Studies*, 52, 717-741.

Butts, M. M., Becker, W. J., & Boswell, W. R. (2015). Hot buttons and time sinks: The effects of electronic communication during nonwork time on emotions and work-nonwork conflict. *Academy of Management Journal*, 58, 763-788.

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- Ramarajan, L., & Reid, E. (2013). Shattering the myth of separate worlds: Negotiating nonwork identities at work. *Academy of Management Review*, 38, 621-644.
- Ryan, A. M. & Wessel, J. L. (2015). Implications of a changing workforce and workplace for justice perceptions and expectations. *Human Resource Management Review*, 25, 162-175.
- Stone, D. & Deadrick, D. L. (2015). Challenges and opportunities affecting the future of human resource management. *Human Resource Management Review*, 25, 139-145.
- Stone, D., Deadrick, D. L., Lukaszewski, K. M., & Johnson, R. (2015). The influence of technology on the future of human resource management. *Human Resource Management Review*, 25, 216-231.
- Van Knippenberg, D., Dahlander, L., Haas, M., & George, G. (2015). Information, attention, and decision-making. *Academy of Management Journal*, 58: 649-657.

Further literature to be announced at the beginning of the course.

Pedagogy:

- Lecture
- Debates and presentations

2. Course:	Effective Communication in Leadership	Course No.
Instructor/-s:	Prof. Dr. Myriam Bechtoldt	

Contact: myriam.bechtoldt@ebs.edu

ECTS: 3

Number of Sessions: 12

Language: English

Course Description: Among the Top Ten of Job Skills needed in 2020, as suggested by the World Economic Forum, 40% relate to communication, including “people management”, “coordinating with others”, “emotional intelligence”, and “negotiation”. Rhetorical skills, sensitivity to one’s own and others needs and emotions, the ability to discriminate among them and to use this information to guide one’s own thinking and actions – these competencies may help to positively transform interactions with family or friends, teachers, colleagues, supervisors or even with yourself. In this course, students practice their communication skills in a supportive group environment that is intended to nurture the needs of each participant and improve their (self-)leadership skills.

Required Readings: Antonakis, J., Fenley, M., & Liechti, S. (2011). Can charisma be taught? Tests of two interventions. *Academy of Management Learning & Education*, 10, 374-396.

Antonakis, J., Fenley, M., & Liechti, S. (2012). Learning charisma: Transform yourself into someone people want to follow. *Harvard Business Review*, June, 127-130.

Lakoff, G. & Wehling, E. (2012). *The Little Blue Book*. New York: Simon & Schuster.

Rosenberg, M. B. (2015). *Non-Violent Communication: A Language of Life*. Encinitas, CA: PuddleDancer Press.

Further Recommended Readings: Additional readings will be announced later.

Pedagogy:

- Lecture
- Exercises
- Role plays
- Peer counselling

Name of Module:	Entrepreneurial Marketing	Module No. M-xxx-xxx
Module Owner:	Prof. Dr. Sven Henkel	

Contact:	sven.henkel@ebs.edu kira.huesken@ebs.edu
Programme/-s of Study:	Master in Management (elective) Major in Marketing Major in Entrepreneurship
Semester:	Spring Term
ECTS:	6
Prerequisites:	The module will take place in English; however, it will involve significant interactions with German companies; hence a good working knowledge of German is desirable. Moreover, basic knowledge in marketing is required.
Contribution to Programme Learning Goals:	<p>LO 1: Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines.</p> <p>LO 2: Graduates are able to directly transfer their knowledge to practice.</p> <p>LO 3: Graduates are able to leverage technology relevant to their field of study.</p> <p>LO 4: Graduates demonstrate excellent written and oral communication skills in English.</p> <p>LO 7: Graduates are able to independently solve problems and direct their own learning processes.</p>
Contents of Module and Intended Outcomes:	<p>Entrepreneurial marketing is less about a single marketing strategy and more about a marketing spirit that differentiates itself from traditional marketing practices. The most common features of entrepreneurial marketing include innovation, risk taking, and being proactive. Entrepreneurial marketing campaigns try to highlight the company's greatest strengths while emphasizing their value to the customer. Focusing on innovative products or exemplary customer service is a way to stand out from competitors. They make this pitch using affordable and accessible tools including viral videos, Tweets, Facebook pages, and email marketing.</p> <p>Advertising and marketing communication are an important part of brand marketing strategy. The overall aim of the module is to develop a thorough theoretical but also practical understanding of marketing communication management, by drawing on recent research and first-hand accounts of strategy development from leading international advertising agencies.</p> <p>This module provides basic insights into different tools and methodologies of communication agencies with a strong focus on communication strategy development, digital business, social media and communication strategies. Students will not only learn state-of-the art analytical tools in the area of strategy assessment and development, but also apply them in an interactive, real-life project and present their results to the partner agency and its client.</p> <p>The module focuses on the following entrepreneurial marketing tasks:</p> <ul style="list-style-type: none"> • Systematic identification and operationalisation of customer insights explaining motives, drivers, and/or causes of customer attention, interest, desire, and action. • Execution of customer touchpoint analyses and development of customer journeys. • Elaboration on specific and implementable communication concepts (strategy, conceptualization, roll-out-plan; first design ideas).

- Management of close collaboration with a communication agency and one of its clients.

After completion of the module, students should understand and be able to apply the most important and current theories, principles, terminologies, and methods of Marketing Communication and related disciplines and be aware of their limitations.

Workload Allocation:

180 h total student's workload, thereof:

-	Classes	30h
-	Interaction, Feedback and Presentations	30h
-	Preparation & Project Work	97h
-	Essay	23h

Grading:

180 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Final <u>Presentation</u>	Module	90	TG
Essay (Project Documentation)	Module	60	TG
Peer Evaluation	Module	30	IG

**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: Entrepreneurial Marketing**Course No. xxxx****Instructor/-s: Prof. Dr. Sven Henkel / Kira Hüsken****Contact:** sven.henkel@ebs.edu
kira.huesken@ebs.edu**ECTS:** 6**Number of Sessions:** 20**Language:** English (+ German)**Course Description:** In this course the students become acquainted with the roles of advertising/communication professionals who aim at conceptualizing, planning, and executing cross-media communication campaigns.

The course will be held in close interaction with experienced practitioners. A real life client task will be introduced and briefed either by an established agency or by a company representative. Hereafter, groups of students will elaborate on holistic campaign proposals supported by the course instructors and the agency. The best performing group will present its solutions at the client's headoffice.

Required Readings: None**Recommended Readings:** Established textbooks on marketing communication with a strong focus on social and digital media (cross-media), e.g.

Young, Antony (2014), Brand Media Strategy: Integrated Communications Planning in the Digital Era, Palgrave Macmillan; Second Edition, Revised edition.

Armstrong, G.; Kotler, P. (2008): Marketing: An Introduction, 9. ed.; New Jersey: Prentice Hall.

Pedagogy: The sessions consist of mentoring sessions in classroom, kick-off, interim presentation, final presentation.

- Lecture
- Workshop
- Real Life Project

Name of Module:	Communication Management	Module No. M-MKT4-023
Module Owner:	Prof. Dr. Franz-Rudolf Esch	

Contact:	constanze.schaarschmidt@ebs.edu
Programme/-s of Study:	Master in Management (elective) Major in Marketing
Semester:	Spring Term
ECTS:	6
Prerequisites:	Suggested textbooks to be read before: Keller, K.L. (2012): Strategic Brand Management, 4. Global Edition, Pearson Prentice Hall.
Contribution to Programme Learning Goals:	LO 1: Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines. LO 2: Graduates are able to directly transfer their knowledge to practice.s LO 7: Graduates are able to independently solve problems and direct their own learning processes. LO 10: Graduates are able to handle leadership challenges.
Contents of Module and Intended Outcomes:	<p>Today, people are overflowed with communication via digital channels, TV, radio, newspapers, magazines, Guerilla Marketing, Word of Mouth etc. Communication competition between different brands is constantly growing. On the other side, people are more and more low involved. They are not that much interested in communication and do have only limited capacities to process such a huge amount of information. Because of these reasons, it becomes more and more difficult to position brands in people's minds. But people do not buy products; they buy strong brands that are deeply installed in their minds. Therefore, managers need to build strong brands in order to maintain or improve their strong position in the market through communication. In this module, the students will learn more about today's market and communication conditions and how to effectively design communication measures that create a strong impact for brands. We lead students through a systematic approach how to create appropriate strategies for successful communication and how to bring them to action by using established social techniques. This is only possible with a deeper understanding of means and ways how to influence people. Students will learn more about how cognitive and emotional processes shape the consumers' attitude towards brands. In the end, students will be able to develop and to evaluate different communication measures regarding their effectiveness. The second course in this module introduces the students into practice. Students will learn to select and coordinate different communication measures to achieve an integrated communication approach. In addition, they will learn to effectively communicate with advertising agencies to provide a framework for the creative ideas. Finally, students will be provided with means of measuring the success of communication efforts by a brand.</p> <p>The goal of this course is to sensitize students to a strategic approach in communication design. As a result, they will be able to evaluate communication ideas with respect to the fit with the brand and the impact on people. A pure gut feeling will be replaced by neuro- and behavioral scientifically well-founded evaluation criteria.</p>
Relation to other Modules/Programmes:	This module deepens the understanding of how to implement strong brands through communication and shows different means and ways regarding how to succeed depending on the targets and the preconditions for the brand in the relevant markets.

Workload Allocation:	180 h total student's workload, thereof:		
	• Classes (20x90)		30h
	• Pre-reading & wrap up		40h
	• Case presentation & discussion		90h
	• Essay		20h

Grading: 180 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Essay	Strategies and Social Techniques of Communication Management	60	TG
Presentation	Strategies and Social Techniques of Communication Management	30	TG/ IG
Presentation	Applied Communication Management	90	TG/ IG
Selection of Case Study, Analysis, Evaluation and Recommendations for Improvement			

Information on Papers, Allocation of Subjects & Groups, Homework etc.:

Students have to reflect their theoretical knowledge by solving practical cases using the theoretical frameworks learned during class. For each lecture, a learning team will be defined to summarize the content and present it during the next session in front of class.

Strategies and Social Techniques of Communication Management:

For the examination tasks (essay and presentation), the students will be subdivided into groups of approximately 5 people and a topic will be allocated to each group. The essay and the presentation will cover the same topic.

Essay: 10 pages in total / **Presentation:** 5 minutes per student

The individual grade for the presentation is based on the presentation style of the student.

Applied Communication Management:

For the examination task (presentation and case presentation), the students will be subdivided into groups of approximately 5 students. For each lecture, one group will summarize the content of the previous session and present it in front of the class. For the last session, all groups will give a case presentation applying the frameworks learned during the lectures.

Presentation (Lecture Summary): 15 minutes in total / **Case Presentation:** 5 minutes per student

The individual grade for the presentation is based on the presentation style of the student.

1. Course :	Strategies and Social Techniques of Communication Management	Course No. L-MKT4-040
Instructor/-s:	Prof. Dr. Franz-Rudolf Esch	

Contact: constanze.schaarschmidt@ebs.edu

ECTS: 3

Number of Sessions: 10

Language: English

Course Description: Today, people are confronted with a huge amount of communication messages through above- and below-the-line-communication. In this course, the students will be made aware of the communication conditions and challenges brands have to overcome to be perceived by consumers. Different communication channels and different target groups call for different measures. Furthermore, they will learn to break down overall goals, like for example "increase sales by 10%", into achievable and measurable sub-goals and which role communication measures play in reaching these goals. A tool for developing a brand identity will be presented in detail. Afterwards, different forms of brand positioning and positioning goals will be discussed (awareness, functionality, and emotion as a positioning goal as well as mixed positioning goals). To understand how these goals can be reached, students will be taught how communication works. They learn how to effectively influence and persuade consumers, i.e. how to attract attention, how to convey messages and emotions, how to become memorable and to create behavioral intentions and word of mouth. Due to the increasing relevance of digital marketing and social media, the course will also address the challenges and pitfalls of communication in this context. Finally, students will be able to evaluate and design effective communication measures. Real life examples, best and worst practices, ranging from print to Social Media will be analyzed.

Topics:

A: Conditions of Advertising

1. Communication Conditions
2. Market Conditions
3. Changes in Values in Society

B: Target System of Advertising

1. Formulating Goals
2. Choosing Aims of Influencing Behavior

C: Strategies of Advertising

1. Identity as the Starting Point of Positioning
2. Forms of Positioning
3. Implementation of Positioning

D: Social Techniques of Advertising

1. Basics of Communicative Effects
2. Model of Advertising Effect Pathways
3. Employ Social Techniques Effectively
 - 3.1 Establish Contact

- 3.2 Secure the reception of the advertising message and achieve understanding
- 3.3 Convey Emotions
- 3.4 Be memorable
- 3.5 Create behavioral intention and word of mouth

Required Readings: None

Further Recommended Readings: Kroeber-Riel, W./Esch, F.-R. (2015): Strategie und Technik der Werbung; Verhaltenswissenschaftliche und neurowissenschaftliche Erkenntnisse (8th ed.). Kohlhammer Edition Marketing.

Esch, F.-R. (2014): Strategie und Technik der Markenführung, 8. Aufl., München: Vahlen.

Rossiter, J. R./Bellman, S. (2005): Marketing Communications; Theory and Applications. Frenchs Forest, NSW: Pearson-Prentice Hall.

Percy, L./Rosenbaum-Elliott, Richard (2012): Strategic Advertising Management. Oxford: Oxford University Press.

Belch, G./Belch, M. (2008): Advertising and Promotion; An Integrated Marketing Communications Perspective (8th ed.). Boston, MA: Irwin/McGraw-Hill.

Pedagogy:

- Lecture
- Exercises
- Case discussions

2. Course: Applied Communication Management
Instructor/-s: Dr. Simone Roth

Course No. L-MKT4-041

Contact: constanze.schaarschmidt@ebs.edu

ECTS: 3

Number of Sessions: 10

Language: English

Course Description: The aim of this course is the practical transformation, creation, and monitoring of communication strategies in companies. By means of case studies, the content of the course builds a bridge to enable the transfer of findings from theory and behavioral sciences into practice. Deep insights into the development of communicative measures are reached through a 360° analysis that looks at above-the-line (print and TV) and below-the-line activities (digital, events, etc.) as well as the design of the Point of Sale (POS). Students will learn to formulate briefings for advertising agencies to implement communication strategy ideas. Different advertising measures will be analyzed in detail and students will be asked to develop recommendations for improvement. Finally, the course closes with information about evaluating and controlling the success of communication measures, especially by means of quantitative success indicators.

Applied Brand Communication:

- 1 360° Brand Communication
- 2 Product Communication
 - 2.1 Objectives
 - 2.2 Design Elements
 - 2.3 Path to Purchase
 - 2.4 Case Study
 - 2.5 Briefing Process
 - 2.6 Golden Rules of Design
- 3 Above the Line (TVC & Print)
 - 3.1 Target Setting of Above the Line Communication
 - 3.2 Recap Influence Techniques
 - 3.3 TVC & Print Development Process
 - 3.4 Principles of Communication
 - 3.5 Agency Set Up
 - 3.6 Media Set Up
- 4 Below the Line (Digital, Events) & Point of Sale
 - 4.1 Objective
 - 4.2 Target Setting
 - 4.3 Best Practice Cases
 - 4.4 Principles of Digital Campaigns
 - 4.5 Digital Trends
 - 4.6 Evaluation Framework
 - 4.7 Beyond Digital Campaigns

5 Communication Performance Measurement

Required Readings: None

Further Recommended Readings: Kroeber-Riel, W./Esch, F.-R. (2015): Strategie und Technik der Werbung; Verhaltenswissenschaftliche und neurowissenschaftliche Erkenntnisse (8th ed.). Kohlhammer Edition Marketing.

Rossiter, J. R./Bellman, S. (2005): Marketing Communications; Theory and Applications. Frenchs Forest, NSW: Pearson-Prentice Hall.

Percy, L./Rosenbaum-Elliott, Richard (2012): Strategic Advertising Management. Oxford: Oxford University Press.

Belch, G./Belch, M. (2008): Advertising and Promotion; An Integrated Marketing Communications Perspective (8th ed.). Boston, MA: Irwin/McGraw-Hill.

Pedagogy:

- Workshop & Case discussions

Name of Module:	Alternative Investments and Asset Management	Module No. M-FIN4-051
Module Owner:	Prof. Sandra Paterlini, PhD	

Contact:	sandra.paterlini@ebs.edu			
Programme/-s of Study:	Master in Finance (elective)			
Semester:	Spring Term This elective is limited to second/third semester students.			
ECTS:	6			
Prerequisites:	The module requires a sound understanding of the asset management and alternative investments.			
Contribution to Programme Learning Goals:	LO 1: Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines.			
	LO 2: Graduates are able to directly transfer their knowledge to practice.			
	LO 5: Graduates are capable of contributing effectively to multicultural teams.			
Contents of Module and Intended Outcomes:	The module will focus on state-of-art asset management models and alternative investments. Students are expected to get familiar with quantitative methods for asset management and alternative investments and be able of developing and implementing them.			
Relation to other Modules/Programmes:	This module builds upon portfolio theory knowledge and basic econometrics courses from BSc programmes as well as on the MSc course Econometrics of Financial Markets.			
Workload Allocation:	180 h total student’s workload, thereof: <div><div></div><div><div>•</div>Classes (18x90)</div><div>27h</div><div>•</div>Pre-reading & wrap up</div> <div>37h</div> <div>•</div> Project and Presentation <div>58h</div> <div>•</div> Exam and exam preparation <div>58h</div>			
Grading:	180 Examination Points			
	Kind of Examination	Related Course	Points	TG/IG
	Presentation	Module	90	TG
	Written exam	Module	90	IG
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	Students (in self selected groups of 3 to 5 students - group grading) are expected to draft a 15-25 slides Powerpoint presentation and present it in class in front of the whole class. Grading is based on the presentation’s content and how the presentation is delivered as a group. This grade is the “written assignment” grade which counts for 50% of the overall course grade, see above.			

1. Course: Alternative Investments and Asset Management
Instructor/-s: Dr. Marcus Schulmerich

Course No. L-FIN4-075

Guest Speaker/-s: Tba

Contact: marcus.schulmerich@alum.mit.edu

ECTS: 6

Number of Sessions: 18

Language: English

Course Description:

1. Quantitative Methods for Alternative Investments:
 - Risk and Performance Measures
 - Value at Risk
 - Performance Attribution
 - Risk Decomposition
2. Hedge Funds and Managed Futures
3. Commodities and Commodity Futures
4. Real Estate and REITs
5. Infrastructure / PE / VC etc.
6. Asset Allocation Including Alternative Investments
 - Diversification and Efficient Frontier (MPT)
 - Efficient Frontier Using Volatility and VaR as Risk Measures
 - Fundamental law of active management
 - Portfolio construction under constraints

Required Readings:

Esch, Kieffer and Lopez: "Asset and Risk Management", Wiley, 2005.

Anson, Chambers, Black and Kazemi: "CAIA Level I: An Introduction to Core Topics in Alternative Investments", Wiley, 2012.

Anson, Chambers, Black and Kazemi: "CAIA Level II: Advanced Core Topics in Alternative Investments", Wiley, 2012.

Further Recommended Readings:

Chincarini, L. B. and Kim, D. (2006) Quantitative Equity Portfolio Management, McGraw-Hill.

Grinold, R. C. and Kahn, R. N. (2000) Active Portfolio Management. McGraw-Hill, 2nd edition.

Pedagogy:

- Lecture
- Case studies

Name of Module:	Risk Management in Financial Institutions	Module No. M-FIN4-061
Module Owner:	Prof. Rasa Karapandza, PhD	

Contact: rasa.karapandza@ebs.edu

Programme/-s of Study: Master in Finance (elective)

Semester: Spring Term

ECTS: 6

Prerequisites: None

**Contribution to
Programme Learning
Goals:**

1. Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines.
2. Graduates are able to directly transfer their knowledge to practice.
3. Graduates are able to leverage technology relevant to their field of study.
6. Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods.
7. Graduates are able to independently solve problems and direct their own learning processes.

**Contents of Module and
Intended Outcomes:**

This module focuses on topics related to risk management in banks and other financial institutions. The courses will concentrate on the fundamental concepts and issues in identifying, measuring and controlling risk in a financial setting and the tools and techniques to measure and manage financial risks (market, credit, and liquidity risk) and non-financial risks (operational, model, regulatory and settlement risk). It offers a range of topics that are covered in the GARP Financial Risk Manager (FRM) and CFA exams.

The first part deals with concepts and techniques of risk management used by financial institutions and in Basel III regulatory standards. It introduces key risk metrics (Value at Risk and Expected Shortfall) and most important risk types, describing how each one is assessed and managed. Also, it explains the role of stress testing and scenario analysis, as well as internal risk models.

The second part is related to risk modelling. It introduces key econometric methods used for forecasting of Value-at-Risk and Expected Shortfall and explains the ways these methods are tested in banking practice. It offers a hands-on experience using applications of the models with real data.

**Relation to other
Modules/Programmes:**

This module builds on a general understanding of financial markets and institutions, trading and financial instruments. The courses are mostly self-contained, but knowledge of basic concepts of probability and statistics is desirable. The second part of the course uses some econometric estimation techniques, such as maximum likelihood.

Workload Allocation: 180 h total student's workload, thereof:

- | | |
|----------------------------------|-----|
| • Classes (18x90) | 27h |
| • Pre-reading & wrap up | 35h |
| • Exercises & homework | 30h |
| • Groupwork and/or Presentations | 58h |
| • Exam and exam preparation | 30h |

Grading:**180 Examination Points**

Kind of Examination	Related Course	Points	TG/IG
Written exam	Risk Assessment and Management	60	IG
Presentation	Risk Assessment and Management	30	IG
Presentation	Risk Modelling	90	IG

**Information on Papers,
Allocation of Subjects &
Groups, Homework etc.:**

The total grade in this module consists of three parts: homework assignments (30 points) and a written exam (60 points) for the Risk Assessment and Management course, and presentation of practical projects for the Risk Modelling course (90 points). The topics for the projects will be provided during the course.

1. Course: Risk Assessment and Management
Instructor/-s: Assistant Prof. Dr. Aya Nasreddine

Course No. L-FIN4-098

Contact: aya.nasreddine@gmail.com

ECTS: 3

Number of Sessions: 9

Language: English

Course Description: This course deals with the ways in which risks are quantified and managed by financial institutions. The topics covered are:

- The nature of financial institutions and their regulation
- Principles of risk analysis. Key risk metrics: Value-at-Risk and Expected Shortfall. Hedging with derivatives
- Market risk and its management in financial institutions (Basel III SM and IMM)
- Credit risk, exposure classes and Basel III SA
- Basel III IRB; Counterparty credit risk
- Operational risk: nature and management (KRI; Basel III BIA, SA and AMA)
- Liquidity trading and financing risk; (De)leveraging cycles; Stress testing and scenario analysis
- Economic capital, RAROC, enterprise risk management
- Lesson from the Global Financial Crisis

Required Readings: J C Hull, *Risk Management and Financial Institutions*, 4th Edition, Wiley Finance, 2015

Further Recommended Readings: P Jorion, *Value at Risk: The New Benchmark for Managing Financial Risk*, 3rd Edition, McGraw-Hill, 2006

Pedagogy: Interactive lectures

2. Course:	Risk Modelling	Course No. L-FIN4-099
Instructor/-s:	Assistant Prof. Dr. Aya Nasreddine	

Contact:	aya.nasreddine@gmail.com
ECTS:	3
Number of Sessions:	9
Language:	English
Course Description:	<p>This course introduces the most important modelling techniques used in market and credit risk management. The topics covered are:</p> <ul style="list-style-type: none">• Stylized facts of financial returns• Financial time series – concepts, models, and estimation techniques (with Matlab examples)• Univariate volatility models – moving average models, GARCH and conditional volatility, other GARCH-type models (with Matlab examples)• Multivariate volatility models – EWMA, orthogonal GARCH and multivariate extensions of GARCH models (with Matlab examples)• Forecasting Value-at-Risk and Expected Shortfall – historical simulation, analytical method, and Monte Carlo simulation (with Matlab examples)• Backtesting and stress testing techniques (with Matlab examples)• Credit rating models – multifactor, structural and market-implied models• Credit risk assessment – PD, LGD, expected and unexpected loss• Special topics – Loss distribution approach, Extreme Value Theory, model risk (with Matlab examples)
Required Readings:	J. Danielsson, Financial Risk Forecasting, Wiley Finance, 2011.
Further Recommended Readings:	R. Tsay, Analysis of Financial Time Series, Wiley, 2010.
Pedagogy:	Interactive lectures, numerical examples in Matlab

Name of Module:	Strategy Consulting	Module No. M-STR4-057
Module Owner:	Prof. Dr. Christian Landau	

Contact:	christian.landau@ebs.edu
Programme/-s of Study:	Master in Management (elective) Major in Strategy & Consulting
Semester:	Spring Term
ECTS:	6
Prerequisites:	None
Contribution to Programme Learning Goals:	<p>LO 2: Graduates are able to directly transfer their knowledge to practice.</p> <p>LO 5: Graduates are capable of contributing effectively to multicultural teams.</p> <p>LO 7: Graduates are able to independently solve problems and direct their own learning processes.</p>
Contents and Learning Outcomes of Module:	<p>This module offers interested students the opportunity to gain in-depth knowledge about the management of strategic projects as a corporate manager and particular as a strategy consultant. It provides skill-development for those students with a career focus on consulting and for those who pursue a career in other functional areas but who wish to acquire general competencies in the consultancy process. After completion of the module, students are able to apply strategy concepts during their consulting projects – either inhouse, or externally.</p> <p>During the module students will gain deeper insight into socio-economic theories and become familiar with the techniques of analysis, design and development of organisations and teams building on these theories. Students will become familiar with the skills they need to manage the strategic change processes that all types of organisations go through, in particular in times of re-orientation. The module also includes very close interaction with practitioners who in turn help the students to recognize real life challenges and act upon them responsibly. With help of theoretical insights, the students get equipped with academic concepts that improve the rigour of their decisions.</p>
Relation to other Modules/Programmes:	The module builds on the learning of mandatory modules such as Strategic Management and relates to other advanced management elective modules such as Advances in Strategic Management, International Strategic Management and Consulting Field Study.
Workload Allocation:	<p>180 h total student's workload, thereof:</p> <ul style="list-style-type: none"> Classes (30x90x)/workshops 45h Pre-class preparation 45h Exercises/homework/case study analysis 30h Exam and exam preparation 60h

Grading:

180 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Written exam	Theory and Management of Professional Service Firms	60	IG
Essay	Theory and Management of Professional Service Firms	30	TG
Presentation	Consulting Workshops	90	TG

Information on Papers, Allocation of Subjects & Groups, Homework etc.:

Groups for team exercises and group evaluations will be formed by the instructors. Group compositions are announced at the beginning of the semester together with detailed task descriptions

The course is limited to 30 participants. In case of more students signing up for the course, they will be required to submit motivation letters and CVs and the best 30 students will be selected for the module.

1. Course:	Theory and Management of Professional Service Firms	Course No. L-STR4-099
Instructor/-s:	Prof. Dr. Markus Kreutzer/ N.N.	

Guest Speaker/-s: Tba

Contact: christian.landau@ebs.edu

ECTS: 3

Number of Sessions: 12

Language: English

Course Description: The course provides students with an overview of professional service firms and the type of services which they offer. Students will be introduced to the unique nature of this group of firms which is grounded in the fact that they operate in knowledge intensive service industries. After reviewing the state of the art of academic knowledge on professional service firms, the course will turn to the issue of managing such a firm. In this part, students will work on a number of case studies to explore issues such as the advantages and disadvantages of project based business models, the management of human resources in knowledge intense firms and corporate governance issues in partnership-based firms. Students will have to show their ability to analyze and deal with such issues by solving a case study in groups as an additional form of evaluation complementing the individual final exam. After completing the course students will be familiar with the nature of professional service firms such as law firms, auditing firms, and consulting firms; but the course focusses on strategy consulting firms.

Required Readings: Tba. at the beginning of the semester dependent on the specific case studies

Further Recommended Readings:

Clark, T. (1995). Managing Consultants. Consultancy as the Management of Impressions, Buckingham.

Clark, T., Fincham, R. (Eds.) (2002). Critical Consulting. New Perspectives on the Management Advice Industry. Oxford.

Kipping, M., Engwall, L. (Eds.) (2002). Management Consulting. Emergence and Dynamics of a Knowledge Industry. Oxford.

Maister, D. (1997). Managing the Professional Service Firm. New York.

Schmidt, S. L., Vogt, P., Richter, A. (2005). Good News and Bad News – The Strategy Consulting Value Chain Is Breaking Up.

Thommen, J.-P., Richter, A. (2004). The Changing Balance of Power in the Consulting Market" by Richter, A. Management Consulting Today: Strategies for a Challenging Environment.

Niewiem, S., Richter, A.. (2004). The changing balance of power in the consulting market. Forthcoming in: Business Strategy Review, Spring Issue.

Payne, A. T., Lumsden, C. (1987). Strategy consulting – A shooting star. Long Range Planning (vol. 20). Number 3: pp. 53-64.

Wilkinson, J. W. (1995). What Is Management Consulting?, in: Barcus, S.W. & Wilkinson, J. W. (eds.): Handbook of Management Consulting Services 2nd ed.). New York et al., pp. 1.3 – 1.16.

Pedagogy:

- Lectures
- Case studies

2. Course: Consulting Workshops
Instructor/s: Prof. Dr. Christian Landau

Course No. L-STR4-100

Guest Speaker/-s: Tba

Contact: christian.landau@ebs.edu

ECTS: 3

Number of Sessions: 12

Language: English

Course Description: This course takes place in the form of workshops aimed at enabling students to acquire a basic understanding of what professional service firms do i.e., the consultancy process. During the course, students are introduced to the basic concepts of consultancy and are expected to work as 'consultants' within a diverse team on exercises representing consulting tasks in a simplified manner. The course focusses on learning applied frameworks used in consulting and practicing their application in the protected environment of the class room. Students are trained first in consulting methods and then exposed to consulting practitioners and "real life" experience on how consultants work. Some workshops are conducted by real-life consultants, who not only discuss the elementary characteristics of consulting, but also questions of appropriate evaluation of consultancy services, and the resulting demands, which consultants and clients face. Students solve "real life" consulting cases in these workshops. During the workshops, the students decide on a sound strategy that can be implemented in a given situation of a case-study or game. The workshops help the students to learn how to work in teams and cope with interpersonal relations as well. During the groupwork and presentations, students learn how to apply consulting tools and methods, how to solve team conflicts as well as how to work under time pressure. In addition, through the interaction with the consultants, students get to learn about current consulting market developments, new business models as well as challenges consulting firms face, today.

Required Readings: Tba at the beginning of the semester dependent on the workshop exercises

Further Recommended Readings: Clark, T. (1995). Managing Consultants. Consultancy as the Management of Impressions, Buckingham.

Clark, T., Fincham, R. (Eds.) (2002). Critical Consulting. New Perspectives on the Management Advice Industry. Oxford.

Kipping, M., Engwall, L. (Eds.) (2002). Management Consulting. Emergence and Dynamics of a Knowledge Industry. Oxford.

Maister, D. (1997). Managing the Professional Service Firm. New York.

Schmidt, S. L., Vogt, P., Richter, A. (2005). Good News and Bad News – The Strategy Consulting Value Chain Is Breaking Up.

Thommen, J.-P., Richter, A. (2004). The Changing Balance of Power in the Consulting Market" by Richter, A. Management Consulting Today: Strategies for a Challenging Environment.

Niewiem, S., Richter, A.. (2004). The changing balance of power in the consulting market. Forthcoming in: Business Strategy Review, Spring Issue.

Payne, A. T., Lumsden, C. (1987). Strategy consulting – A shooting star. Long Range Planning (vol. 20). Number 3: pp. 53-64.

Wilkinson, J. W. (1995). What Is Management Consulting?, in: Barcus, S.W. & Wilkinson, J. W. (eds.): Handbook of Management Consulting Services 2nd ed.). New York et al., pp. 1.3 – 1.16.

Pedagogy:

- Workshops

Name of Module:	Entrepreneurial Finance	Module No. XXXXX
Module Owner:	Prof. Ulrich Hommel, PhD	

Contact: ulrich.hommel@ebs.edu
ben.woods@ebs.edu

Programme/-s of Study: Master in Management (elective)
Major in Entrepreneurship

Semester: Spring Term

ECTS: 6

Prerequisites: None

Contribution to Programme Learning Goals:

LO 1: Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines.

LO 2: Graduates are able to directly transfer their knowledge to practice.

LO 4: Graduates demonstrate excellent written and oral communication skills in English.

LO 6: Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods.

LO 7: Graduates are able to independently solve problems and direct their own learning processes.

LO 8: Graduates are able to recognise and discuss the ethical dilemmas inherent in many business decisions and derive solutions.

Contents and Learning Outcomes of Module:

- Students understand the organizational principles defining the modern finance function in start-up ventures and other companies.
- Students gain an overview of the venture capital / private equity industry, in particular market structure, the fundraising process, as well as governance aspects.
- Students learn how to operate the venture financing cycle from deal origination, due diligence, valuation and contracting, investment management and structuring of the exit.
- Students gain an overview of standard valuation techniques applied to start-up situations and in what context they are used in practice. They apply the methodological knowledge to a real-life venture valuation case using spreadsheet modeling.
- Students strengthen their finance-specific presentation skills

Relation to other Modules/Programmes:

The module builds on the methodologies of basic corporate finance. These will be introduced during the course and supplemented with out-of-class review activities. They are not defined as prerequisites.

The module covers conceptual linkages to Entrepreneurship and Strategy.

Workload Allocation:

180 h total student's workload, thereof:

- Classes (24x90) 36h
- Pre-reading & wrap up 34h
- Exercises and homework 35h
- Case studies & Presentations 75h

Grading:

180 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Take-home exam	Venture Financing	75	IG
Classroom participation	Venture Financing	15	IG
Written Exam	Venture Valuation	75	IG
Classroom participation	Venture Valuation	15	IG

**Information on Papers,
Allocation of Subjects &
Groups, Homework etc.:**

For the Venture Financing course, students will complete an individual take-home exam on an assigned topic, relevant to the course material. The exam is to be submitted electronically in *.pdf* and *.docx* format, sent by email to both Professor Hommel and Ben Woods by midday on the date stipulated.

For the Venture Valuation course, students will take an individual exam.

1. Course: Venture Financing
Instructor: Dennis Schmoltzi

No. XXXXXXXX

Guest Speaker/-s: See course syllabus.

Contact: ulrich.hommel@ebs.edu
ben.woods@ebs.edu

ECTS: 3

Number of Sessions: 12

Language: English

Course Description: Part I of the module focuses on the interaction between entrepreneur and early-stage investors. It covers the venture financing cycle and focuses in particular on venture capital contracting, i.e., the selection of financing instruments and supplementary covenants, syndication and staging as well as the venture capitalist's strategies for value creation and exit.

Required Readings: Klonowski, Darek (2015): Strategic Entrepreneurial Finance, Abingdon: Routledge.
Additional required and supplementary readings will be specified in the syllabus.

Further Recommended Readings: Brealey, Richard A. / Myers, Stewart C. / Allen, Franklin: Principles of Corporate Finance, 12th edition, New York: McGraw-Hill.

Pedagogy:

- Lecture
- Group and Case Discussions
- Take-home exam.

2. Course:	Venture Valuation	Course No. XXXXXXXX
Instructor:	Maximilian Weissenrieder	

Guest Speaker/-s:	See course syllabus.
Contact:	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 interactive lecture sessions, during which students will be introduced to valuation techniques widely used in investment banking as well as the corresponding Excel modeling techniques.</p> <p>Upon successful completion, students should will gained the practical knowledge and skills required for valuing companies.</p>
Required Readings:	<p>Damodaran, Investment Valuation, Wiley, 2012</p> <p>Damodaran, The Dark Side of Valuation, Wiley, 2009</p> <p>Further course materials will be distributed via campus.net.</p>
Further Recommended Readings:	Further readings may be assigned during the course.
Pedagogy:	<ul style="list-style-type: none">• Lecture• Excel-based Exercises• Case Studies & Presentation

Name of Module:	Real Estate Investment	Module No. M-REM4-005
Module Owner:	Prof. Jan Mutl, PhD	

Contact:	Prof. Jan Mutl, PhD (jan.mutl@ebs.edu) assistenten@ebs-remi.de
Programme/-s of Study:	Master in Management (elective) Master in Real Estate (mandatory)
Semester:	Spring Term
ECTS:	6
Prerequisites:	<ul style="list-style-type: none"> • MSc Advanced Real Estate Finance or <ul style="list-style-type: none"> • BSc Real Estate Investment & Finance or <ul style="list-style-type: none"> • a thorough understanding of Brueggeman/Fisher (2011), Chapters 1, 2, 12, and 13.
Contribution to Programme Learning Goals:	<p>LO 1: Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines.</p> <p>LO 3: Graduates are able to leverage technology relevant to their field of study.</p> <p>LO 7: Graduates are able to independently solve problems and direct their own learning processes.</p>
Contents of Module and Intended Outcomes:	<p>The module imparts to the students profound knowledge on international real estate investments with a particular focus on indirect investment vehicles. The students will be introduced to both listed and non-listed investment structures in various jurisdictions, such as Germany, the UK, Luxembourg and the US.</p> <p>Learning and adapting an elaborated statistical skill set to real estate related issues (course 2) enables students to further improve their analytical and research skills.</p> <p>The courses enable the students to work in national and international real estate companies.</p>
Relation to other Modules/Programmes:	<p>This module is related to the Master modules <i>Real Estate Economics</i>, <i>Real Estate Finance</i>, <i>Real Estate Valuation</i> and <i>Real Estate Management</i>. These modules are part of the Master in Real Estate 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. Advanced and more specialised insights in subsections of the real estate industry are provided in the module of <i>Real Estate Investment</i>. In particular, students are able to gain further insight to the structuring, principles, and requirements of the various financing parties. Secondly, students are to further work on real estate issues and topics, which are related to <i>Real Estate Economics</i> and form themselves an informed opinion on current issues of relevance.</p>

Workload Allocation:

180 h total student's workload, thereof:

-	Classes (21x90)	31,5h
-	Pre-reading & wrap up	33,5h
-	Exam and exam preparation	30,0h
-	Exercises and homework	25,0 h
-	Essay	60,0 h

Grading:**180** Examination Points

Kind of Examination	Related Course	Points	TG/IG
Written exam	International Real Estate Investment Vehicles	90	IG
Essay	Advanced Research Methods	90	IG

**Information on Papers,
Allocation of Subjects &
Groups, Homework etc.:**

For the course *International Real Estate Investment Vehicles*, students are expected to read the assigned literature in preparation for class. The course will end with a written exam.

1. Course:	International Real Estate Investment Vehicles	Course No. L-REM4-008
Instructor/-s:	Dr. Thomas Jesch	

Guest Speaker/-s: N.N. (high profile practitioners)

Contact: assistenten@ebs-remi.de

ECTS: 3

Number of Sessions: 9

Language: English

Course Description: The course *International Real Estate Investment Vehicles* aims to provide students with a deeper understanding of the indirect investment vehicles. Besides listed structures, such as REITs, students will also be introduced to non-listed real estate investment vehicles, such as closed-end and open-end funds. The particular focus of the course will be on German, Luxembourg, UK and US structures. By analysing different investment vehicles, students will learn to evaluate the indirect investment opportunities and structures that are available to international real estate investors.

Required Readings: Brueggeman, W., & Fisher, J. (2011). *Real Estate Finance and Investments* (14th ed.), New York: McGraw-Hill.

Rottke, N. (2008). *Handbook Real Estate Capital Markets*, Cologne.

Further Recommended Readings: Sebastian, S. P., & Tyrell, M. (2006). *Open Real Estate Funds - Diamond or Danger?*, *Working Paper Series Finance and Accounting Working Paper*, Johann Wolfgang Goethe University, Frankfurt/M., pp. 1 – 37

Schilder, A. et al., in: Jesch, T./Schilder, A./Striegel, A. (2009), *Rechtshandbuch Immobilien-Investitionen* (1st ed.), pp. 167. Munich: C.H. Beck

Hammer, M. (2007). *Spezialfonds im Steuerrecht aus Investorensicht* (1st ed.). Frankfurt/M.: Knapp

Usinger, W., & Schneider, H.-J. (2009). *Real Property in Germany. Legal and Tax Aspects of Development and Investment* (7th ed.), pp. 23. Frankfurt/M.: Knapp

Jesch, T. et al., in: Jesch, T./Schilder, A./Striegel, A. (2009), *Rechtshandbuch Immobilien-Investitionen* (1st ed.), pp. 549. Munich: C.H. Beck

Rottke, N. (2006). *Investitionen mit Real Estate Private Equity* (1st ed.). Cologne: Rudolf Müller

Cadmus, A., & von Bodecker, M. in: Schulte, K.-W./Bone-Winkel, S./Thomas, M. (2005): *Handbuch Immobilien-Investition* (2nd ed.), pp. 123. Cologne: Rudolf Müller

McGreal S., & Sotelo, R. (2008). *The Introduction of REITs in Europe-A Global Perspective*, Vienna: Real Estate Publishers, pp. 12 -62, 118 – 139

Korte, A., Tal, M., & Klopffleisch, R. in: Jesch, T./Schilder, A./Striegel, A. (2009), *Rechtshandbuch Immobilien-Investitionen* (1st ed.), pp. 675.

Baum, A. (2009). *Commercial Real Estate Investment* (2nd ed.). Maryland Heights: Elsevier Science & Technology, pp. 201 - 228;

Jesch, T. (2005). The Taxation of "Opportunistic" Real Estate Private Equity Funds and U.S. Real Estate Investment Trusts (REITs)-An Investor's Comparative Analysis, *Real Estate Law Journal*, Vol. 34, pp. 275. Boston: Warren, Gorham & Lamont.

Platt, E. (2003). Using U.S. REITs in Cross-Border Transactions, *Tax Notes International*, Vol. 31, pp. 147;

Mull, S., & Soenen, L. (1997). U.S. REITs as an Asset Class in International Investment Portfolios, *Financial Analysts Journal*, Vol. 53, pp. 55.

Stones, R. (2006). UK REITs - The Property Vehicle of the Future?, *Butterworths Journal of International Banking and Financial Law*, Vol. 21, pp. 379. London: Butterworth & Co.

McAuley, C., Morpeth, I., & Wistow, M. (2005), UK REITs-A Step Closer, *The Real Estate Finance Journal*, Vol. 21, pp. 55.

PricewaterhouseCoopers (2010), *Luxembourg Real Estate Vehicles* (1st ed.). Luxembourg: PricewaterhouseCoopers.

Larkin, D., Babin, M., & Rose, C. (2004), Structuring European Real Estate Private Equity Funds, *Briefings in Real Estate Finance*, Vol. 3, pp. 229.

Pedagogy:

- Lecture

2. Course: Advanced Research Methods
Instructor/-s: Prof. Dr. Joachim Zietz

Course No. L-REM4-022

Contact: assistenten@ebs-remi.de
or joachim.zietz@ebs.edu

ECTS: 3

Number of Sessions: 12

Language: English

Course Description: **1. Forecasting**

Much of the practical work in business is about forecasting for decision making. This includes forecasts of individual series conditional only on the history of the series; forecasts conditional on one or more exogenous variables; and forecasts involving several co-determined variables. Forecasts may try to capture the impact of a longer run trend, such as an aging population; technology-induced behavioral changes, such as on-line shopping substituting for in-city shopping; cyclical phenomena, such as price bubbles, and so forth. The course will use data from Germany, Europe and the U.S., including Google Trends and Correlate, to provide a working knowledge of key methods, including how to validate their usefulness. Applications are drawn from current topics of interest in real estate.

2. Basics of Causal Inference

Causal inference, also known as impact analysis or treatment effect analysis, is key to understanding whether a policy change had the desired impact. This is critical for the analysis and adjustment of public policy, but also for evaluating and fine-tuning the actions taken by private companies. The course provides a basic understanding of the intuition and difficulty of causal analysis and some key means to establish a sensible counterfactual. Applications are tied to current topics of interest in real estate.

3. Core software

The course builds on students' basic familiarity with GRETL (Gnu Regression, Econometrics and Time-series Library; free of charge) and with QGIS (<http://www.qgis.org/en/site/>) from the Fall course in Real Estate Economics (Tools and Topics).

In addition to the two programs familiar from the Fall semester, the course will make use of the free-of-charge statistical package R in conjunction with RSTUDIO. Although not point-and-click, R integrates well with GRETL. The key advantage of R is the availability of a very large and fast-growing library of free application packages that allow for sophisticated, state-of-the-art analyses with minimal user intervention and only basic intuition. Packages used for the course, which embed a significant amount of artificial intelligence (machine learning algorithms), include *forecast* and *Causal-Impact*. Current machine-learning packages, as discussed in the textbook on *Statistical Learning* will be added as time permits or applications suggest.

Required Readings: Adkins, Lee (2015). Using GRETL for Principles of Econometrics, 4th edition. (<http://www.learneconometrics.com/gretl/index.html>)

Gareth James, Daniela Witten, Trevor Hastie and Robert Tibshirani, An Introduction to Statistical Learning with Applications in R; free download of PDF version from the webpage of the lead author at USC: <http://www-bcf.usc.edu/~gareth/ISL/>

Hyndman, R.J. and Athanasopoulos, G. (2015). Forecasting: Principles and Practice, (<https://www.otexts.org/fpp>) - open-access online textbook.

QGIS Tutorials at <http://www.qgistutorials.com/en/index.html>

Further Recommended Readings: Varian, Hal R. (2014). Big Data: New Tricks for Econometrics. *Journal of Economic Perspectives*, 28(2), 3-28.

Choi, H. and Varian, Hal R. (2012). Predicting the Present with Google Trends, *Economic Record*, 88 (June), 2-9.

Rottke, N. / Thomas, M. (Hrsg.): *Immobilienwirtschaftslehre*, Bd. 2, Oekonomie, Kap. B1-6, E1-5.

Pedagogy:

- Lecture with interactive computer use
- Computer exercises
- Case studies

Name of Module:	Supply Chain Design and Global Sourcing	Module No. M-SCM4-019
Module Owner:	Prof. Dr. Julia Hartmann	

Contact: julia.hartmann@ebs.edu

Programme/-s of Study: Master in Management (elective)

Semester: Spring Term

ECTS: 6

Prerequisites: None

Contribution to Programme Learning Goals: LO 1: Graduates are able to apply and analyse the most important theories, principles and methods of their field of study and related disciplines.

LO 2: Graduates are able to directly transfer their knowledge to practice.

LO 6: Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods.

Contents of Module and Intended Outcomes: Supply chain design has a tremendous impact on a company's competitive position – especially in terms of cost and service provided to the customers. Further, global supply chain management is a reality today. Companies are increasingly focusing on their own core competencies turning sourcing into a strategic task for company management.

This course is designed to introduce students to the fundamentals of managing global supply chains by looking strategically at the full supply chain, understanding total cost economics, making appropriate sourcing decisions and adjusting for industry dynamics. The module focuses on strategic level decisions regarding network configuration, distribution strategies and flow of materials through the logistics network (first part) as well as decisions on outsourcing, supplier selection and strategic partnering (second part).

This module introduces students to state-of-the-art approaches for designing and planning supply chains and to key concepts related to purchasing and global sourcing. Students will be exposed to both qualitative and quantitative/mathematical tools and techniques necessary to make appropriate decisions in this context. Upon completion, students will be able to strategically assess the performance drivers of a supply chain, make adequate supply chain design choices, deal effectively with key challenges in global sourcing and successfully operate in an international context. The course also is designed to develop the leadership and communication skills necessary to succeed as a supply chain professional or team leader. A strong focus will be placed on the transferability of gained knowledge into practice by using case studies. Discussions, student presentation and classroom interaction will lead to a thorough understanding of the topic.

Relation to other Modules/Programmes: This module provides a thorough foundation in supply chain strategic issues with a global perspective and as such it complements the module Creating Operational Excellence.

Workload Allocation: 180 h total student's workload, thereof:

- | | |
|-----------------------------------------|-----|
| • Classes (22x90) | 33h |
| • Pre-reading & Wrap up | 37h |
| • Exercises, Case studies & Preparation | 40h |
| • Presentations & Preparation | 70h |

Grading: 180 Examination Points

Kind of Examination	Related Course	Points	TG/IG
Case study	Supply Chain Design and Planning	15	TG
Presentation	Supply Chain Design and Planning	15	TG
Case study	Global Sourcing	30	TG
Presentation	Global Sourcing	30	TG
Written exam	Module	90	IG

**Information on Papers,
Allocation of Subjects &
Groups, Homework etc.:**

For the case studies, students shall be prepared for in-class discussion. In addition some case studies for each course will require a write up and a presentation of key results. The case studies will be carried out in teams of 3 or 4 students, assigned by the instructor. Documents have to be handed in before the corresponding session. All students have to present as a team.

1. Course: Supply Chain Design and Planning**Course No. L-SCM4-033****Instructor/-s:** Bardo Hassemer**Guest Speaker/-s:** Tba**Contact:** nicole barth@ebs.edu**ECTS:** 3**Number of Sessions:** 11**Language:** English

Course Description: The first part of the course focuses on effective supply chain strategies for companies that operate globally, with an emphasis on how to a) design a supply chain that fits the firm's business strategy, and b) plan and integrate supply chain components into a coordinated system. Students are exposed to concepts and models important in supply chain design and planning with emphasis on key tradeoffs and phenomena. Students will develop and learn a strategic framework for supply chain design based on theoretical considerations and best practice examples. Furthermore, the course introduces and utilizes key supply chain planning tactics such as risk pooling and inventory placement, integrated planning and collaboration, and information sharing. Based on these approaches, the link between supply chain design and planning will be established.

This course will allow students to gain a perspective on the challenges and emerging opportunities of designing and managing supply chains on a global scale. The objective of the course is to introduce new concepts but also to develop modeling skills and to provide problem-solving tools applicable to the design and planning of supply chains. Lectures, exercises, and case discussions introduce various models and methods for supply chain analysis, evaluation and optimization.

Required Readings: Selected chapters from the books:

Chopra, S., Meindl, P. (2009), Supply Chain Management: Strategy, Planning and Operations (5th ed.)

Simchi-Levi, D., Kaminski, P., Simchi-Levi, E. (2008). Designing and Managing the Supply Chain: Concepts, Strategies & Case studies (3rd ed.)

Selected articles out of current journals to be used for case study/class preparation. These readings will be provided in due time.

Further Recommended Readings: Tba

Pedagogy:

- Lecture
- Case discussions
- Exercises

2. Course: Global Sourcing**Course No. L-SCM4-011****Instructor/-s:** Dr. Dieter Naegele-Preissmann**Guest Speaker/-s:** None**Contact:** nicole.barth@ebs.edu**ECTS:** 3**Number of Sessions:** 11**Language:** English

Course Description: Which company can really produce a product / service on its own? Global supply chains and outsourcing are a common and huge challenge for many companies. Complexity, uncertainty, and lack of transparency are just some of the hurdles involved in strategic sourcing and supply chain management. Sourcing and supply chain management decisions are challenging both in theory and practice. Successful executives in this field combine strategic thinking with quantitative skills. The course provides insights into how companies can successfully manage their supply base and how to align supply chains and sourcing strategies. Interdisciplinary thinking and acting, understanding issues from a global perspective and the ability to analyze tasks systematically are important features of the course.

Practice examples, cases, group work and discussions are some of the methods used to show how companies can make the most of sourcing and supply chain management. The students learn how to best deal with the complex challenges in global supply chains and how to effectively deliver additional value to the company. It is often said that every Euro saved in sourcing and supply chain management goes direct to the bottom-line. We study how do state-of-the-art companies design their sourcing and manage their supply chains.

Required Readings: Van Weele, A. (2002) Purchasing and Supply Chain Management: Analysis, Planning and Practice. 3rd Ed. London, Thomson.

Further Recommended Readings: Tba

Pedagogy:

- Lecture
- Case discussions