

Module Catalog

„Mannheim Master in Management“

(M.Sc.)

University of Mannheim

Structure and Conception of the Program

The "Mannheim Master in Management" (MMM) offers a unique curriculum that allows through specializations within the areas or the covering of a wide range of different business subjects a completely flexible design of the study plan. The study concept is complemented through an involvement of neighboring university disciplines, compulsory courses in Methods and Key Qualifications such as corporate social responsibility and a specific offer in Business Economics from the field of economics. Under examination regulations the program thus includes the following fields of studies:

- Methods and Key Qualifications (16 ECTS credits)
- Business Economics (12 ECTS credits)
- Business Administration (44-68 credits)
- Elective (0-24 ECTS credits)
- Master's Thesis (24 ECTS credits)

Distinctive for the "Mannheim Master in Management" is next to the high degree of professional specialization, its international orientation. Besides the possibility to apply for a study abroad, the students of the MMM have the opportunity to participate in a double degree program. For outstanding students pursuing an academic career, an interface with a structured doctoral study program was introduced at the Center for Doctoral Studies in Business (CDSB), which makes it possible to shorten the time to receive the PhD.

In the "Mannheim Master in Management" the following superordinated program-specific learning goals (LG) will be covered:

- **Profound subject-specific knowledge** - Students understand and apply the theoretical and conceptual foundations in pivotal business domains. (LG 1)
- **Enhanced proficiency in research methods** - Students show a profound understanding of research methods. (LG 2)
- **Managerial problem-solving skills** - Students are able to identify, understand and analyze managerial decision problems, develop solution options and apply contemporary techniques to improve decision-making. (LG 3)
- **Social responsibility** - Students are able to critically reflect on approaches to ethical decision-making in managerial actions. (LG 4)
- **Scientific research capabilities** - Students independently demonstrate high standards of scientific research in the analysis and solving of pivotal business problems. (LG 5)

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Part I: Summary of the modules

This summary contains all modules offered by the different areas of the Faculty of Business Administration.

Detailed information on the modules can be found in Part II.

1. Core Competences

No. of module	Name of module	ECTS	HWS ¹	FSS ²
CC 501	Decision Analysis	6	E ³	E
CC 502	Applied Econometrics	6	E	
CC 503	Empirical Methods	6	E	E
CC 504	Corporate Social Responsibility	4	E	E

2. Business Economics

No. of module	Name of module	ECTS	HWS	FSS
BE 510	Business Economics I	6	E	
BE 511	Business Economics II	6		E

3. Business Administration

3.1. Area “Accounting and Taxation”

Level 500 courses

No. of module	Name of module	ECTS	HWS	FSS
ACC 510	Financial Accounting	8		D
ACC 520	IFRS Reporting and Capital Markets	8	E	
ACC 530	Group Accounting	6	E	
ACC 540	Financial Statement Analysis & Equity Valuation	6		E
ACC 560	Managerial Accounting (no offering in spring 2020!)	6		E
TAX 520	Taxation of Companies	6	G	
TAX 521	Case Studies in Company Taxation	4		G

¹ HWS: fall semester

² FSS: spring semester

³ E: language of instruction: English

TAX 530	Taxation of Businesses and Individuals	6	E	
ACC/TAX 550	International Course – Accounting and Taxation	x	x	x

Level 600 courses

No. of module	Name of module	ECTS	HWS	FSS
ACC 620	Accounting for Financial Instruments & Financial Institutions	6		E
ACC 626	Transaction Accounting	4		D
ACC 628	Selected Issues in IFRS Accounting	4	E	
ACC 632	Group Accounting in Practice	4	D	D
ACC 641	Company Valuation in Practice	6	D	
ACC 663	Value-based Risk Controlling and Management in Banking	4	E	
ACC 664	Case Studies on Value-based Risk Controlling and Management in Banking	4		E
ACC 665	Energy Business Opportunities in the Clean Energy Transition (no offering in spring 2020!)	6		E
ACC 670	Audit Theory	6	E	
ACC 676	Case Studies on Consulting in Financial Services Firms	6		E
ACC 680	Disclosure Theory	6		E
TAX 611	Case Studies in International Company Taxation	4	G	
TAX 620	Applied Empirical Research: Methods and Practical Implementation	6	E	
TAX 630	International Business Taxation (English)	6		E
TAX 631	International Taxation of Multinational Enterprises	4		G
TAX 660	Tax Planning: The Role of Taxes for Business Decisions	6	E	
TAX 661	Case Studies in International Tax Planning	4		E

Level 700 courses

No. of module	Name of module	ECTS	HWS	FSS
ACC 750	Accounting Seminar (Prof. Dr. Jannis Bischof, Prof. Dr. Holger Daske, Prof. Dr. Dirk Simons, Prof. Dr. Jens Wüstemann)	6	(G/) E	(G/) E
ACC 760	Seminar in Management Accounting	6		E
TAX 730	Seminar in Business Taxation (Prof. Dr. Christoph Spengel & Prof. Dr. Philipp Dörrenberg)	6	G/E	G/E

3.2. Area “Banking, Finance, and Insurance”**Level 500 courses**

No. of module	Name of module	ECTS	HWS	FSS
FIN 500	Investments	6	E	
FIN 540	Corporate Finance I - Lecture (Capital Structure, Cost of Capital and Valuation)	5	E	
FIN 541	Corporate Finance I – Case Study (Capital Structure, Cost of Capital and Valuation)	5	E	
FIN 560	Risk Management of Insurance Companies	8		G
FIN 561	Investment Management of Insurance Companies	8	G	
FIN 580	Derivatives I: Basic Strategies and Pricing	6	E	
FIN 590	Financial Institutions I	4	E	
FIN 550	International Course – Banking, Finance, and Insurance	x	x	x

Level 600 courses

No. of module	Name of module	ECTS	HWS	FSS
FIN 601	Bond Markets	6		E
FIN 602	Trading and Exchanges No offering in fall 2019!	6	E	
FIN 603	Empirical Finance	10		E
FIN 604	Stata in Finance	2	E	E
FIN 605	Applied Portfolio Management	4	G	
FIN 620	Behavioral Finance	6		E

FIN 630	Corporate Governance No offering in fall 2019!	6	E	
FIN 640	Corporate Finance II (Mergers, Acquisitions and Diversitures)			E
FIN 660	Quantitative Risk Management	4	E	E
FIN 682	International Asset Management	6		E
FIN 684	Financial Institutions II	4		E

Level 700 courses

No. of module	Name of module	ECTS	HWS	FSS
FIN 703	Seminar in Financial Markets (Prof. Dr. Erik Theissen)	6	G/E	G/E
FIN 731	Seminar Corporate Governance (Prof. Dr. Alexandra Niessen-Ruenzi)	6		E
FIN 760	Seminar in Seminar in Risk Management and Insurance (Prof. Dr. Peter Albrecht)	6	G	G
FIN 780	Seminar in Asset Management & International Finance (Prof. Dr. Stefan Ruenzi)	6	E	E
FIN 790	Seminar in Financial Markets and Financial Institutions (Prof. Dr. Oliver Spalt)	6		E

3.3. Area “Information Systems“

Level 500 courses

No. of module	Name of module	ECTS	HWS	FSS
IS 510	Process Management	6		E
IS 512	IT Management in the Digital Age	6		E
IS 513	Applied IT Management in the Digital Age	6		E
IS 514	Process Mining and Analytics	6		E
IS 540	Management of Enterprise Systems	6	E	
IS 541	Theories and Methods in Information Systems	6		E
IS 553	System Software	6	E	
IS 554	Computational Thinking	8	E	

IS 555	Computational Thinking II	4		E
IS 550	International Course – Information Systems	x	x	x

Level 600 courses

No. of module	Name of module	ECTS	HWS	FSS
IS 602	Business Intelligence and Business Analytics Systems	6	E	
IS 613	Applied Project in Design Thinking and Lean Software Development	6	E	
IS 614	Corporate Knowledge Management	6	E	
IS 615	Design Thinking and Lean Development in Enterprise Software Development	6	E	
IS 625	Pervasive Computing	6		E
IS 627	Self-organizing Systems	6	E	
IS 629	Product Management and Product Design for Software	6		E
IS 651	Behavioral Perspectives on E-Business	4	E	

Level 700 courses

No. of module	Name of module	ECTS	HWS	FSS
IS 712	Seminar (Prof. Dr. Armin Heinzl)	6	E	E
IS 722	Seminar Trends in Distributed Systems (Prof. Dr. Christian Becker)	6	E	E
IS 742	Seminar Trends in Enterprise Systems (Prof. Dr. Hartmut Höhle)	6	E	E

3.4. Area “Management“

Level 500 courses

No. of module	Name of module	ECTS	HWS	FSS
MAN 550	International Course – Management	x	x	x

Level 600 courses

No. of module	Name of module	ECTS	HWS	FSS
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MAN 630	Introduction to Entrepreneurship	6	E	
MAN 631	Creativity and Entrepreneurship in Practice	6	E	
MAN 632	Advanced Entrepreneurship	6		E
MAN 633	Entrepreneurial Spirit	6	E	E
MAN 635	Social Entrepreneurship: Targeting Social Capital through Ecopreneurship	6	E	
MAN 636	International Entrepreneurship and Managing Change	6		E
MAN 644	Human Resource Training and Development	6		E
MAN 645	Leadership and Motivation	6	E	
MAN 646	HR Analytics	6	E	
MAN 647	Strategic and International Human Resource Management	6		E
MAN 648	Incentives and Performance	6		E
MAN 649	Human Resource Recruitment and Selection	6	E	
MAN 654	Corporate Restructuring	6		E
MAN 655	Corporate Strategy: Managing Business Groups	6		E
MAN 656	Mergers & Acquisitions	6	E	
MAN 657	Global Strategic Management	6	E	
MAN 660	CSR Video Documentaries	6	E	E
MAN 663	Digital Social Innovation Lab with SocEnt BW and SAP	6	E	
MAN 664	Sustainability Games	6		E
MAN 666	Alternative models of leadership ethics No offering in spring 2020!	3		G
MAN 667	Social Impact Measurement	6		E
MAN 675	Selected Challenges in Nonprofit Management No offering in spring 2020!	6		G
MAN 676	Selected Challenges in Public Management	6	E	
MAN 679	A Scientific Introduction into Public and Nonprofit Management	6	G	
MAN 680	Challenges of Public and Nonprofit Management – Case Study Seminar	6		E
MAN 690	Innovation Management	6		E
MAN 691	Selected Topics in Organizational Behavior	4		E

MAN 692	Organization Theory	6	G	
MAN 693	Strategic Intellectual Property Management	4	E	
MAN 695	Project Course Innovation Management	6	E	

Level 700 courses

No. of module	Name of module	ECTS	HWS	FSS
MAN 710	Research Seminar Public & Nonprofit Management (Prof. Dr. Bernd Helmig)	6	G	E
MAN 721	Research Seminar Organization and Innovation (Prof. Dr. Karin Hoisl)	6	E	E
MAN 741	Research Seminar on Human Resource Management and Leadership (Prof. Dr. Torsten Biemann)	6	G	E
MAN 750	Seminar Corporate Strategy & Governance (Prof. Dr. Matthias Brauer) No offering in fall 2019!	6	E	E
MAN 761	CSR Research Seminar (Prof. Dr. Laura Marie Edinger-Schons)	6	E	E
MAN 770	Research Seminar (Prof. Dr. Michael Woywode)	6	G/E	G/E

3.5. Area “Marketing and Sales”

Level 500 courses

No. of module	Name of module	ECTS	HWS	FSS
MKT 510	Price and Product Management	6	E	
MKT 520	Market Research	6		E
MKT 531	Marketing Theory	4		E
MKT 545	Customers, Markets and Firm Strategy	6		E
MKT 560	Services Marketing	4	E	
MKT 570	Marketing of Innovations	4	E	
MKT 580	Digital Marketing Strategy	6	E	E
MKT 550	International Course – Marketing	x	x	x

Level 600 courses

No. of module	Name of module	ECTS	HWS	FSS
MKT 611	Sales Management and Customer Relationship Management No offering in spring 2020!	4	E	
MKT 612	Business-to-Business-Marketing	2	E	
MKT 613	Negotiation Management	2	G	
MKT 614	Marketing Communication	4		E
MKT 622	Country Manager	2		E
MKT 623	Strategic Marketing Management Simulation	2	E	
MKT 661	Consumer Behavior	2		E
MKT 662	Interactive Marketing	6		E
MKT 663	Branding and Brand Management	4		E
MKT 664	Brand Strategy Seminar	2	E	

Level 700 courses

No. of module	Name of module	ECTS	HWS	FSS
MKT 710	Research Seminar (Prof. Dr. Dr. h.c. mult. Christian Homburg)	6	G/E	G/E
MKT 720	Marketing Seminar (Prof. Dr. Florian Stahl)	6	G/E	G/E
MKT 730	Marketing Seminar (Prof. Dr. Sabine Kuester)	6	G/E	G/E
MKT 740	Research Seminar (Prof. Dr. Florian Kraus)	6	G/E	G/E

3.6. Area “Operations Management“

Level 500 courses

No. of module	Name of module	ECTS	HWS	FSS
OPM 501	Logistics Management	6	E	
OPM 502	Inventory Management	6	E	
OPM 503	Transportation I – Land Transport and Shipping	4		E
OPM 504	Transportation II - Aviation	4	E	
OPM 544	Advanced Supply Chain Planning	4	E	

OPM 561	Production Management: Lean Approaches and Variability	6	E	
OPM 562	Business Analytics: Applications of Artificial Intelligence for Data-Driven Decision Making	6		E
OPM 565	Integrated New Product Development	4		G
OPM 581	Service Operations Management	6		E
OPM 582	Case Studies in Service Operations Management	6	E	
OPM 591	Strategic Procurement	6	E	
OPM 550	International Course – Operations Management	x	x	x

Level 600 courses

No. of module	Name of module	ECTS	HWS	FSS
OPM 601	Supply Chain Management	6		E
OPM 661	Business Analytics: Robust Planning in Stochastic Systems	6	E	
OPM 662	Business Analytics: Modeling and Optimization	6		E
OPM 682	Revenue Management	6		E
OPM 691	Supply Risk Management	4	E	
OPM 692	Advanced Procurement	6		E

Level 700 courses

No. of module	Name of module	ECTS	HWS	FSS
OPM 701	Research Seminar Supply Chain Management (Prof. Dr. Moritz Fleischmann)	6	G/E	G/E
OPM 761	Research Seminar Production Management (Prof. Dr. Raik Stolletz)	6	E	E
OPM 781	Research Seminar Service Operations (Prof. Dr. Cornelia Schön)	6	G/E	G/E
OPM 791	Research Seminar Procurement (Prof. Dr. Christoph Bode)	6	E	
OPM 792	Applied Seminar Procurement (Prof. Dr. Christoph Bode)	6		G/E

3.7. Business Research

The credit points obtained for Ph.D.-level modules can only be transferred to the Master program after a successful application and admission into the “Business Research” program. More detailed information is available at the Center for Doctoral Studies in Business (CDSB).

4. Elective

Information on individual courses can be found in Part II of the Module Catalog.

5. Master's Thesis

Information on the prerequisites of the Masters Thesis can be found in Part II of the Module Catalog.

Part II: Detailed information on the modules

1. Core Courses

Modules CC 501 and CC 504 are mandatory courses. In addition, either Module CC 502 or Module CC 503 have to be taken. Completion of both modules is not allowed.

Module: CC 501 Decision Analysis		
Contents: In this course we discuss methods and concepts that were developed to support and improve rational decision making in various areas of application. We will cover decisions under certainty and risk (EUT), decisions with single and multiple objectives, and decisions given incomplete information about probabilities or preferences. The course also covers descriptive decision theories such as Prospect Theory. An introduction into probability calculus including Bayes Theorem will be given. We will also discuss various visualization techniques such as influence diagrams and decision trees.		
Learning outcomes: After completing the course students will know about rational decision processes, and how to structure and visualize decision problems. They will be able to use decision analysis techniques at an easy level to deal with multiple objectives, risk, intertemporal outcomes and incomplete information. Moreover they will know about typical behavioural findings that conflict with the prescriptive methods.		
Prerequisites: Formal : - Recommended: The lecture generally assumes basic knowledge in mathematics calculus, optimization) and statistics (mean, variance, standard deviation).		
Obligatory registration: no	Further information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
Tutorium	2	
ECTS in total		6
Form of assessment	Written exam (90 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Jun.-Prof. Dr. Danja Sonntag	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	English	
Program-specific educational goals	LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Math.	

Module: CC 502 Applied Econometrics**Contents:**

In this module we will first review some essential statistical concepts, including probability, random variables, distributions, correlation, sampling, estimation, confidence intervals and hypothesis testing. The second part will provide a treatment of the principles and uses of simple and multivariate linear regression analysis. We will consider how results from such analyses can be interpreted and applied in the context of managerial decision-making. Furthermore, the limitations and potential pitfalls of econometric techniques will be discussed.

Learning outcomes:

By the end of the module students will have

- a sound understanding of key statistical concepts and techniques,
- familiarity with the principles and core techniques of econometric analysis and how regression results can be interpreted,
- skills in the practical application of relevant quantitative methods.

Prerequisites:

Formal: Not taken Module CC 503

Recommended: Knowledge of introductory statistics at bachelor level

Obligatory registration: no

Further information on registration: -

Courses**Hours per week****Self-study**

Lecture

2

6

Exercise class

2

2

ECTS in total

6

Form of assessment

Written exam (90 min.)

Preliminary course work

-

Lecturer/Person in charge

Prof. Dr. Sebastian Findeisen

Duration of module

1 semester

Offering

Fall semester

Language

English

Program-specific educational goals

LG 2, LG 5

Grade

graded

Range of application

M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.

Module: CC 503 Empirical Methods		
Contents: Theoretical foundations of empirical research. Statistical foundations of empirical research (key summary statistics, important theoretical probability distributions, methodology of hypothesis testing and key test statistics). Introduction to qualitative empirical research. Introduction to experimental empirical research. Introduction to survey-based empirical research. Introduction to empirical research based on secondary data.		
Learning outcomes: Participants understand the epistemological possibilities and limitations of empirical research in the domain of business administration. Participants are capable to describe a dataset using appropriate summary statistics and test simple hypotheses about the structure of the data. Participants know the general approach to conducting qualitative studies, experimental studies, survey-based studies and studies based on secondary data. Participants understand fundamental methods for analyzing causal relationships (particularly ANOVA and analysis of regression). They are able to properly interpret results from these methods.		
Prerequisites: Formal: Do not take Module CC 502 Recommended: -		
Obligatory registration: no	Further information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	1	3
ECTS in total		6
Form of assessment	Written exam (90 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Christina Schamp	
Duration of module	1 Semester	
Offering	Fall semester and Spring semester	
Language	English	
Program-specific educational goals	LG 2	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.A. K&W	

Module: CC 504 Corporate Social Responsibility**Contents:**

The lecture deals with the topic of “Corporate Social Responsibility” (CSR). The focus is on the background of CSR and the relationship between profit generation and responsibility. For this purpose, theoretical foundations of CSR as well as practical CSR competencies are discussed. One of the central questions is how CSR can be managed under competitive pressure and recent developments such as digitization, disruption of business models, and globalization. Managerial challenges in the field of CSR management are illustrated by case studies.

Learning outcomes:

The lecture sensitizes participants to the relevance of ethical questions in daily business. The imparted knowledge enables students to handle the prominent term “Corporate Social Responsibility” appropriately. In particular, students are able to define the scope and the limits of CSR with reasonable care. These competencies allow students to structure and handle ethical challenges in management.

Prerequisites:

Formal: -

Recommended: -

Obligatory registration: no

Further information on registration: -

Courses**Hours per week****Self-study**

Lecture

2

6

ECTS in total

4

Form of assessment

Written exam (60 min.)

Preliminary course work

-

Lecturer/Person in charge

Prof. Dr. Laura Marie Edinger-Schons

Duration of module

1 Semester

Offering

Fall semester and Spring semester

Language

English

Program-specific educational goals

LG 4, LG 5

Grade

graded

Range of application

M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.A. K&W

2. Business Economics

Both modules BE 510 and BE 511 are mandatory modules.

Module: BE 510 Business Economics I		
Contents: In this module we will examine strategic behavior and efficiency in the context of business decisions from a microeconomic perspective. An important aim is to convey an understanding of how economists approach these issues and to introduce participants to some economic concepts that may be helpful in making sense of how businesses and other organizations operate. Using these concepts we will study the decision-making behavior of individuals, analyze incentive mechanisms within organizations and investigate the economics of bargaining and information.		
Learning outcomes: By the end of the module students will have <ul style="list-style-type: none"> • the ability to apply economic reasoning in the context of economic organizations, • an understanding of model-based analytical methods and arguments in managerial and personnel economics, • familiarity with relevant economic and game-theoretical concepts under both full and incomplete information. 		
Prerequisites: Formal: - Recommended: Knowledge of introductory microeconomics at bachelor level		
Obligatory registration: no	Further information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total		6
Form of assessment	Written exam (90 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Henrik Orzen	
Duration of module	1 semester. Both the lecture and the exercise class will be held in two parallel, identical streams to allow smaller class sizes.	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.	

Module: BE 511 Business Economics II**Contents:**

Building on BE 510 Business Economics I, this module will provide an introduction to economic models of strategic decision-making and behavior of firms in the context of oligopolistic competition. Topics will include output and pricing strategies, the economics of collusion, market structure, market entry decisions and product differentiation. Some of these topics require a degree of analytical rigor and we will make use of some game-theoretical and mathematical methods.

Learning outcomes:

By the end of the module students will have

- the ability to apply economic reasoning in the context of oligopolistic competition,
- an understanding of model-based analytical methods and arguments,
- familiarity with basic game-theoretic models of industrial organization.

Prerequisites:

Formal: -

Recommended: Knowledge of introductory microeconomics at bachelor level, BE 510

Obligatory registration: no

Further information on registration: -

Courses**Hours per week****Self-study**

Lecture

2

6

Exercise class

2

2

ECTS in total

6

Form of assessment

Written exam (90 min.)

Preliminary course work

-

Lecturer/Person in charge

Prof. Dr. Zohal Hessami

Duration of module

1 semester. Both the lecture and the exercise class will be held in two parallel, identical streams to allow smaller class sizes.

Offering

Spring semester

Language

English

Program-specific educational goals

LG 5

Grade

graded

Range of application

M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.

3. Business Administration

In what follows you find the offer of the different Areas within the Business School of the University of Mannheim. You can choose which modules you complete taking into account the Examination Regulations and possible requirements for the respective module. Generally, level 500 modules convey the fundamentals while level 600 modules often already build upon this basic knowledge (please refer to the module descriptions for details). Level 700 modules indicate seminars and are hence significant for the Master's thesis.

3.1. Area "Accounting and Taxation"

Module: ACC 510 Financial Accounting		
Contents: After an overview of the concept and system of German GAAP, the course first describes the capitalization norms, such as the definition of (immaterial) assets, revenue recognition and accruals within the system. Second passivation norms, such as liabilities and onerous contracts are analysed. Third valuation norms are discussed with a focus on acquisition and production costs, the valuation of liabilities and depreciation.		
Learning outcomes: Students obtain detailed knowledge of the capitalization, passivation and valuation norms under German GAAP. They are able to describe the norms, analyse them from an accounting theoretical perspective and critically assess them. Moreover, participants are enabled to summarize and solve complex accounting issues with reference to codified norms, court rulings as well as accounting literature. In the exercise class, the norms are discussed by means of case studies. Students learn to prepare and present solutions as part of a team. They are able to identify problems, analyse and present them in a structured, comprehensible manner. The group work fosters leadership and social skills.		
Prerequisites: Formal: not taken ACC 512 Recommended: Bachelor-level knowledge of financial accounting		
Obligatory registration: yes	Further Information on registration: "Student Portal"	
Courses	Hours per week	Self-study
Lecture	2	6
Case Studies	2	2
Exercise Class	2	2
ECTS in total		8
Form of assessment	Case study presentation (25%) and written exam (90 minutes, 75%)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Jens Wüstemann (Lecture) / NN (Case Studies)	

Duration of module	1 semester
Offering	Spring semester
Language	German
Program-specific educational goals	LG 1, LG 3, LG 5
Grade	Graded
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.

Module: ACC 520 IFRS Accounting and Capital Markets**Contents:**

The lecture introduces the most relevant IFRS standards and discusses the informational impact on capital markets. After an introduction that will touch on the institutional background of the international harmonization process in financial reporting, we will focus on key accounting issues such as revenue recognition and financial instruments. We will illustrate the effects using current accounting practices of multinational entities, go into major research findings and apply the knowledge to case studies from accounting practice. We will conclude the lecture by an assessment of the importance of accounting for corporate governance and controlling (inside perspective) and for capital-market-oriented financial statement analysis (outside perspective).

Learning outcomes:

Students will know about economic consequences of financial reporting and about the role accounting information plays on capital markets, understand the special role of IFRS on international capital markets, be familiar with the main IFRS accounting rules and their impact on financial statements, and demonstrate orally and in writing their comprehension in the solution of case studies.

Prerequisites:

Formal: not taken ACC 515

Recommended: Bachelor-level knowledge of financial accounting

Obligatory registration: no

Further Information on registration:

Courses	Hours per week	Self-study
Lecture	2	6
Case Studies	2	2
Exercise Session	2	2

ECTS in total 8

Form of assessment	Case study presentation (25%) and written exam (90 minutes, 75%)
Preliminary course work	-
Lecturer/Person in charge	Prof. Dr. Jannis Bischof, Prof. Dr. Jens Wüstemann (Lecture), Dr. Ulrich Störk (Case Studies)
Duration of module	1 semester
Offering	Fall semester
Language	English
Program-specific educational goals	LG 1, LG 3, LG 5
Grade	graded
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.

Module: ACC 530 Group Accounting**Contents:**

The course covers the preparation and interpretation of consolidated financial statements based on IFRS. All consolidation and elimination entries necessary to combine the separate statements of financial position and to eliminate the intercompany transactions are introduced. In addition, theoretical models explaining the fundamental approaches to group accounting are presented and discussed.

Learning outcomes:

Students know the regulations for group accounting. Based on these regulations, students are able to prepare consolidated financial statements. They learn how consolidation methods impact the consolidated financial statement and are able to interpret group reports.

Prerequisites:

Formal: not taken ACC 511

Recommended: Bachelor-level knowledge of financial accounting

Obligatory registration: no

Further Information on registration:

Courses	Hours per week	Self-study
Lecture	2	6
Exercise Session	2	2
ECTS in total		6
Form of assessment	Written exam (90 minutes) or oral exam	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Dirk Simons	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ.	

Module: ACC 540 Financial Statement Analysis & Equity Valuation**Contents:**

This course teaches financial statement analysis methods in the context of company valuation. The first part covers the derivation of inputs into valuation models and the tools for financial statements analyses (accounting analysis, ratio analysis, analysis of narratives). Using this knowledge, techniques for a consistent identification of free cash flows and abnormal earnings from integrated financial statements (financial modelling and business planning) as well as the derivation of required rates of returns from capital market-based data are discussed.

In the second part, relevant methods for equity and asset valuation, in particular the cash-flow based DCF-models and the earnings-based abnormal earnings (AE) and earnings growth (AEG) models are covered. Finally, the class focuses on applications of fundamental analysis and valuation methods for equity investments and in M&A (purchase price allocation and the valuation of intangible assets).

Learning outcomes:

The students should get an in-depth understanding of the conceptual approaches and methods available for analyzing financial statements, preparing internally pro-forma financial statements and their application for valuing firms and assets. They should on the one hand understand both the theoretical constructs, assumptions, and limitations behind those concepts, but should, on the other hand, also be capable to implement them (computer-based) in practice.

Prerequisites:

Formal: not taken ACC 532

Recommended: Bachelor-level knowledge of financial accounting and finance

Obligatory registration: no

Further Information on registration:

Courses	Hours per week	Self-study
Lecture	2	6
Exercise Session	2	2
ECTS in total		6
Form of assessment	Written exam (90 minutes)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Holger Daske	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.	

Module: ACC 560 Managerial Accounting (no offering in spring 2020!)**Contents:**

Managerial accounting refers to the preparation and use of information for internal planning, control, coordination, and performance evaluation purposes. This orientation contrasts with financial accounting where the focus is on accounting disclosures to parties external to the firm. The first part of the course covers cost accounting, specifically issues involved in the design of an internal cost accounting system, and the role of accounting information in decision making. Included in this are discussions of relevant costs, inter-departmental allocations, and activity-based management in manufacturing and service firms.

The remaining part of the course will emphasize the role of internal accounting systems in evaluating the performance of individual business segments and divisions of the firm. Included in this part are topics related to the choice of internal pricing methods for transferring goods and services across divisions of the firm and the use of financial metrics for assessing the profitability of these divisions.

Learning outcomes:

Students will become familiar with advanced issues in cost accounting and understand the role of cost accounting information in managerial decision making. Students will also develop a thorough understanding of performance measurement systems.

Prerequisites:

Formal: -

Recommended: Bachelor-level knowledge of cost accounting

Obligatory registration: no

Further Information on registration:

Courses	Hours per week	Self-study
Lecture	2	6
Exercise Session	2	2
ECTS in total		6

Form of assessment	Case study presentation (25%) and written exam (90 minutes, 75%)
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Preliminary course work	-
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Lecturer/Person in charge	Prof. Dr. Stefan Reichelstein
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Duration of module	1 semester
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Offering	Spring semester
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Language	English
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Program-specific educational goals	LG 1, LG 3, LG 5
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Grade	graded
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Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.
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Module: TAX 520 Taxation of Companies**Contents:**

- Basics of the periodic and non-periodic taxation of German companies depending on the legal form.
- Calculation of the tax burden of different legal forms including combinations of standard legal forms (e.g. "GmbH & Co. KG", so-called "Betriebsaufspaltung").
- Elaboration of the determinants of the tax burden of companies

Learning outcomes:

Students become acquainted with the taxation of German companies of various legal forms. Students are able to calculate the tax burden of profits and shareholder compensation payments depending on the legal form.

Moreover, students are able to comment on the tax-optimal choice of legal form.

Prerequisites:

Formal: -

Recommended: Basic knowledge of company taxation

Obligatory registration: no	Further Information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
Exercise / Case Studies	2	2
ECTS in total	6	
Form of assessment	70 % written exam (90 min.), 30 % case studies and presentation	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Christoph Spengel	
Duration of module	1 semester	
Offering	Fall semester	
Language	German	
Program-specific educational goals	LG 1, LG 3, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., K&W, M.Sc. Econ., LL.M.	

Module: TAX 521 Case Studies in Company Taxation**Contents:**

- Tax planning for partnerships,
- Tax planning for corporations,
- Real estate transfer tax,
- Changes of corporate form and reorganizations,
- Business acquisitions.

Learning outcomes:

The students study in detail specific rules which are particularly important for the tax planning of partnerships and corporations.

The students learn to optimize business structuring for tax purposes.

Particular attention is paid to business reorganizations and the development of efficient solutions.

Prerequisites:

Formal: -

Recommended: Basic knowledge of company taxation

Obligatory registration: no

Further information on registration: -

Courses**Hours per week****Self-study**

Lecture

2

6

ECTS in total

4

Form of assessment

Written exam (90 min.)

Preliminary course work

-

Lecturer/Person in charge

Prof. Dr. Matthias Rogall (Lecturer) / Prof. Dr. Philipp Dörrenberg (Person of charge)

Duration of module

1 semester

Frequency

Spring semester

Language

German

Program-specific educational goals

LG 1

Grade

graded

Range of application

M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ.

Module: TAX 530 Taxation of Businesses and Individuals

Contents:

- Basic principles of taxation
- Personal income tax
- Corporate income tax
- Local profit taxes and non-profit taxes (e.g. trade tax, property tax)
- Comparative taxation of transparent entities (sole proprietors and partnerships) and corporations and their shareholders
- Gift and inheritance taxes
- Capital transfer tax
- Value added tax

Learning outcomes:

Students know the basic principles of different types of taxes and understand the structure of these taxes (the lecture focuses on the tax systems in the EU member states and the US)
Students understand the relevance as well as the consequences of the transparency principle and the corporation principle and assess the tax burden on profits as well as on shareholder compensations dependent on the legal form of the business.
Most notably, students understand how taxes influence business decisions and evaluate tax planning opportunities created by business tax law.

Prerequisites:

Formal: -

Recommended: Basic knowledge of financial accounting

Obligatory registration: no

Further information on registration: -

Courses	Hours per week	Self-study
Lecture	2	6
Exercise	2	2
ECTS in total		6
Form of assessment	70 % Written exam (90 min.), 30 % individual assignment and group presentation	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Christoph Spengel	
Duration of module	1 semester	
Frequency	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ.	

Module: ACC/TAX 550 International Course – Accounting and Taxation			
Contents: depends on course taken abroad			
Learning outcomes: depends on course taken abroad			
Prerequisites: Formal: The course level equals a regular 500-level course or 600-level course in the Master in Management program. Recommended: The module can be taken during a study abroad term / semester and complements the Mannheim curriculum of the student.			
Course	Hours per week	Self-study	ECTS
International Course – Accounting and Taxation	depends on course taken abroad	depends on course taken abroad	depends on course taken abroad
ECTS in total: depends on course taken abroad			
Form of assessment	depends on course taken abroad		
Lecturer/Person in charge	Lecturer at the host university; in Mannheim the respective <i>Teaching Area</i> is responsible for assessment of course		
Duration of module	1 semester		
Offering	fall or spring semester		
Language	English preferred, but any other language possible if Mannheim faculty member is able to identify content and level		
Grade	graded		
Range of application	M.Sc. MMM, M.Sc. MMBR, other Master programs, depends on respective study regulations		

Module: ACC 620 Accounting for Financial Instruments and Financial Institutions**Contents:**

The course addresses in-depth the accounting for financial instruments and by financial institutions under IFRS as well as related conceptual issues currently discussed by standard setters and bank regulators. It covers the definition of financial instruments, their classification, initial and subsequent measurement, impairment, derecognition, as well as their accounting in the context of hedging transactions. We also discuss relevant notes disclosures in banks' financial statements and links to capital regulation.

Learning outcomes:

The course aims at developing the skills to understand, apply, analyze and critically evaluate accounting standards in the complex field of accounting for financial instruments and financial institutions. Students will get an in-depth understanding of the current IFRS accounting rules, in particular the comprehensive IFRS 9, and understand the underlying conceptual discussions surrounding their development.

Prerequisites:

Formal: Spring semester 2020: -
From spring semester 2021: ACC520 or (ACC 5XX and ACC 5XX)

Recommended: -

Obligatory registration: no	Further Information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
Exercise Session	2	2
ECTS in total	6	
Form of assessment	Written exam (90 minutes)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Holger Daske	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.	

Module: ACC 626 Transaction Accounting**Contents:**

Topics of transaction accounting are discussed and illustrated by using case studies. The course is specifically aimed at students with a basic knowledge of financial and transactional accounting, who want to deepen their knowledge of selected, practice-oriented issues. Six main topics will be covered in-depth: definition of transaction accounting, economic motivation for transactions, private law basics for M&A, transaction accounting under IFRS, carve out transactions, link between financial and tax accounting in an M&A context.

Learning outcomes:

Students receive an overview of accounting aspects of M&A. They will also gain a systematic understanding of all relevant questions and issues in preparing and managing transactions.

Prerequisites:

Formal: ACC 611 oder ACC 520 or ACC 530 or (ACC 5XX and ACC 5XX)

Recommended: -

Obligatory registration: no	Further Information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total	4	
Form of assessment	Written exam (45 minutes)	
Preliminary course work		
Lecturer/Person in charge	Prof. Dr. Peter Wollmert	
Duration of module	1 semester	
Offering	Spring semester	
Language	German	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., K&W, M.Sc. Econ., LL.M.	

Module: ACC 628 Selected Issues in IFRS Accounting		
Contents: Current topics of international accounting are discussed and illustrated using case studies. The course is specifically aimed at students with a basic knowledge of financial accounting, who want to deepen their knowledge of selected, practice-oriented issues of international accounting.		
Learning outcomes: Students receive an overview of IFRS accounting. They will gain a systematic understanding of IFRS accounting as well as in-depth knowledge of selected IFRS standards.		
Prerequisites: Formal: Fall semester 2019: not taken ACC 573 From fall semester 2020: ACC 520 <u>or</u> (ACC 5XX <u>and</u> ACC 5XX), not taken ACC 573		
Recommended: -		
Obligatory registration: no	Further Information on registration:	
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam (45 minutes)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Peter Wollmert	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., K&W, M.Sc. Econ., LL.M.	

Module: ACC 632 Group Accounting in Practice**Contents:**

The course complements the fundamentals of group accounting by elements which are relevant in accounting practice. First, accounting after change of legal form is presented and discussed. Accounting in case of mergers is focused on. Then, specific questions relating to the consolidation according to German GAAP, German Tax Regulations and IFRS such as deferred taxes or goodwill impairment test are emphasized. The course is enriched by discussions on the latest changes in accounting regulations with respect to consolidated financial statements.

Learning outcomes:

Students learn to see consolidation from a company law perspective and are able to evaluate consolidation from a normative point of view. Furthermore, students are able to compare and evaluate accounting regulations, especially with respect to subsequent measurement of goodwill.

Prerequisites:

Formal: Fall semester 2019: not taken ACC 513
From spring semester 2020: ACC 530 or (ACC 5XX and ACC 5XX), not taken ACC 513

Recommended: -

Obligatory registration: no	Further Information on registration:	
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam (45 minutes) or oral exam	
Preliminary course work		
Lecturer/Person in charge	Prof. Dr. Peter Oser, Prof. Dr. Dirk Simons	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German	
Program-specific educational goals	LG 1	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.	

Module: ACC 641 Company Valuation Practice		
Contents: In this course offered in cooperation with KPMG, four groups of three to four members simulate an M&A process of a target company. The groups represent consultants of a bidder interested in the acquisition of the target company. Competing with each other, every group seeks to prepare the best M&A concept. The case is based on an actual company. Hence, students are granted access to original documents.		
Learning outcomes: The objective of the course is to familiarize students with an M&A process and to present them with the opportunity to conduct a practical, project-based valuation process. The course consists of different components.		
Prerequisites: Formal: Fall semester 2019: not taken ACC 624 From fall semester 2020: ACC 540 <u>or</u> (ACC 5XX <u>and</u> ACC 5XX), not taken ACC 624 Recommended: -		
Obligatory registration: yes	Further Information on registration: Website of the Chair	
Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6
Form of assessment	Case write-up and oral exam	
Preliminary course work	-	
Lecturer/Person in charge	Dr. Steffen Wagner	
Duration of module	1 semester	
Offering	Fall semester (minimum: 9 registered participants)	
Language	German	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.	

Module: ACC 663 Value-based Risk Controlling and Management in Banking**Contents:**

We will outline the characteristics of relevant capital markets participants with a special focus on credit institutions and their regulators. Accordingly, the specific business models of banks will be described and we will show how those models are reflected in a controlling and accounting perspective. In parallel we will look at their value and profit levers.

Thereafter, we will take a look at the concepts of bank capital (equity, economic capital, regulatory capital) and analyze them with regard to value based management. Thereby we will explain the relevant risks for banks, e. g. credit risk, market risk and liquidity risk. To this end, we will also use various case studies.

Finally, we will investigate the relevance of earnings management for value based bank steering and show how early warning indicators can be accounted for and interpreted.

Learning outcomes:

Course participants will be able to differentiate between bank business models and understand their main determinants. Moreover, participants will be able to describe major risks and how to deal with them in the context of value based management and risk controlling.

Prerequisites:

Formal: Fall semester 2019: not taken ACC 635
From fall semester 2020: ACC 560 or (ACC 5XX and ACC 5XX), not taken ACC 635

Recommended: -

Obligatory registration: no

Further Information on registration: -

Courses**Hours per week****Self-study**

Lecture

2

6

ECTS in total

4

Form of assessment

Written exam (45 minutes)

Preliminary course work

-

Lecturer/Person in charge

Dr. Wilhelm Schmundt, Prof. Dr. Jannis Bischof

Duration of module

1 semester

Offering

Fall semester

Language

English

Program-specific educational goals

LG 1

Grade

graded

Range of application

M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.

Module: ACC 664 Case Studies on Value-based Risk Controlling and Management in Banking

Contents:

In the first part, we will outline the characteristics of relevant capital markets participants with a special focus on credit institutions and their regulators. Accordingly, the specific business models of banks will be described and we will show how those models are reflected in a controlling and accounting perspective. In parallel we will look at their value and profit levers. Thereafter we will take a look at the concepts of bank capital (equity, economic capital, regulatory capital) and analyze them with regard to value based management. Thereby we will deepen the understanding of the relevant risks for banks, e.g. credit risk, market risk and liquidity risk.

For the second part, the students will prepare and present case studies. The cases are mainly related to the events of the recent financial market crisis and should sharpen the understanding of interdependencies in the context of how to measure and account for risks and how they can be proactively managed in an overall strategic context. Therefore, various case studies will be used.

Learning outcomes:

Course participants will be able to differentiate between bank business models and know their main determinants. They will be able to interpret practice cases and understand the implications for risk controlling and management in banking. They will also be able to present their findings on selected practice cases.

Prerequisites:

Formal: ACC 5XX, not taken ACC 636

Recommended: -

Obligatory registration: no	Further Information on registration:	
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total	4	
Form of assessment	Case study solution and presentation	
Preliminary course work	-	
Lecturer/Person in charge	Dr. Wilhelm Schmundt, Prof. Dr. Jannis Bischof	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 3, LG 5	
Grade	Graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.	

Module: ACC 665 Business Opportunities in the Clean Energy Transition (no offering in spring 2020!)

Contents:

This course examines business models and opportunities related to clean energy, specifically to decarbonized energy. We examine emerging trends in the context of technological change, business fundamentals and the parameters set by public policy.

Specific topics to be examined include: (i) Carbon Emissions and the Clean Energy Transition, (ii) Modeling Cost Competitiveness of Alternative Energy Technologies, (iii) the Momentum of Renewable Energy, (iv) Integration of Renewable Energy Sources, (v) Energy Storage and (vi) Sustainable Transportation.

Learning outcomes:

Participants will understand the lecture materials, assigned readings and case studies examined as part of this course.

Prerequisites:

Formal: not taken ACC 574

Recommended: -

Obligatory registration: no	Further Information on registration:	
Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total	6	
Form of assessment	Term paper (40%), oral participation (30%), case study solutions (30%)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Stefan Reichelstein	
Duration of module	1 semester	
Offering	Spring semester (no offering in spring 2020!)	
Language	English	
Program-specific educational goals	LG 1, LG 2, LG 4	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.	

Module: ACC 670 Audit Theory		
Contents: The course analyzes the market structure of the audit market as well as the auditor-client relationship. Audit theory can be interpreted as part of corporate governance theory where one special player in the governance system, the auditor, is analyzed. The analysis is based on theoretical models. The regulatory framework is evaluated by means of game theory.		
Learning outcomes: Students are familiar with the purpose and the scope of an independent audit. They see auditing as a potential resolution but also a potential source of agency conflicts. Furthermore, students know how the auditor strategically interacts in game theoretic settings. They are aware of the influence of regulatory changes on auditing and the audit firm's responses to these changes.		
Prerequisites: Formal: Fall semester 2019: not taken ACC 671 From fall semester 2020: ACC 5XX, not taken ACC 671 Recommended: Preparation of the literature that will be provided for self-study		
Obligatory registration: no	Further Information on registration:	
Courses	Hours per week	Self-study
Lecture	2	6
Exercise Session	1	3
ECTS in total		6
Form of assessment	Written exam (60 minutes) or oral exam	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Dirk Simons	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 2, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.	

Module: ACC 676 Case Studies on Consulting in Financial Services Firms**Contents:**

In this course, offered jointly with KPMG, current topics from the frontier between financial accounting, consulting, risk management, regulatory law and capital markets with a focus on the financial services sector will be covered. The participants will form groups of three to four students and discuss problem areas of high practical relevance using both practice-oriented and academic approaches. Results will be summarized in a consulting report and presented in a final results presentation.

Learning outcomes:

Participants are able to discuss and solve complex problems of high practical relevance at the interface of capital markets, financial accounting and auditing. Students know the area of tension between academic case solutions and those related to practice and are able to develop solutions according to both aspects. The consulting report corresponds to standards required by the business practice and is academically founded.

Prerequisites:

Formal: From spring semester 2021: ACC 5XX and ACC 5XX, not taken ACC 627

Recommended: -

Obligatory registration: yes

Further Information on registration:

Website of the Chair

Courses

Hours per week

Self-study

Lecture

2

10

ECTS in total

6

Form of assessment

Written consulting report (50%) and in-class presentation (50%)

Preliminary course work

-

Lecturer/Person in charge

Gero Wiechens, Prof. Dr. Jens Wüstemann

Duration of module

1 semester

Offering

Spring semester

Language

English

Program-specific educational goals

LG 1, LG 3

Grade

graded

Range of application

M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.

Module: ACC 680 Disclosure Theory		
Contents: The aim of this course is to provide students with an insight into analytical disclosure theory, one important stream of literature in accounting research. The overview provides insights what shapes firms' reporting decisions.		
Learning outcomes: Students are able to assess and discuss the setting, basic assumptions, and mechanisms of disclosure models. Students are able to formulate and defend constructive criticism of disclosure models.		
Prerequisites: Formal: ACC 5XX, not taken ACC 675 Recommended: Basic knowledge in game theory		
Obligatory registration: no	Further Information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6
Form of assessment	Written Report (50%), Presentation (50%)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Dirk Simons	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 2, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.	

Module: TAX 611 Case Studies in International Company Taxation		
Contents: <ul style="list-style-type: none"> • Basic principles of international tax law, • Taxation of foreign investors with domestic activities (inbound investments), • Taxation of domestic investors with foreign activities (outbound investments), • Special issues concerning multinational companies, • Recent trends in international tax law – current fiscal policy and current tax planning issues. 		
Learning outcomes: Students understand the importance of international tax planning in a multinational corporation (use of tax opportunities, minimization of individual tax risk, improvement of the overall tax situation). Students practice the use of domestic and foreign tax rules on the basis of case studies and are able to evaluate interdependencies of tax effects and their relation to non-tax drivers. Students learn proactive handling of cross-border tax law.		
Prerequisites: Formal: - Recommended: Knowledge of contents of Module TAX 520 <u>or</u> Module TAX 530		
Obligatory registration: no	Further information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	4
ECTS in total		4
Form of assessment	Written exam (45 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Stefan Brunsbach (Lecturer) / Prof. Dr. Christoph Spengel (Person in charge)	
Duration of module	1 semester	
Frequency	Fall semester	
Language	German	
Program-specific educational goals	LG 1, LG 3, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ.	

Module: TAX 620 Applied Empirical Research: Methods and Practical Implementation**Contents:**

Students are provided an overview of the most important methods and approaches for applied empirical research and gain practical experience in conducting an empirical analysis. One part of the course teaches the most important methods to estimate causal effects. These include, but are not restricted to, randomized experiments, linear regression, fixed effects estimators, difference(s)-in-difference(s), instrumental variables and regression discontinuity design. The focus is on understanding the advantages and disadvantages of the available econometric methods and less on a highly technical presentation. Illustrative examples will always be from the field of taxation.

The other part of the course focuses on hands-on empirical applications and students learn how to conduct their own empirical analysis. For this purpose, students are introduced to the usage of a statistical software package (Stata) and to the access and analysis of large data sets (in particular firm databases sets such as Amadeus or Compustat). This part of the lecture will also use examples from research in the field of taxation.

To receive a grade, students are required to write a short term-paper which presents the results from their independently conducted empirical analysis (either an own research idea or a replication) and/or they are asked to present the results from their own empirical analysis in class.

Learning outcomes:

- Overview of most important methods and approaches for applied empirical research.
- Hands-on practice of empirical analysis using statistical software.

Prerequisites:

Formal: -

Recommended: Introductory classes on statistics and/or econometrics at Bachelor level.

Obligatory registration: no	Further Information on registration: -	
Courses	Hours per week	Self-study
Lecture	4	8
ECTS in total		6
Form of assessment	Term paper based on own research project and/or presentation in class	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Philipp Dörrenberg / Prof. Dr. Johannes Voget	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 4, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M	

Module: TAX 630 International Business Taxation**Contents:**

- Basics of international business taxation,
- taxation of inbound investments,
- taxation of outbound investments,
- transfer pricing,
- cross-border reorganisations.

Learning outcomes:

Students know the basics of international taxation (national tax law, double taxation conventions, primary and secondary EU law) and the causes of double taxation.

Students understand the tax consequences of establishing domestic and foreign permanent establishments as well as domestic and foreign corporations.

Students understand the impact of transfer pricing on the companies' tax burden.

Most notably, students are able to evaluate how multinational companies make use of internationally diverging tax burdens.

Prerequisites:

Formal: -

Recommended: Knowledge of contents of Module TAX 520 or Module TAX 530

Obligatory registration: no

Further information on registration: -

Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total		6
Form of Assessment	70 % Written exam (90 min.), 30 % individual assignment and group presentation	
Preliminary course work	-	
Lecturer-in-charge	Prof. Dr. Christoph Spengel	
Duration of module	1 semester	
Frequency	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 3, LG 5	
Grade	graded	
Range of Application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ.	

Module: TAX 631 International Taxation of Multinational Enterprises**Contents:**

- Taxation of integrated multinational enterprises (MNEs) with international operations, in particular with respect to income taxes (e.g. limitation on the deduction of expenses, preferential income taxation), transfer pricing, permanent establishments, withholding taxes, CFC rules, value added tax
- Implications of current trends of MNEs for their taxation (e.g. creation of a management holding, and centralization of functions, services and IP)

Learning outcomes:

After completing this course, students will have the knowledge of the fundamentals of international taxation of multinational enterprises (MNEs). They will be able to apply theoretical knowledge and to transfer it into practical tax knowledge based on real world problems. Participants will be able to assess the impact of relevant tax rules on MNEs' decisions and the interactions of these rules.

The contents will be imparted to the students in a problem-oriented way and by solving real world problems in small groups.

Prerequisites:

Formal: -

Recommended: Knowledge from Module TAX 520, TAX 530 or TAX 630

Obligatory registration: no

Further Information on registration: -

Courses**Hours per week****Self-study**

Lecture / Exercise Class

2

6

ECTS in total

4

Form of assessment

Written exam (45 min)

Preliminary course work

-

Lecturer/Person in charge

Dr. Sven-Eric Bärsch (lecturer) /
Prof. Dr. Christoph Spengel (person in charge)

Duration of module

1 semester

Offering

Spring semester

Language

German

Program-specific educational goals

LG 1, LG 3, LG 5

Grade

graded

Range of application

M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.

Module: TAX 660 Tax Planning: The Role of Taxes for Business Decisions**Contents:**

Most finance and strategy courses do not consider the role of taxes in making business decisions. The goal of the course is to understand how taxes affect business decisions. In particular, the course teaches the tools for identifying, understanding, and evaluating tax planning opportunities. It is designed to be valuable even as (tax) laws and governments change, and the taught framework is portable in that it can be applied to the set of tax laws in any country. Taxes are everywhere and have a direct impact on cash-flow. Having a basic understanding of how taxation affects business decisions is therefore very important and contributes to a solid financial literacy.

The role of taxes is applied to different decision contexts, such as investment, compensation, organizational form, mergers and acquisitions and multinational aspects. The impact of taxes on these decisions will always be considered in the context of the following themes: 'All Parties' (the tax implications for all of the involved parties have to be considered), 'All Taxes' (explicit and implicit taxes have to be considered), and 'All Costs' (all costs, tax and non-tax costs, have to be considered). All aspects of the course will discuss empirical applications.

The course will be based on parts of the following textbook that is used in the leading business schools around the world: Scholes, Wolfson, Erickson, Hanlon, Maydew and Shevlin: Taxes and Business Strategy: A Planning Approach, 6th edition.

Learning outcomes:

By the end of the course, students understand how taxes affect business decisions.

Prerequisites:

Formal: -

Recommended: Introductory courses in business taxation are advantageous.

Obligatory registration: no

Further Information on registration: -

Courses	Hours per week	Self-study
Lecture	4	8
ECTS in total		6

Form of assessment	Written exam (90 min.)
Preliminary course work	-
Lecturer/Person in charge	Prof. Dr. Philipp Dörrenberg
Duration of module	1 semester
Offering	Fall semester
Language	English
Program-specific educational goals	LG 1, LG 3
Grade	graded
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.

Module: TAX 661 Case Studies in International Tax Planning**Contents:**

- International Tax Planning and Tax Structuring using Financing Companies in the case of Outbound Investment
- International Tax Planning and Tax Structuring using Financing Companies in the case of Inbound Investment
- International Tax Planning and Tax Structuring concerning the German „Zinsschranke“ (Thin-Cap-Rule) and other foreign Anti-Avoidance-Rules
- International Tax Planning and Tax Structuring especially considering the Reorganization Tax Act
- International Tax Planning and Tax Structuring especially considering Qualification Conflicts

Learning outcomes:

The students learn how to apply their skills in basic taxation on practical cases.

The students get a deeper insight into the basics of the most important areas in international tax planning and tax structuring.

The students learn how to implement their theoretical knowledge into practical szenarios. Thereby special attention is paid to the application of the wording of law – especially using inaccuracies in law.

The students learn to develop international tax planning and tax structuring ideas across different types of taxes.

Prerequisites:

Formal: -

Recommended: Knowledge of contents of Module TAX 630

Obligatory registration: no

Further information on registration: -

Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of Assessment	Written exam (45 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Michael Schaden (lecturer) / Prof. Dr. Christoph Spengel (person in charge)	
Duration of module	1 semester	
Frequency	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 3, LG 5	
Grade	graded	
Range of Application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ.	

Module: ACC 750 Accounting Seminar		
Contents: The seminar offers an introduction to research in accounting. The research questions that we will address come from all fields of accounting research and we will rely on different research methods (both theoretical and empirical methods) in examining these questions. The analysis also involves a comprehensive review of scientific accounting literature. In preparing the seminar, participants write a seminar thesis. Participants will present and discuss the key results of their thesis during the seminar.		
Learning outcomes: Participants get acquainted with scientific research in accounting. They develop basic research skills that are necessary to address typical research questions in financial accounting, managerial accounting, or related fields. They will also be able to structure a research paper and become experienced in academic writing. In addition, participants will learn how to present scientific work to other researchers and how to discuss scientific research.		
Prerequisites: Formal: Fall semester 2019: - Spring semester 2020: ACC XXX From fall semester 2020: ACC 5XX <u>and</u> ACC XXX Recommended: Profound knowledge in accounting and a general interest in scientific accounting research		
Obligatory registration: yes	Further Information on registration: Website of the Chair and the Area	
Courses	Hours per week	Self-study
Seminar	2	10
ECTS in total		6
Form of assessment	Written seminar thesis (60%) and in-class presentation (40%)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Jannis Bischof / Prof. Dr. Holger Daske / Prof. Dr. Dirk Simons / Prof. Dr. Jens Wüstemann	
Duration of module	1 semester	
Offering	Spring semester / Fall semester, the responsible lecturers will be announced in advance on the websites of the Area Accounting & Taxation	
Language	English (or German, depends on the chair)	
Program-specific educational goals	LG 1, LG 2, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.	

Module: ACC 760 Seminar in Management Accounting

Contents:

This seminar focuses on topics in management accounting. These topics include:

1. Activity Based Costing: Theory and Implementation
2. Life-Cycle Product Costing: Conceptual Development and Use in Practice
3. Internal Pricing in Multi-Segment Firms
4. Transfer Pricing in Multinational Firms: Managerial- and Tax Considerations
5. Divisional Measures of Managerial Performance
6. The Use of "Economic Profit Plans" for Managerial Performance Measurement and Compensation Purposes
7. The Use of Bonus Pools in Managerial Compensation
8. Incentive Provisions for Pricing in Regulated Industries
9. Accounting for Sustainability Activities
10. The Balanced Scorecard: Theory and Practice

The analysis of these topics involves a comprehensive review of the accounting literature. In preparing the seminar, the participants write a seminar paper. In addition, the participants will present and discuss the key results of their findings as part of the seminar.

Learning outcomes:

Participants get acquainted with management accounting concepts in both theory and practice. They develop managerial skills that are essential to address fundamental tools in management accounting. They will also be able to structure a seminar paper and become experienced in academic writing.

Prerequisites:

Formal: at least one financial or managerial accounting course (Master- or Bachelor level)

Recommended: basic knowledge in accounting and a general interest in management accounting.

Obligatory registration: yes

Further Information on the registration:
www.uni-mannheim.de/mises

Courses

Hours per week

Self-study

[Seminar]

2

10

ECTS in total

6

Form of assessment

Written seminar thesis (70%, 15 pages +/- 10%) and in-class presentation (30%)

Preliminary course work

-

Lecturer/Person in charge

Gunther Glenk / Nikolas Wölfling / Stefan Reichelstein

Duration of module

see www.uni-mannheim.de/mises and Portal2 for Course dates

Offering

Spring term

Language

English

Learning Goals

LG 1, LG 2, LG 5

Range of application

M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.

Modul: TAX 730 Seminar in Betriebswirtschaftlicher Steuerlehre		
Lerninhalte: Das Seminar behandelt eingehend übergreifende Fragestellungen		
Lern- und Qualifikationsziele: Die Teilnehmer schreiben eine Seminararbeit und stellen diese Arbeit im Seminar zur Diskussion. Mit der Seminararbeit sollen die Teilnehmer eine eigenständige wissenschaftliche Leistung durch die Bearbeitung einer Fragestellung aus dem Bereich der Betriebswirtschaftlichen Steuerlehre erbringen. Die Seminararbeit bereitet auf die Übernahmen einer Masterarbeit im Fach Betriebswirtschaftliche Steuerlehre vor.		
Voraussetzungen: Formal: Insgesamt 2 Module aus dem 500er und/oder 600er Bereich der Area Accounting & Taxation Inhaltlich: Kenntnisse der (internationalen) Unternehmensbesteuerung		
Anmeldepflicht: ja	Weitere Infos zur Anmeldung: Homepage des Lehrstuhls	
Lehrveranstaltungen und -form	Präsenzstudium	Selbststudium
Seminar	2	10
ECTS Modul insgesamt		6
Prüfungsform und -umfang	70 % Seminararbeit (15 Seiten), 30 % Präsentation der Seminararbeit	
Vorleistungen	-	
Dozent(en)/Modulverantwortlicher	Prof. Dr. Christoph Spengel & Prof. Dr. Dörrenberg	
Dauer des Moduls	1 Semester	
Angebotsturnus	HWS und FSS	
Sprache	Deutsch oder Englisch	
Programmspezifische Lernziele	LG 1, LG 2, LG 4	
Note	benotet	
Verwendbarkeit	M.Sc. MMM, M.Sc. MMBR, M.Sc. Wipäd	

Module: TAX 730 Seminar in Business Taxation		
Contents: The seminar focuses in depth on selected cross-module topics in taxation		
Learning outcomes: Students write an essay, which is presented to students and discussed in the seminar. The essay shows that students are capable of pursuing independently academic work in the field of business taxation. The essay prepares for a master thesis in business taxation.		
Prerequisites:		
Formal: Two modules from the area Accounting & Taxation (5XX and/or 6XX)		
Recommended: Knowledge of the (international) taxation of companies		
Obligatory registration: yes	Further information on registration: Website of the chair	
Courses	Hours per week	Self-study
Seminar	2	10
ECTS in total		6
Form of assessment	70 % Essay (15 pages), 30 % presentation	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Christoph Spengel & Prof. Dr. Philipp Dörrenberg	
Duration of module	1 semester	
Frequency	Fall semester and Spring semester	
Language	German or English	
Program-specific educational goals	LG 1, LG 2, LG 4	
Grade	graded	
Range of Application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.	

3.2. Area “Banking, Finance, and Insurance”

Module: FIN 500 Investments		
Contents: This course introduces into the theoretical foundations of modern portfolio management and their applications. It covers expected utility theory, measures of risk and return, the theory of portfolio selection, asset pricing models and their empirical test, the efficient markets hypothesis, and issues in stock portfolio management.		
Learning outcomes: The course provides students with an understanding of the theoretical and conceptual foundations of modern quantitative portfolio management. Students learn to understand investment strategies, and to interpret and evaluate them against the background of capital market theory and the efficient markets paradigm.		
Prerequisites: Formal: - Recommended: The course requires basic knowledge in mathematics (optimization, elementary matrix algebra) and statistics (expected value, variances, covariances, correlation, t-tests). Students should have successfully attended the courses Finanzwirtschaft I and II in the Mannheim Bachelor program (or similar courses).		
Obligatory registration: no	Further information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	1	3
ECTS in total		6
Form of assessment	Written exam (closed book, 60 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Erik Theissen	
Duration of module	1 Semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

Module: FIN 540 Corporate Finance I - Lecture (Capital Structure, Cost of Capital and Valuation)

Contents:

Corporate Finance studies how corporations finance their operations. The emphasis of this part of the curriculum is on shareholder value and company valuation. We will also study the cost of capital, introduce theories of capital structure, and initial public offerings. The objective of this course is to introduce the fundamental theoretical concepts of company valuation.

Learning outcomes:

After completing this course, students will know and understand state-of-the-art tools such as DCF, Residual Income, EVA, and Multiples. In particular, participants will know how to determine the cost of capital for corporations and projects using real world data. Further, participants will learn how to identify value drivers by applying financial ratio analysis. Students will also be familiar with event studies in order to analyse how capital markets react to important corporate events like merger announcements or earnings announcements.

Prerequisites:

Formal:

-

Recommended:

Every student participating in this course should have completed the equivalent of the 2-semester finance module, which is part of the Mannheim Bachelor program. The lectures generally assume basic knowledge in accounting (balance sheets, income statements, financial ratios), finance (present value methods, portfolio theory, CAPM), mathematics (calculus, optimization) and statistics (mean, variance, standard deviation, univariate and multivariate regressions). The course assumes that students already manage the material in Brealey, Myers, Allen, *Corporate Finance*, (McGraw-Hill, 10th edition, 2010), chapters 1-19.

Obligatory registration: no

Further Information on the registration: -

Courses	Hours per week	Self-study
Lecture	2	8
ECTS in total		5
Form of assessment	Written exam	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Ernst Maug, Ph.D.	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

Module: FIN 541 Corporate Finance I - Case Study (Capital Structure, Cost of Capital and Valuation)

Contents:

Corporate Finance studies how corporations finance their operations. The emphasis of this part of the curriculum is on shareholder value and company valuation. The focus of the course will be on solving several case studies in groups of up to three students. Each of these cases has to be handed in and will contribute to the final grade. The hands-on format of this course ensures that students are able to transfer the theoretical concepts encountered in the lecture (FIN540) to real world problems.

Learning outcomes:

After completing this course, students will be able to value companies using state-of-the-art tools such as DCF, Residual Income, EVA, and Multiples. In particular, participants will be able to determine the cost of capital for corporations and projects using real world data. Participants will be able to identify value drivers by applying financial ratio analysis and analyse the impact of those value drivers on the firm value. Students will also be able to perform event studies in order to analyse how capital markets react to important corporate events like merger announcements or earnings announcements. Students will be able to implement the theoretical concepts discussed in the lecture (FIN 540) using Microsoft Excel.

Prerequisites:

Formal: FIN 540 Corporate Finance I (Parallel attendance possible)

Recommended: Every student participating in this course should have completed the equivalent of the 2-semester finance module, which is part of the Mannheim Bachelor program. The lectures generally assume basic knowledge in accounting (balance sheets, income statements, financial ratios), finance (present value methods, portfolio theory, CAPM), mathematics (calculus, optimization) and statistics (mean, variance, standard deviation, univariate and multivariate regressions). The course assumes that students already manage the material in Brealey, Myers, Allen, *Corporate Finance*, (McGraw-Hill, 10th edition, 2010), chapters 1-19.

Obligatory registration: yes

Further Information on the registration:

Website of the chair, "Student Portal" (more information about the registration process is available [here](#))

Courses	Hours per week	Self-study
Case seminar	1	7
Exercise sessions (Excel)	1	1
ECTS in total		5
Form of assessment	Case write-ups (75%), class participation in case discussions (25%)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Ernst Maug, Ph.D	
Duration of module	1 semester	
Offering	Fall semester	

Language	English
Program-specific educational goals	LG 1, LG 2, LG 3
Grade	graded
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.

Module: FIN 560 Risk Management of Insurance Companies		
Contents: The subject of the course is the management of risks, which insurance companies (in life as well as in non-life insurance) do cover within the scope of their insurance activities.		
Learning outcomes: After a successful completion of the course participants will be able to quantify insurance risks in life and non-life insurance. Students will know the most important risk political instruments (premium and tariff calculation, solvency, technical reserves, reinsurance, riskadjusted performance management) and will be able to apply the corresponding basic methods.		
Prerequisites: Formal: - Recommended: The course assumes a basic knowledge in probability theory and statistics and as well basics of financial mathematics and the valuation of investments.		
Obligatory registration: no		Further information on registration: -
Courses	Hours per week	Self-study
Lecture	3	9
Exercise class	1	3
ECTS in total		8
Form of assessment	Written exam (90 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Peter Albrecht	
Duration of module	1 semester	
Offering	Spring semester	
Language	German	
Program-specific educational goals	LG 1	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

Module: FIN 561 Investment Management of Insurance Companies		
Contents: Subjects of the course are the basics of the legal investment framework of (German) insurance companies, of asset/liability-management and of the management of investment risks of insurance companies.		
Learning outcomes: After a successful completion of the course participants will know the basic elements of the investment regulation of insurance companies, they are familiar with the necessity and the instruments of an asset/liability-management and they are able to apply the basic methods to analyze and to manage the most important primary and derivative financial instruments and as well alternative investments.		
Prerequisites: Formal: - Recommended: The course assumes a basic knowledge in probability theory and statistics. In addition students should have covered the two Finance courses offered in the bachelor programme at the University of Mannheim or equivalent courses.		
Obligatory registration: no	Further information on registration: -	
Courses	Hours per week	Self-study
Lecture	3	9
Exercise	1	3
ECTS in total		8
Form of assessment	Written exam (90 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Peter Albrecht	
Duration of module	1 semester	
Offering	Fall semester	
Language	German	
Program-specific educational goals	LG 1	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

Module: FIN 580 Derivatives I – Basic Strategies and Pricing**Contents:**

This course deals with different derivatives. The functioning of various derivative instruments like forwards, futures, swaps, and options will be explained. Furthermore, derivatives strategies like will be analyzed. A particular focus of the course is the valuation of different basic and exotic instruments. The theoretical basis will be presented in lectures, while exercise classes will provide the opportunity to apply the concepts in practice.

Learning outcomes:

After the completion of this course, students will have gained a thorough understanding of the spectrum of derivative financial instruments and their functioning. Furthermore, they will have learned how to implement investment strategies using derivatives. Students acquire a working knowledge of different valuation techniques, which is a necessary condition for trading these instruments and which also allows them to price new innovative products themselves.

Prerequisites:**Formal:**

-

Recommended:

Students should have successfully completed the Mannheim Bachelor finance modules (or equivalent courses). They should have an understanding of simple derivatives and basic pricing techniques on a Bachelor level before taking this course! A working knowledge of basic mathematics (analysis and optimization) and statistics (expected values, variances, covariances) is required.

Obligatory registration: no**Further information on registration:** -**Courses****Hours per week****Self-study**

Lecture

2

6

Exercise class

1

3

ECTS in total

6

Form of assessment

Written Exam (60 min.)

Preliminary course work

-

Lecturer/Person in charge

Prof. Dr. Stefan Ruenzi

Duration of module

1 semester

Offering

Fall semester

Language

English

Program-specific educational goals

LG 1, LG 3

Grade

graded

Range of application

M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.

Module: FIN 590 Financial Institutions I**Contents:**

This course provides an in-depth look at financial institutions and the role they play for financial markets today. The course will address questions such as: Which financial institutions exist? Why do they exist? What risks do they face? How do they manage those risks? How does the behavior of financial institutions impact financial markets and asset prices? How does their behavior impact the economy at large? How should we regulate financial institutions? The course Financial Institutions I will put emphasis on the analysis of banks.

Learning outcomes:

After completing this course, students will have a thorough understanding of the economic reasons for the existence of financial institutions. Students will understand the eco-system of financial institutions and their role in the global financial markets. Students will gain knowledge about what risks managers in financial institutions face and how they manage those risks. Students will also learn about current approaches and proposals for regulating financial institutions.

Prerequisites:**Formal:**

-

Recommended:

Every student participating in this course should have completed the equivalent of the 2-semester finance module, which is part of the Mannheim Bachelor program. The lectures generally assume basic knowledge in accounting (balance sheets, income statements, financial ratios), finance (present value methods, portfolio theory, CAPM), mathematics (calculus, optimization) and statistics (mean, variance, standard deviation, univariate and multivariate regressions).

Obligatory registration: no**Further information on registration:** -

Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam (closed book, 60 Min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Oliver Spalt	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3, LG 4	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

Module: FIN 550 International Course – Banking, Finance, and Insurance			
Contents: depends on course taken abroad			
Learning outcomes: depends on course taken abroad			
Prerequisites:			
Formal:	The course level equals a regular 500-level course or 600-level course in the Master in Management program.		
Recommended:	The module can be taken during a study abroad term / semester and complements the Mannheim curriculum of the student.		
Obligatory registration: no		Further informations on registration: -	
Course	Hours per week	Self-study	ECTS
International Course – Banking, Finance, and Insurance	depends on course taken abroad	depends on course taken abroad	depends on course taken abroad
ECTS in total: depends on course taken abroad			
Form of assessment	depends on course taken abroad		
Lecturer/Person in charge	Lecturer at the host university; in Mannheim the respective <i>Teaching Area</i> is responsible for assessment of course		
Duration of module	1 semester		
Offering	fall or spring semester		
Language	English preferred, but any other language possible if Mannheim faculty member is able to identify content and level		
Grade	graded		
Range of application	M.Sc. MMM, M.Sc. MMBR, other Master programs, depends on respective study regulations		

Module: FIN 601 Bond Markets		
Contents: This course builds on FIN 500 and extends the discussion of modern portfolio management and its applications. It covers issues in bond portfolio management, performance measurement, risk management, and fund management.		
Learning outcomes: After this course students are familiar with the theory and practice of modern quantitative portfolio management. They are able to devise and assess portfolio strategies, to evaluate the performance of a portfolio manager, and to assess the risk of a portfolio.		
Prerequisites: Formal: - Recommended: Students should have attended FIN 500 or be ready to acquire knowledge of the contents of that course as needed.		
Obligatory registration: no		Further information on registration: -
Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	1	3
ECTS in total		6
Form of assessment	Written exam (closed book, 60 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Erik Theissen	
Duration of module	1 Semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

Module: FIN 602 Trading and Exchanges (no offering in fall 2019!)**Contents:**

Traditional asset pricing theory and investment analysis treat the process of price formation as a black box. The actual structure of financial markets does not play a role, and frictions and transaction costs are disregarded. These issues, and market liquidity in particular, are of enormous practical importance. This is evidenced by the great attention regulators pay to issues of financial market structure (e.g. the MiFID directive of the EU), as well as by the attention market participants pay to trading costs. In recent years, many new markets have been created in an attempt to reduce transaction costs (e.g. the ATS in the US or Chi-X and Turquoise in Europe). The branch of financial economics that deals with these issues is called market microstructure. This course provides an introduction into the theoretical and empirical foundations of market microstructure.

Learning outcomes:

This course familiarizes students with the institutional setting of today's securities markets. They will know how an exchange operates and what the distinguishing features and theoretical foundations of auction and dealer markets are. They will be able to understand and apply measures of market quality and liquidity. They will further understand how asset characteristics, risk aversion and asymmetric information affect the process of price formation and market liquidity.

Prerequisites:**Formal:**

-

Recommended:

Module FIN 500; Students should have a sound background in finance. They should be familiar with the different types of securities (stocks, bonds, derivatives), with modern investment analysis and the efficient markets hypothesis. They should also have basic knowledge in statistics and econometrics (unconditional and conditional expected values and variances, regression analysis and hypothesis testing).

Obligatory Registration: no**Further information on registration:** -

Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	1	3
ECTS in total		6
Form of assessment	Written exam (closed book, 60 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Erik Theissen	
Duration of module	1 semester	
Offering	Fall semester (no offering in fall 2019!)	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

Module: FIN 603 Empirical Finance		
Contents: The course provides students with an understanding of important empirical methods and their application in finance. It covers topics in asset pricing, corporate finance, and market microstructure. Students will learn to perform empirical analysis using the software package Stata. The course enables students to plan and carry out empirical research in finance on their own and prepares for an empirical seminar or master thesis in the finance area. Part of the course consists of the practical application of the methods learned in the lecture to various case studies.		
Learning outcomes: The students will have a sound understanding of empirical methods and their underlying assumptions. The students will be able to choose appropriate methods for given empirical problems and apply them in an efficient way. The case studies enable the students to develop basic programming skills in Stata.		
Prerequisites: Formal: - Recommended: Module CC 502 or CC 503 and Module FIN 5XX or equivalent courses. It will facilitate the course work for the case studies when some Stata competencies are acquired prior to the start of the course.		
Obligatory registration: yes	Further Information on the registration: Website of the chair, "Student Portal" (more information about the registration process is available here)	
Courses	Hours per week	Self-study
Vorlesung	2	6
Übung	1	11
ECTS in total	10	
Form of assessment	Written exam (45%; 60 min.), Case Studies (45%), Class Participation (10%)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Erik Theissen	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 2, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

Module: FIN 604 Stata in Finance		
Contents: The topic of this course is the practical application of the statistics program “Stata” in Finance research. The course contains three major sections: How to use Stata, an introduction to the usage of the most common databases in Finance at this university, and an application example. In the first section, we will introduce project and data management with Stata. In addition, we will teach estimation techniques and programming basics. In the second section, we will show where to get access to common datasets in Finance research. In the last section, students will have the chance to apply their knowledge to a practical example. The course is offered shortly after the start of the seminar theses, that is, at the beginning of January in the winter semester (HWS) and at the beginning of July in the summer semester (FSS).		
Learning outcomes: The main aim of the course is to prepare students with practical methods for conducting empirical Finance research. Students learn how to load, manipulate, and evaluate data using Stata. Stata is the most popular statistics program used in the Finance research community. In addition, students learn where they can access popular databases used in Finance at the University of Mannheim. The main focus of the course lies on the practical application of the Stata software.		
Prerequisites: Formal: - Recommended: Due to a limited amount of seats in the computer lab, the number of participants will be limited. We will prefer students who are writing an empirical seminar thesis in the Finance Area in the semester when allocating spots.		
Obligatory registration: Yes	Further Information on registration: Website of the Chair	
Courses	Hours per week	Self-study
Lecture	1	3
ECTS in total		2
Form of assessment	Take home exam (pass/fail)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Erik Theissen	
Duration of module	1 semester	
Offering	Fall semester (July) and spring semester (January)	
Language	English	
Program-specific educational goals	LG 2, LG 5	
Grade	not graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.	

Module: FIN 605 Applied Portfolio Management**Contents:**

This course builds on the "Investments" (FIN500) course and explains how the basic concepts are applied in practice. While the focus is on equity portfolios, bond portfolio management, Hedge Funds and Asset Allocation will also be covered.

Learning outcomes:

The course provides students with an understanding of how equity and bond portfolios are managed in practice. Students will understand the factors that determine the performance of investment strategies. Through numerous application examples, the course teaches how theoretical concepts and scientific findings can be implemented in practical portfolio management.

Prerequisites:

Formal: FIN 500 Investments

Recommended: -

Obligatory registration: no	Further Information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam (60 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Dr. Andreas Sauer	
Duration of module	1 semester	
Offering	Fall semester	
Language	German	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Math., M.Sc. Bus. Inf., M.Sc. Econ.	

Module: FIN 620 Behavioral Finance		
Contents: There is abundant evidence suggesting that the standard economic paradigm of rational investors does not adequately describe behavior in financial markets. Behavioral Finance examines how individuals' attitudes and behavior affect their financial decisions. This course reviews recent research on possible mispricing in financial markets due to the nature of psychological biases. Moreover the course deals with behavioral finance models explaining investor behavior or market anomalies when rational models provide no sufficient explanations. Topics will include among others overconfidence, prospect theory, heuristic driven biases and frame dependence.		
Learning outcomes: Behavioral finance applies scientific research on human and social cognitive and emotional biases. After completing this course, students will be able to better understand economic decisions and how they affect market prices and returns. They will know how behavioral findings are integrated with neo-classical theory.		
Prerequisites: Formal: FIN 5XX and/or FIN 6XX Recommended: Every student participating in this course should have completed the 2-semester finance module of the Mannheim Bachelor program (or equivalent courses) and the module Decisions Analysis. The lecture generally assumes basic knowledge in mathematics (calculus, optimization) and statistics (mean, variance, standard deviation).		
Obligatory registration: yes	Further information on registration: "Student Portal" (more information about the registration process is available here)	
Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	1	3
ECTS in total	6	
Form of assessment	Written exam (60 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Martin Weber	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 2, LG 3, LG 4	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

Module: FIN 630 Corporate Governance (no offering in fall 2019!)**Contents:**

In this course, conflicts of interest within the firm will be analyzed and mechanisms to mitigate these problems will be discussed. In the first part of the course, special emphasis will be on the market for corporate control, ownership structure, executive compensation, the role of the board of directors, and current reforms in corporate governance. In the second part of the course, the valuation effect of corporate governance and the question whether corporate governance affects corporate decisions will be addressed.

Learning outcomes:

Students should develop an understanding of important issues in corporate governance and of its relevance in a social, political, and economic context.

They will be able to critically review the principal-agent model and apply it to various applications of corporate governance. They will know the differences in corporate control across the world and be able to explain the reasons why control may be different from ownership. Furthermore, they know how to compare the main classifications of corporate governance systems and, most importantly, assess the effectiveness of the different corporate governance mechanisms, such as for example the board of directors. In addition to their knowledge on corporate governance theory, they will be able to critically assess the empirical evidence on the importance and effectiveness of various corporate governance mechanisms.

Prerequisites:**Formal:** -

Recommended: Introductory course in corporate finance on the level of Brealey/Myers/Allen is strongly recommended.

Note: Literature collection for self-study is provided.

Obligatory registration: no	Further Information on the registration: -	
Courses	Hours per week	Self-study
Lecture / Exercise	3	9
ECTS in total	6	
Form of assessment	Written exam (60 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Alexandra Niessen-Ruenzi	
Duration of module	1 semester	
Offering	Fall semester (no offering in fall 2019!)	
Language	English	
Program-specific educational goals	LG 1, LG 3, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

Module: FIN 640 Corporate Finance II (Mergers, Acquisitions and Divestitures)

Contents:

The topic of this course is the restructuring of corporations through mergers, acquisitions and divestitures. The purpose of the lecture is to provide an understanding of restructuring processes and to provide an analytic framework to analyze the motivation of these activities and their individual merits. A special focus will be on the economic analysis of corporate strategy and the contractual structures of various types of transactions. We will also discuss valuation and cost of capital in an international context. The lecture will frequently draw on empirical studies, especially on event studies. Participants will be required to solve several case studies in groups of up to three students.

Learning outcomes:

After completing this course, students will be able to develop and evaluate strategic rationales for M&A transactions and their structure. They will be able to build valuation models using real world data and evaluate whether a particular transaction makes sense from an economic perspective. Students will be able to implement valuation models using Microsoft Excel, to understand the legal and institutional context of M&A transactions, to interpret scientific studies and make appropriate inferences from them for the M&A process.

Prerequisites:

Formal: Modules FIN 540 & FIN 541

Recommended: The course builds on the valuation techniques discussed in CF I (DCF, residual income and multiples valuation) and assumes that students already manage the material in Brealey, Myers, Allen, Corporate Finance, (McGraw-Hill, 10th edition, 2010), chapters 1-19, and in Berk and DeMarzo, Corporate Finance, (Pearson, 2nd edition, 2009) chapters 2, 9, 12, 14, 17-19, 23.

Obligatory registration: yes

Further Information on registration:
"Student Portal"

Courses	Hours per week	Self-study
Lecture	2	8
Case discussion	1	9
ECTS in total	10	
Form of assessment	Final exam (40%), case write-ups (45%), oral participation in case discussions (15%)	
Preliminary course work	-	
Lecturer/Person in charge	Marc Gabarro Bonet, Ph.D.	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 2, LG 3, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

Module: FIN 660 Quantitative Risk Management		
Contents: This course deals with quantitative methods for the management of market and credit risks. In addition, it covers risk-based performance management.		
Learning outcomes: After a successful completion of the course, students will be able to measure market and credit risks. They will know how to calculate the Value at Risk and the Expected Shortfall for individual financial positions and for portfolios of financial instruments. In particular, they will be able to apply the delta-normal-method. Furthermore, they will understand the notion of credit value at risk and the most important credit risk models. Students will be familiar with methods used for a risk-based performance management and for capital allocation.		
Prerequisites: Formal: - Recommended: The course requires a basic knowledge of probability theory and statistics. Ideally, students should have completed a master course on investment and/or derivatives.		
Obligatory registration: no	Further Information on the registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total	4	
Form of assessment	Written exam (45 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Dr. Markus Huggenberger	
Duration of module	1 Semester	
Offering	Spring semester and fall semester	
Language	English	
Program-specific educational goals	LG 2, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

Module: FIN 682 International Asset Management**Contents:**

The core of this course deals with asset management for private investors in an international context. We will cover the structure of the delegated investment markets around the world with a focus on the U.S. and Europe. The focus will be on traditional mutual funds and related products. Besides the classical asset management theory, this course will place a great weight on the practical implementation of portfolio strategies and the problems that can arise. We will learn how to measure the performance of investment strategies and of fund managers. Furthermore, behavioral aspects (irrational behavior of mutual fund investors and managers) will be discussed.

Learning outcomes:

After the completion of this course, students will have gained a thorough understanding of the mutual fund industry. They will be familiar with the necessary tools to manage a mutual fund themselves, advise mutual fund investors, invest in mutual funds, and to work in the management of a mutual fund company.

Prerequisites:**Formal:**

-

Recommended:

A working knowledge of basic mathematics (analysis and optimization) and statistics (expected values, variances, covariances) as well as a sound understanding of portfolio theory (level of FIN 500, which we urgently suggest students to take before this course) is required.

Obligatory registration: no**Further information on registration:** -**Courses****Hours per week****Self-study**

Lecture

2

6

Exercise class

1

3

ECTS in total

6

Form of assessment

Written exam (60 min.)

Preliminary course work

-

Lecturer/Person in charge

Dr. Tatjana Puhon

Duration of module

1 semester

Offering

Spring semester – please check webpage for offering schedule (will not be offered regularly)

Language

English

Program-specific educational goals

LG 1, LG 3

Grade

graded

Range of application

M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.

Module: FIN 684 Financial Institutions II**Contents:**

This course provides an in-depth look at financial institutions and the role they play for financial markets today. The course will address questions such as: Which financial institutions exist? Why do they exist? What risks do they face? How do they manage those risks? How does the behavior of financial institutions impact financial markets and asset prices? How does their behavior impact the economy at large? How should we regulate financial institutions? The course Financial Institutions II will put emphasis on important non-bank financial institutions (e.g., pension funds, mutual funds, hedge funds etc.).

Learning outcomes:

After completing this course, students will have a thorough understanding of the economic reasons for the existence of non-bank financial institutions. Students will understand the ecosystem of non-bank financial institutions and their role in the global financial markets. Students will gain knowledge about what risks managers in non-bank financial institutions face and how they manage those risks. Students will also learn how non-bank financial institutions impact asset prices and financial market outcomes. Finally, students will learn about current approaches and proposals for regulating financial institutions.

Prerequisites:**Formal:**

-

Recommended:

Every student participating in this course should have completed the equivalent of the 2-semester finance module, which is part of the Mannheim Bachelor program. The lectures generally assume basic knowledge in accounting (balance sheets, income statements, financial ratios), finance (present value methods, portfolio theory, CAPM), mathematics (calculus, optimization) and statistics (mean, variance, standard deviation, univariate and multivariate regressions). It is strongly recommended that students take the course Financial Institutions I (FIN 590) before taking Financial Institutions II (FIN 684).

Obligatory registration: no	Further information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total	4	
Form of assessment	Written exam (closed book, 60 Min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Oliver Spalt	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 3, LG 4	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

Module: FIN 703 Seminar in Financial Markets		
Contents: The seminar covers specific issues relating to financial markets in depth. The seminar is organized as a block seminar. Prior to the seminar students have to write a seminar paper on a particular topic. This paper has to be presented during the seminar. Students are also expected to actively participate in the discussion during the seminar.		
Learning outcomes: Students learn how to write a research paper. The seminar is thus an important prerequisite for the master thesis. During the seminar the students will also train their presentation and discussion skills.		
Prerequisites: Formal: At least one MMM finance course: FIN 5XX Recommended: Participation in the seminar requires a sound background in finance, a good command of English and of basic statistical and econometric techniques. Students are expected to be able to read and understand current research papers.		
Please note: Participation in the seminar is limited. Information on how to apply is published on the homepage of the chair.		
Obligatory registration: yes	Further information on registration: Website of the chair	
Courses	Hours per week	Self-study
Seminar	2	10
ECTS in total		6
Form of assessment	Seminar paper (2/3), Presentation and discussion (1/3)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Erik Theissen	
Duration of module	1 Semester	
Offering	Fall semester and/or Spring semester	
Language	German/English	
Program-specific educational goals	LG 1, LG 3, LG 4	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

Module: FIN 731 Seminar Corporate Governance		
Contents: In this course specific topics from the fields of "Experimental Finance" or related areas of finance will be dealt with in depth. Students will have to work on the main topic of the seminar in some detail and write a term paper on a specific sub-topic that will be allocated to them. In the seminar, students will present their own paper, discuss other students' paper, and participate actively in the classroom discussions.		
Learning outcomes: Students will learn how to independently work on a research paper. Thus, the seminar paper also serves as preparation for a master thesis. Furthermore, students learn how to present research results and how to contribute to scientific discussions.		
Prerequisites: Formal: Module FIN 5XX Recommended: Some knowledge of statistics and econometrics is useful and participants should be motivated to develop an experimental research design.		
Obligatory registration: yes	Further Information on the registration: http://niessen.bwl.uni-mannheim.de/en/lehre3/fin_xxx_seminar/	
Courses	Hours per week	Self-study
Seminar	2	10
ECTS in total		6
Form of assessment	Seminar thesis: 2/3, Presentation: 1/3	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Alexandra Niessen-Ruenzi	
Duration of module	1 semester	
Offering	FSS	
Language	English	
Program-specific educational goals	LG 1, LG 2, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

Module: FIN 760 Seminar in Risk Management and Insurance		
Contents: The seminar covers extended subjects in the areas of risk management and insurance science.		
Learning outcomes: Students write an essay which is presented to students and discussed in the seminar. The essay shows that students are capable of pursuing independently academic work in the field of insurance. The essay prepares for a master thesis in insurance.		
Prerequisites: Formal: Module FIN 560 <u>or</u> Module FIN 561 <u>or</u> Module FIN 660 Recommended: -		
Obligatory registration: yes	Further information on registration: Website of the chair/"Student Portal"	
Courses	Hours per week	Self-study
Seminar	2	10
ECTS in total	6	
Form of assessment	Essay, active Participation, Presentation	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Peter Albrecht	
Duration of module	1 semester	
Offering	Fall semester and/or Spring semester	
Language	German	
Program-specific educational goals	LG 1, LG 2, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

Module: FIN 780 Seminar in Asset Management & International Finance		
Contents: In this course specific topics from the fields of „Asset Management“, „International Finance“ or other areas of finance (see also the specific announcements) will be dealt with in depth. Students will have to work on the main topic of the seminar in some detail and write a term paper on a specific sub topic that will be allocated to them. Besides, the students will present their own paper, discuss another student's paper and participate actively in the classroom sessions.		
Learning Outcomes: Students will learn how to independently work on a research paper. Thus, the seminar paper also serves as preparation for a Master's thesis. Furthermore, students learn how to present research results and how to contribute to scientific discussions.		
Prerequisites: Formal: At least one FIN 5XX Module Recommended: Further prerequisites will be announced by the Chair of International Finance before the start of the respective seminar during the topics presentation.		
Note: It is necessary to apply for the seminar. Further information will be published on the Department's internet site.		
Obligatory registration: yes	Further information on registration: Website of the chair	
Courses	Hours per week	Self-study
Seminar (blocked)	2	10
ECTS in total		6
Form of assessment	Paper: 50%, Presentation: 25%, Discussion of other student's paper: 15%, Oral participation: 10%	
Preliminary course work	-	
Lecturer/Person in charge	Dr. Tatjana Puhan / Prof. Dr. Stefan Ruenzi	
Duration of module	1 semester	
Offering	Fall Semester and Spring Semester	
Language	English	
Program-specific educational goals	LG 1, LG 2, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

Module: FIN 790 Seminar in Financial Markets and Financial Institutions		
Contents: The seminar covers specific issues relating to financial markets and financial institutions in depth. The seminar is organized as a block seminar. Prior to the seminar students have to write a seminar paper on a particular topic. This paper has to be presented during the seminar. Students are also expected to actively participate in the discussion during the seminar.		
Learning outcomes: Students learn how to write a research paper. The seminar is thus an important prerequisite for the master thesis. During the seminar the students will also train their presentation and discussion skills.		
Prerequisites: Formal: At least one MMM finance course: FIN 5XX Recommended: Participation in the seminar requires a sound background in finance, a good command of English and of basic statistical and econometric techniques. Students are expected to be able to read and understand current research papers and they are expected to be willing to conduct empirical research.		
Please note: Participation in the seminar is limited. Information on how to apply is published on the homepage of the chair.		
Obligatory registration: yes	Further information on registration: Website of the chair	
Courses	Hours per week	Self-study
Seminar	2	10
ECTS in total		6
Form of assessment	Seminar paper (2/3), Presentation and discussion (1/3)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Oliver Spalt	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 3, LG 4	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

3.3. Area “Information Systems”

Module: IS 510 Process Management		
Contents: This lecture offers highly relevant concepts for modeling, analyzing, implementing, and controlling business processes with information and communication technology. Participants will be offered business knowledge as well as the methodological foundations from an information systems perspective to successfully design and manage business process.		
Learning outcomes: After completing the class students should be able to recognize the significance of process management, design and improve business processes by using particular techniques and tools, analyze the structure and behavior of dynamic objects in processes, understand how business processes can be supported with information technology, and control business processes from time, capacity, and cost perspectives.		
Prerequisites: Formal: - Recommended: Fundamentals of Information Systems		
Obligatory registration: yes, limited to 80 participants		Further Information on registration: “Student Portal” (more information about the registration process is available here)
Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6
Form of assessment	written exam (60 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Dr. Okan Aydingül	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.	

Module: IS 512 IT Management in the Digital Age

Contents:

Modern organizations are influenced and driven by information technology (IT) and information systems (IS) in various ways. As competition becomes borderless, organizations are forced to continually examine ways to operate more effectively and efficiently. Information technology and information systems are a crucial means of obtaining these goals in the digital Age. IT and IS are also key enablers of new products, services and processes. This course is designed for students who desire an insightful synopsis of IT management concepts and practices.

It is the objective of this course to offer profound insights into information systems and information technology management. Strategic and tactical issues are given more attention than operational aspects. After successfully completing the course, students should be able to 512

evaluate and initiate strategic IT initiatives, to organize (govern) the IT function, to understand the role of the Chief Information Officer in order to lead this function, to analyze, design and direct outsourcing as well as offshoring initiatives, and to control the IT function from a top management and risk management perspective.

Learning outcomes:

This course is designed for students who desire an insightful synopsis of IT management concepts and practices. After successfully completing the course, students should be able to evaluate and initiate strategic IT initiatives, to organize (govern) the IT function, to understand the role of the Chief Information Officer in order to lead this function, to analyze, design and direct outsourcing as well as offshoring initiatives, and to control the IT function from a top management and risk management perspective. IT management issues will be discussed from a planning, leadership, governance, sourcing and controlling perspective. Topics include:

- Business / IT Alignment and Strategic IT Planning
- Governance frameworks, IT (de-)centralization and the role of the CIO
- The IT sourcing decision, hybrid arrangements, and offshoring
- IT controlling and IT risk management

Prerequisites:

Formal: -

Recommended: -

Obligatory registration: yes, limited to 80 participants

Further Information on registration: "Student Portal" (more information about the registration process is available [here](#))

Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6
Form of assessment	Written exam (60 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Armin Heinzl	
Duration of module	1 semester	

Offering	Spring semester
Language	English
Program-specific educational goals	LG 1, LG 3
Grade	graded
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.

Module: IS 513 - Applied IT Management in the Digital Age

Contents:

IT management today is challenged by fast technological change, new digital opportunities, growing cost pressure, and increasing business and regulatory requirements. IT management needs to ensure that IT functions become much more agile, flexible and efficient than ever before. For a state-of-the-art IT management a solid know-how regarding

- Intelligent demand management,
- Application and data architecture,
- IT infrastructure,
- Organization and workforce management,
- Business/IT governance and lean IT processes, and
- Sourcing and location setup incl. vendor and partner management

are crucial.

In addition, it is expected that IT managers have a good understanding of the core business of their company (business/IT alignment) and sound IT cost management capabilities. Furthermore, IT managers need to be able to understand opportunities of the digital age, evaluate the value of new technologies, and drive digital transformation jointly with the business.

Learning outcomes:

The lecture addresses key challenges that IT management is facing today and explains the capabilities and tools required to manage these challenges successfully. The concrete application of the lectured content will be explained using selected case studies. The lecture focuses on banking as one concrete industry example. The fundamental principles, however, can be applied across industries.

Prerequisites:

Formal: IS 511 or IS 512 (in spring semester: parallel attendance possible) -> no formal prerequisite in spring 2020

Recommended: -

Obligatory registration: yes

Further Information on the registration:

Although IS 513 has no max. number of participants, an enrollment via the student portal is necessary for getting access to the course material. You will be directly admitted if you meet the requirements.

Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6
Form of assessment	Written test (80%) plus Case study (20%)	
Preliminary course work	-	
Lecturer/Person in charge	Dr. Michael Grebe / Prof. Dr. Armin Heinzl	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	

Program-specific educational goals	LG 3
Grade	graded
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.

Module: IS 514 Process Mining and Analytics		
Contents: In this course, concepts and methods for process analytics and process mining are theoretically presented and practically applied. This includes methods for process analytics (semantic checks, process matchings, etc.), methods for data mining applied to process data (clustering, classification, anomaly detection, etc.), and methods for process mining (process discovery, conformance checking, process enhancement).		
Learning outcomes: After completing this course, you will be able to: <ul style="list-style-type: none"> ▪ Recognize the significance of process analytics and process mining ▪ Analyze process models and process logs with suitable methods and tools ▪ Know and apply the most important methods of process discovery and compliance checking ▪ Suggest data-based optimizations of process behavior 		
Prerequisites: Formal: - Recommended: Fundamentals of Information Systems		
Obligatory registration: yes, limited to 80 participants		Further Information on registration: "Student Portal"
Courses	Hours per week	Self-study
Lecture	2	8
Case Study / Group Assignment	0	2
ECTS in total		6
Form of assessment	80% written exam (60 min.) 20% group assignment and presentation (mandatory)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Jana-Rebecca Rehse	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.	

Module: IS 540 Management of Enterprise Systems

Contents:

Enterprise Systems (ES) represent a specific category of information systems. They build on pre-packaged industry best practices embedded in standardized product software and target large-scale integration of data and business processes across all company's functional areas and beyond company borderlines. Enterprise Systems strongly interplay with work practices of individual employees as well as organizational structures shaping and being shaped by individuals' behavior. The ES lifecycle involves various entities both external and internal to the company. As such, they impact multiple levels of a company, ranging from the individual employee to groups to the entire organization and even its associated network.

As critical as the ability to manage these ES is to most businesses, as challenging it is as well. This module is designed to provide a comprehensive insight into theoretical foundations, concepts, tools, and current practice of ES. The lecture is complemented with exercises and a case study. Students get the opportunity to collect hands-on experiences with commercial software products and analyze and propose solutions for a specific ES challenge. Thus, allowing them to build up first-hand experience with this important aspect for managing businesses successfully.

Learning outcomes:

By the end of the module students will

- understand basic concepts and types of Enterprise Systems,
- understand key characteristics of software products (e.g. Enterprise Resource Planning, Business Intelligence or Collaboration) on which ES are built on,
- understand the ES lifecycle including a development, implementation, and post-implementation phase,
- get practical insights into the real-world ES.

Prerequisites:

Formal: -

Recommended: -

Obligatory registration: yes

Further Information on the registration: Although IS 540 has no max. number of participants, an enrollment via the student portal is necessary for getting access to the course material. You will be directly admitted.

Courses	Hours per week	Self-study
Lecture	2	6
Case Study	1	3
ECTS in total	6	
Form of assessment	Case Study and written exam (60 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Hartmut Höhle	
Duration of module	1 semester	
Offering	Fall semester	

Language	English
Program-specific educational goals	LG 1, LG 2, LG 3, LG 4
Grade	graded
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.

Module: IS 541 Theories and Methods in Information Systems

Contents:

This course provides students with an introduction to scientific research methods and theories in the field of information systems. Master students gain a broad overview of the strengths and weaknesses of different methods and theoretical perspectives. This overview prepares them for conducting own, bounded research projects (e.g., master theses) as a first step towards a scientific career. This course primarily targets students of the MMBR but is also open to students of the MMM and the Master in Business Informatics.

In this course, students come to understand the importance of theory for organizing and cumulating knowledge as well as the importance of rigorous empirical methods to establish the validity of findings. The course covers publications in premier IS journals to exemplify and discuss procedures of qualitative, quantitative, and design-oriented research.

The course is taught in a seminar style, requiring students to prepare readings for discussions in class. Attendance in classroom sessions is mandatory. Students are required to prepare textbook chapters and selected readings on IS research in advance of the course. A list of required readings is distributed after registration. In addition, students are assigned contemporary articles published in IS journals that must be evaluated based on the topics covered in the course and presented during classroom sessions. Each student finally writes a term paper of four to five pages on an assigned topic.

Learning outcomes:

After completing the course, students

...are able to prepare, plan, and execute own research endeavors (e.g., master thesis).

...understand the relevance of methods and theories in meaningful research.

...know quality criteria and corresponding means to improve research designs.

...have gained an overview of most common methods and theories in IS research.

Prerequisites:

Formal: -

Recommended: Basic statistical knowledge recommended

Obligatory registration: yes

Further Information on the registration:

"Student Portal" (more information about the registration process is available [here](#))

Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6
Form of assessment	30% presentation, 70% written term paper	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Hartmut Höhle	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 2	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Inf., M.Sc. Bus. Edu., M.Sc. Econ.	

Module: IS 553 System Software		
Contents: This module introduces concepts and architectures of system software. Based on the introduction (IS 554) aspects of process execution, communication and resource management in local and distributed settings are discussed.		
Learning outcomes: System software enables application programmers to program on higher layers of abstractions. Students will be able to choose and use platforms. Core concepts being present in many of today's system platform are discussed and practiced in exercises: <ul style="list-style-type: none"> • Process models, Scheduling • Memory management and organization • Communication models (Remote Procedure Call, Publish/Subscribe) • Middleware • Architectures 		
Prerequisites: Formal: - Recommended: IS 554, Java programming		
Obligatory registration: no		Further Information on the registration: -
Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total		6
Form of assessment	Written (60 min.) or oral exam	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Christian Becker	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.	

Module: IS 554 Computational Thinking**Contents:**

This module will provide essential knowledge of the technological foundations of information systems. Based on this, students will be able to assess technology but also to contribute to design science related courses.

Learning outcomes:

The students will learn basic concepts of computer hardware (von Neumann architecture) and system software (operating systems concepts), programming fundamentals (Java), as well as algorithms and data structures (searching, sorting, lists, hash-tables, trees). After this module, the students will be able to understand the basic architectures of modern information systems. They are able to model problems and solve them using standard algorithms and programming languages.

Prerequisites:

Formal: -

Recommended: -

Obligatory registration: no

Further Information on registration: -

Courses	Hours per week	Self-study
Lecture	4	8
Exercise class	2	2
ECTS in total		8
Form of assessment	Written (90 min.) or oral exam	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr.Christian Becker	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Econ.	

Module: IS 555 Computational Thinking II**Contents:**

This module focuses on advanced topics in information systems. Based on the introduction (IS 554) core concepts of information systems and current trends in information technology are discussed to provide a deeper understanding of the digital world.

Learning outcomes:

Computational Thinking II enables participants to understand topics in information systems which are relevant in our everyday life. The pervasiveness of information technology in our professional and private lives increases the need to understand how these systems work and how they can be used in a secure way.

Students in this module will learn about the following topics:

- Security and Encryption
- Networking
- Cloud-, Grid-, and Edge-Computing
- Graphical User Interfaces and Web Applications
- Databases
- Internet of Things and Industry 4.0

Prerequisites:

Formal: -

Recommended: IS 554, Java programming

Obligatory registration: no

Further Information on the registration: -

Courses**Hours per week****Self-study**

Lecture

2

6

ECTS in total

4

Form of assessment

Written exam (45 min.)

Preliminary course work

-

Lecturer/Person in charge

Prof. Dr. Christian Becker

Duration of module

1 semester

Offering

Spring semester

Language

English

Program-specific educational goals

LG 1, LG 3

Grade

graded

Range of application

M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Econ.

Module: IS 550 International Course – Information Systems			
Contents: depends on course taken abroad			
Learning outcomes: depends on course taken abroad			
Prerequisites: - Formal : The course level equals a regular 500-level course or 600-level course in the Master in Management program. Recommended: The module can be taken during a study abroad term / semester and complements the Mannheim curriculum of the student.			
Course	Hours per week	Self-study	ECTS
International Course – Information Systems	depends on course taken abroad	depends on course taken abroad	depends on course taken abroad
ECTS in total: depends on course taken abroad			depends on course taken abroad
Form of assessment	depends on course taken abroad		
Lecturer/Person in charge	Lecturer at the host university; in Mannheim the respective <i>Teaching Area</i> is responsible for assessment of course		
Duration of module	1 semester		
Offering	fall or spring semester		
Language	English preferred, but any other language possible if Mannheim faculty member is able to identify content and level		
Grade	graded		
Range of application	M.Sc. MMM, M.Sc. MMBR, other Master programs, depends on respective study regulations		

Module: IS 602 Business Intelligence and Business Analytics Systems

Contents:

Business agility is one of the key determinants of business success. It describes the ability of an organization's executives to make successful business decisions in a both effective and efficient manner. In most modern enterprises, Business Intelligence and Management Support Systems represent a core enabler of managerial decision making in that they are supplying up-to-date and accurate information about all relevant aspects of a company's planning and operations: from stock levels to sales volumes, from process cycle times to key indicators of corporate performance.

As an important category of Enterprise Systems, these applications target improving business decision making and enhancing enterprise-wide transparency. The aim of this module is to introduce theoretical foundations, concepts, tools, and current practice of Business Intelligence and Management Support Systems. Moreover, students are being introduced to decision making at various levels and how various forms of Business Intelligence and Management Support Systems can support them in their work. The module is complemented with a case study. It challenges the students to analyze and propose solutions for a specific enterprise challenge with regards to system-based decision making and enterprise-wide transparency. Several practical exercise sessions are offered during this course. The exercises aim to illustrate students how real-world analytical problems can be solved.

Learning outcomes:

By the end of the module students will

- get comprehensive overview of key capabilities of Business Intelligence and Management Support Systems,
- understand theoretical foundations underlying these systems,
- get practically oriented view by analyzing and proposing solutions for a selected enterprise challenge.

Prerequisites:

Formal: -

Recommended: IS 540 (Management of Enterprise Systems)

Obligatory registration: yes

Further Information on the registration: Although IS 540 has no max. number of participants, an enrollment via the student portal is necessary for getting access to the course material. You will be directly admitted.

Courses	Hours per week	Self-study
Lecture	1	7
Case study	-	4
ECTS Modul insgesamt		6
Form of assessment	Case Study (40%) and written exam (60%, 60 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Hartmut Höhle/ Janick Edinger	
Duration of module	1 semester	
Offering	Fall semester	

Language	English
Program-specific educational goals	LG 1, LG 2, LG 3, LG 4
Grade	graded
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.

Module: IS 613 Applied Project in Design Thinking and Lean Software Development

Contents:

The goal of this term project is to collaboratively develop a concept, design or software to solve a real world problem in a student development team environment. We offer a project-based lecture with hands-on experience for lean principles and design thinking. Students will learn innovative product and process design for software development which then can be directly applied in exercise sessions.

The used technology will depend on students' skills and experience. Prototypes might be developed with technology for mobile devices or paper-based for non-developers.

Learning outcomes:

By the end of the module students will

- know how to apply design principles for developing customer oriented applications,
- understand the difficulties involved in team-based software development,
- improve software engineering skills,
- improve the ability to work in teams,
- use state of the art software engineering methods and tools.

Prerequisites:

Formal: IS 615 (parallel attendance possible)

Recommended: This course is designed for master students of management or information systems. A basic understanding of how to program information systems is helpful.

Obligatory registration: yes, limited to 32 participants

Further Information on registration: Chair's Website (www.bwl.uni-mannheim.de/heinzl/)

Courses	Hours per week	Self-study
Lecture	2	10
Exercise class	(integrated)	
ECTS in total		6
Form of assessment	Software development term project	
Preliminary course work	-	
Lecturer/Person in charge	Christian Süssenbach / Dr. Tobias Schimmer	
Duration of module	1 Semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.	

Module: IS 614 Corporate Knowledge Management**Contents:**

Companies have realized that the knowledge of their professionals is a decisive factor in competition. Firms are able to differentiate against their competitors through superior knowledge in the long term.

This lecture deals with the question of how the creation acquisition, transfer, storage, retrieval, and use of knowledge can be supported with the information technology and where the limits of such efforts are. It also addresses how to design information technology to support different knowledge processes.

Learning outcomes:

Course participants will be able to:

- explain the role and importance of knowledge for organizations
- understand and explain the processes of knowledge management (KM)
- describe and evaluate the possibilities to support the different knowledge processes through information technology
- understand and evaluate different design principles of KM systems
- evaluate and apply organizational and technological mechanisms that ensure the use of KM systems

Prerequisites:

Formal: -

Recommended: -

Obligatory registration: no

Further Information on registration: -

Courses	Hours per week	Self-study
Lecture / Exercise	2	10
ECTS in total	6	
Form of assessment	Written exam (60 min.); optional case study (20%)	
Preliminary course work	-	
Lecturer/Person in charge	Dr. Kai Spohrer	
Duration of module	1 Semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 2, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.	

Module: IS 615 Design Thinking and Lean Development in Enterprise Software Development

Contents:

Enterprise software development revolves around complex and interdependent software products for different companies, lines of business and industries. Hence, there is an inherent trade-off between standard software and domain-specific software solutions. Software companies thus have to keep track of various heterogeneous and possibly conflicting market requirements that are subject to changes and updates in ever shorter release cycles.

However, it is essential for every enterprise software company to be able to build the right solutions efficiently. To be able to do so in the long run, large software companies elaborated good practices to ensure efficient development processes and innovative products.

Among these, lean thinking and agile software development practices combined with Design Thinking and related practices are increasingly adopted and intertwined in the software industry. The goal of this module is to convey approaches from research and industry experience together with practical application based on concrete enterprise software challenges. The course includes both, lecture and workshop formats.

A combination with IS 613 as related term project is highly recommended.

Learning outcomes:

After completing the class, students will be able to

- understand the issues and challenges involved in enterprise software development,
- understand and apply large-scale agile development based on lean principles,
- understand and apply Design Thinking and related innovation practices,
- understand and evaluate business models for software companies and products,
- understand and apply how to bring all of this together in enterprise reality,
- understand and evaluate state of the art software engineering methods,
- understand and explain particular success strategies recommended by practitioners,
- understand how to launch a start-up and scale a software company.

Prerequisites:

Formal: -

Recommended: IS 550. Attendance of IS 613 in the same semester is recommended.

Obligatory registration: yes

Further Information on the registration: Chair's Website (<http://www.bwl.uni-mannheim.de/en/heinzl/>)

Courses	Hours per week
Lecture	2
ECTS in total	6
Form of assessment	80% written exam (60 min.) 20% case study (mandatory)
Preliminary course work	-
Lecturer/Person in charge	Dr. Tobias Schimmer
Duration of module	1 Semester
Offering	Fall semester

Language	English
Program-specific educational goals	LG 1, LG 2, LG 3
Grade	graded
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.

Module: IS 625 Pervasive Computing		
Contents: This module gives an overview on Pervasive Computing systems. These systems consist of dynamic collections of (possibly mobile and/or embedded) devices that collaborate with each other depending on the state of their current physical environment or context. The module introduces systems, concepts and algorithms for Pervasive Computing, e.g. adaptation frameworks, context management, sensors and actuator networks.		
Learning outcomes: After this course, the students should know about <ul style="list-style-type: none"> • Location and Context Aware Systems • Context Management • Localization, e.g. using GPS • Sensor and Actuator systems, including Sensor Networks • Smart tagging systems, e.g. using optical tags or RFID • Adaptation and dynamic reconfiguration techniques • System software for Pervasive Computing 		
Prerequisites: Formal: - Recommended: IS 554, Java programming		
Obligatory registration: no	Further Information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total		6
Form of assessment	Written (60 min.) or oral exam	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Christian Becker	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.	

Module: IS 627 Self-organizing Systems**Contents:**

In this lecture we discuss concepts and algorithms for self-organizing distributed systems. Such systems adapt themselves, e.g. their behavior or structure to the current state of their execution environment. We discuss current application areas and the technical background, algorithms and protocols for self-organization as well as the implementation of self-organizing systems.

Learning outcomes:

After this course, the students know about

- Introduction into self-organizing distributed systems and their architecture.
- Implementation issues of self-organizing and self-adaptive systems.
- Self-organizing approaches in distributed systems, such as, leader election, clustering, resource detection, or consensus in distributed systems.
- Adaptive system aspects.
- Machine Learning for Self-improvement.

Prerequisites:

Formal: -

Recommended: IS 554, Java programming

Obligatory registration: no

Further Information on the registration: -

Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total		6
Form of assessment	Written (60 min.) or oral exam	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Christian Becker	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.	

Module: IS 629 Product Management and Product Design for Software**Contents:**

More and more products, from consumer to business markets, show an ever increasing amount of software at their very heart. The ability to understand, design, and manage software-intense products has become of great importance to ensure sustainable success across all industries.

This module introduces key aspects of the entire software product lifecycle, ranging from product strategy and planning, to the actual product development and finally the post-development phase covering aspects such as the product launch and product support. Furthermore, the interplay between processes, people, and practices will be discussed and contemporary software development paradigms will be framed into this interplay. This course puts specific emphasis on the two roles of the product manager and the product designer (also: Usability / User Experience Professional) within software development. Following an interdisciplinary perspective, this course will introduce key concepts from the field of management, marketing and human computer interaction. The course contents will be put into a practical perspective by selected industry talks. Furthermore, as part of a case study, the students will be asked to analyze and propose solutions for a given software product development challenge leveraging the knowledge acquired within the lecture and industry talks.

Learning outcomes:

By the end of the course students will

- know basic concepts and characteristics of software products and the associated software product lifecycle,
- understand the underlying mechanisms for a successful interplay between people, processes, and practices within product development,
- understand key concepts and methods required for fulfilling the product management and product design role,
- analyze and propose solutions for a given software product development challenge along the entire lifecycle.

Prerequisites:

Formal: -

Recommended: IS 540 (Management of Enterprise Systems)

Obligatory registration: no

Further Information on the registration: -

Courses	Hours per week	Self-study
Lecture	2	6
Case Study	1	4
ECTS in total	6	
Form of assessment	Written exam & Case Study	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Hartmut Höhle	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	

Program-specific educational goals	LG 1, LG 2, LG 3
Grade	graded
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.

Modul: IS 651 Behavioral Perspectives on E-Business**Contents:**

E-Commerce, Social Media, M-Commerce – Business models that are carried out via electronic and mobile channels all have one in common: They need to be used. If they are not used, they disappear into nirvana and all the investments with them. Thus, usage is a necessary precondition for all e-Business activities. Under consideration of IT adoption theories, social psychological basements and statistical methods that are commonly applied within this context, it is elaborated which factors explicitly enable usage and which inhibit it. Basing on this methodological and theoretical basement behavioral phenomena such as technostress, Social Media addiction, social inclusion though information and communication technologies (ICT), or reactions on privacy threats are discussed, analyzed and evaluated.

Literatur:

Amit, R., and Zott, C. 2001. "Value creation in E-business," Strategic Management Journal (22:6-7), pp. 493–520.

Venkatesh, V., Morris, M., Davis, G., and Davis, F. 2003. "User acceptance of information technology: Toward a unified view," MIS Quarterly (27:3), pp. 425–478.

Learning outcomes:

By the end of the module students will

- understand and be able to delineate basic terms in e-Business,
- be able to independently and scientifically analyze behavioral implications of e-Business technologies,
- understand of basic features of IT adoption theory.

Prerequisites:

Formal: -

Recommended: -

Obligatory registration: no

Further Information on registration: -

Courses**Hours per week****Self-study**

Vorlesung

2

4

ECTS Modul insgesamt

4

Form of assessment

Written exam (60 min.)

Preliminary course work

-

Lecturer/Person in charge

Dr. Alex Zarifis

Duration of module

1 Semester

Offering

Fall Semester

Language

English

Program-specific educational goals

LG 1, LG 2, LG 3

Grade

graded

Range of application

M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Inf., M.Sc. Bus. Edu., M.Sc. Econ.

Module: IS 712 Seminar		
Contents: The seminar is a preparation for writing a master thesis and introduces students to academic work related to current topics of IS. Students independently compile a written seminar paper covering a current research topic and present their research findings in class.		
Learning outcomes: By the end of the course students developed <ul style="list-style-type: none"> • a basic knowledge on the principles of academic writing, • the ability to independently and systematically explore a research topic, • readiness to take on a master thesis project in IS. 		
Prerequisites: Formal: - Recommended: Basic knowledge of IS		
Obligatory registration: yes	Further Information on registration: Registration at the end of previous semester http://wifo1.bwl.uni-mannheim.de	
Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6*
Form of assessment	Seminar paper, presentation, and discussion	
Preliminary course work	-	
Lecturer/Person in charge	Dr. Kai Spohrer	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	English	
Program-specific educational goals	LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf.	

*For students of the M.Sc. Information Systems the seminar means a reduced workload with only 4 ECTS.

Module: IS 722 Seminar Trends in Distributed Systems		
Contents: This module is a research seminar where current topics in research are discussed		
Learning outcomes: Students will learn and train presentation competence. A current topic from the distributed systems domain will be summarized and put into context of related work. Besides oral presentation a written report has to be written.		
Prerequisites: Formal: - Recommended: IS 554		
Obligatory registration: yes	Further Information on registration: http://becker.bwl.uni-mannheim.de	
Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6*
Form of assessment	Conference style seminar. Students have to write their own seminar paper (50% of final grade), write reviews of other seminar papers (20%) and present their work as well as discuss the work of others in the final presentation session (30%). Attendance at the kick-off session and the final presentation session is mandatory.	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr.Christian Becker	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	English	
Program-specific educational goals	LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf.	

*For students of the M.Sc. Information Systems the seminar means a reduced workload with only 4 ECTS.

Module: IS 742 Seminar Trends in Enterprise Systems		
Contents: This module is a research seminar where state-of-the-art research topics in research are presented and discussed		
Learning outcomes: Students will learn and train presentation competence. A current topic from the enterprise systems domain will be summarized and put into context of related work. Besides oral presentation a written report has to be delivered.		
Prerequisites: Formal: - Recommended: IS 540		
Obligatory registration: yes	Further Information on registration: <u>Application:</u> Please send an email including your Transcript of Records and CV to wifo4@uni-mannheim.de; Application deadline will be announced via Portal2	
Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6*
Form of assessment	Written and oral contribution (report and presentation)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Hartmut Höhle	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	English	
Program-specific educational goals	LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf.	

*For students of the M.Sc. Information Systems the seminar means a reduced workload with only 4 ECTS.

3.4. Area “Management”

Module: MAN 550 International Course – Management			
Contents: depends on course taken abroad			
Learning outcomes: depends on course taken abroad			
Prerequisites: Formal: The course level equals a regular 500-level course or 600-level course in the Master in Management program. Recommended: The module can be taken during a study abroad term / semester and complements the Mannheim curriculum of the student.			
Course	Hours per week	Self-study	ECTS
International Course - Management	depends on course taken abroad	depends on course taken course	depends on course taken abroad
ECTS in total: depends on course taken abroad			
Form of assessment	depends on course taken abroad		
Lecturer/Person in charge	Lecturer at the host university; in Mannheim the respective <i>Teaching Area</i> is responsible for assessment of course		
Duration of module	1 semester		
Offering	fall or spring semester		
Language	English preferred, but any other language possible if Mannheim faculty member is able to identify content and level		
Grade	graded		
Range of application	M.Sc. MMM, M.Sc. MMBR, other Master programs, depends on respective study regulations		

Module: MAN 630 Introduction to Entrepreneurship

Contents:

University of Mannheim alumni founders, such as Lea-Sophie Cramer (Amorelie), David Handlos and Florian Barth (Stocard), Alexander Rittweger (Payback) and Rupprecht Rittweger (e-shelter), are examples of successful entrepreneurs who have pursued new business opportunities in a way which is innovative, path-breaking and contributing to growth and employment generation.

But who is a typical entrepreneur? How well does the typical startup perform? Is there such a thing as the typical entrepreneur or the typical startup? Why do people start businesses? Is every young business a startup? What characteristics do entrepreneurs have? How do entrepreneurs finance their start-up? What is the role of networks for launching and running new businesses? These are some of the questions that we will discuss in MAN 630 Introduction to Entrepreneurship. We will discuss in lecture settings and have 3 to 4 additional case study sessions in which student teams will present their solutions and advice to startup challenges. Theories presented will be combined with real-life cases. Additionally, guest speakers (i.e., entrepreneurs and/or academics) may come to class to shed light on specific topics of interest or how they have overcome challenges.

Beware of the following upsides and downsides: The course is tons of fun and highly rewarding but challenging and demanding in terms of its self-study elements and the case study team efforts. If your expectation is a class with lectures to randomly attend, this might not be your first choice.

What you can expect from us is a fun and rewarding atmosphere in class paired with optional Founder Talks and Startup Lounges (evening events) throughout the semester to get in touch with lots of role models, business models and a fair chance to develop your networks. Overall, you can expect a perfect introduction to central theories in entrepreneurship and the Startup Ecosystem at and around the University of Mannheim and beyond.

Side note on choosing MAN 630 vs. alternatives:

You should choose MAN 630 if you...

- are interested in combining insights from lectures with readings at home and with insights gained from speakers in Startup Lounges, Founder Talks and in class to maximize your learning.
- are interested in startups and entrepreneurship in general and want to gain a top-level view on both entrepreneurship in theory and practice.
- like the practical world but do not want to lose sight of the underlying academic foundations.
- love aiming for the big picture and love discussing topics of interest from a variety of angles.
- do not like courses based on keywords and phrases to learn but on concepts to put into perspective and forming your own sophisticated line of argumentation.

You should, however, not choose MAN 630 if you...

- expect this to be a multiple-choice-style course of memorizing material and then jotting buzzwords down on the exam. Our interactive style of teaching and a wealth of readings will get you frustrated – focus is set on understanding concepts rather than memorizing them.

<ul style="list-style-type: none"> • expect teaching staff to tell you what to learn and what to forget – this is up to you (see point above). • want to develop or advance your own startup project in class. Apply for MCEI courses MAN 631 or our MAN 633 Own Venture Track instead. • want to advance an existing startup project and get the feeling of what it is like to work in a startup with all the responsibilities this brings along, join our MAN 633 Inside the Venture Track instead. 		
Learning outcomes: By the end of this course, students will have gained fundamental perspectives in theoretical and practical entrepreneurial mechanisms. They will gain experience with case studies.		
Prerequisites: Formal: - Recommended: -		
Obligatory registration: yes		Further Information on the registration: www.mcei.de/teaching / “Student Portal” (more information about the registration process is available here)
Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6
Form of assessment	Written exam (50%), Presentations (40%), Peer Evaluation (10%)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Michael Woywode	
Duration of module	1 Semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, LL.M., M.Sc. Econ.	

Module: MAN 631 Creativity and Entrepreneurship in Practice

Content:

The course 'Creativity and Entrepreneurship in Practice' introduces concepts of creativity and entrepreneurship and tools to develop business designs and eventually business models. Whereas MAN 633 Entrepreneurial Spirit starts with already advanced projects, MAN 631 starts at the very grassroots of building a business – with team building, ideation and design thinking. By the end of the course, all student teams will have turned their idea into a pitch deck that will be presented in a real startup pitch setting with a jury including experts from the private equity, legal, consulting and academic world. Thus, all the projects that will be developed in this class are taken seriously and will be developed into real ventures by the end of class – no showcases, simple write-ups whatsoever. You can expect tremendous opportunities for your personal and entrepreneurial development in this class – including growing your network into the German startup scene and beyond. Beware of the following upsides and downsides: The course is tons of fun and highly rewarding but challenging and highly demanding in terms of the team settings and the workload required to build a great venture. If you want the real startup experience with its real ups and downs, MAN 631 is your perfect choice. Please beware that once the team building has been conducted, you cannot leave this class without failing it – just like in a real startup setting when you let your team down.

What you can expect from us is dedicated and continuous feedback to advance your projects, intros to MCEI partners who can help you grow and a fun and rewarding atmosphere to create something new in class. Do not miss out on our Startup Lounges and Founder Talks throughout the semester to maximize your Startup experience.

Side note on choosing MAN 631 vs. alternatives (i.e., when not to choose MAN 631):

- If you already have a team and an advanced business idea, apply for our MAN 633 Own Venture Track.
- If you want to scout a team (i.e., you need a team) to implement your advanced own business idea, apply for our MAN 633 Own Venture Track.
- If you want to advance an existing startup project and get the feeling of what it is like to work in a Startup with all the responsibilities this brings along, join our MAN 633 Inside the Venture Track.
- If you expect a more traditional lecture setting, join MAN 630 Introduction to Entrepreneurship.

Learning outcomes:

By the end of the module students will have...

- explored and developed their own entrepreneurial creativity.
- their own startup team.
- an advanced startup idea that tackles a real customer need.
- a pitch deck and business plan on their startup idea for following up on the project.
- presented and defended the concept of their project in front of an expert jury.
- gained financing opportunities to pursue their venture (depending on performance).
- gained lots of feedback on their personal and professional development in real life settings.
- developed skills and abilities that can be applied to improve their effectiveness in the rest of their studies and in their lives – including team building skills.

Prerequisites: Formal: - Recommended: MAN 630 or MAN 632		
Obligatory registration: yes, in the kick-off meeting (see course website)	Further information on registration: www.mcei.de/teaching	
Courses	Hours per week	Self-study
Lecture with workshop	2	10
ECTS in total		6
Form of assessment	Pitch Presentations (35%), Business Plan (35%), Exam (20%), Peer Evaluation (10%)	
Preliminary course work	-	
Lecturer/Person in charge	Dr. Jan Zybura, Thomas Hipp, Prof. Dr. Michael Woywode	
Duration of module	1 Semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 2, LG 3, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ., M.A. K&W	

Module: MAN 632 Advanced Entrepreneurship

Contents:

Successful entrepreneurs pursue new business opportunities in a pioneering way. They significantly contribute to innovation, growth and employment generation. Meet top entrepreneurs who share their experience and insights in MAN 632 and explore their entrepreneurial challenges in real-life case studies.

The course takes a four-pronged approach:

- We bring distinguished entrepreneurs to class who share their insights, lessons learned and advice on how to build and grow a business from a Business-to-Consumer (B2C), Business-to-Business (B2B) and Corporate Entrepreneurship (CE) perspective.
- We work on real-life case studies with newly developed and most recent Mannheim Business School Cases. You will prepare your results and suggestions, present in Case Study Sessions and deepen your insights by discussing and reflecting your insights with the founders coming to class.
- We develop tools and concepts based on an underlying strategic perspective to grow the venture. We will address and connect the four focus areas of 1) Team, Culture and Communication, 2) Growth-Oriented Marketing and Strategy, 3) Financing Growth and Exit 4) Corporate Entrepreneurship & Corporate Venturing
- We will embark on a daylong field trip to PERI GmbH to explore corporate entrepreneurship in practice.

The blend of unique practical insights from top entrepreneurs, discussing concepts on how to advance the business with them, and theoretical insights and tools, will enable you with outstanding skills and a great network. This will support you in advancing your own venture and/or your corporate career in the future. Next to the practical insights and tools, you will also gain fundamental insights into theoretical perspectives on entrepreneurship to prepare your master's thesis and/ or future research career.

Learning outcomes:

By the end of this course students

- will have gained fundamental insights into both practical and theoretical perspectives on entrepreneurship
- have learned best practices and gained deep insights from top entrepreneurs
- will have built a solid entrepreneurial network to advance their own business and careers
- have gained knowledge on how investors look at new ventures
- will be acquainted with case study training and elements of problem-based learning (PBL)
- will have improved their case solving and presentation skills
- have a solid foundation e.g. for a seminar or master thesis at our chair - especially for the "Inside the Venture" theses
- have improved their problem solving capabilities

If you want to develop or advance your own startup project in class: Apply for our course [MAN 633 in the Own Venture Track](#) next to this class and/ or [MAN 631](#) next semester. If you want to help advance an existing startup project and get the feeling of what it is like to work in a startup with all the responsibilities this brings along, join [MAN 633 in the Inside the Venture Track](#) next to this class or next semester.

Prerequisites: Formal: - Recommended: -		
Obligatory registration: yes	Further Information on the registration: www.mcei.de/teaching/ / “Student Portal” (more information about the registration process is available here)	
Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6
Form of assessment	Written exam (50%), Presentation (40%), Peer Evaluation (10%)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Michael Woywode	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, M.Sc. Econ.	

Module: MAN 632 Advanced Entrepreneurship

Contents:

The theoretical foundations of the course lie in theories on managerial aspects of entrepreneurship. Whereas MAN 630 focuses on the early stage and the foundations of entrepreneurship from nascent entrepreneurship to seed stage, MAN 632 continues in the Life-Cycle Approach from Seed Stage to Series A and beyond.

Entrepreneurial managers require an in-depth understanding of the ongoing challenges in key functional areas such as innovation and technology management, management of (fast) growth, finance (attracting venture capital, valuation of a business, exit decision), human resource management, strategic management, management of internationalization and related issues. Next to theory, guest lecturers and startup events will deepen your insights on entrepreneurship in practice and provide room to ask current entrepreneurs questions about how they manage their ventures and startup life cycle.

By the end of this course, students will have gained fundamental knowledge on theoretical and practical entrepreneurial mechanisms. Students will be turned into critical thinkers that can evaluate entrepreneurial topics from various perspectives. Some of the domains we touch upon (such as entrepreneurial finance) could be a complete course in their own right. This course aims at the big picture: Starting with entrepreneurial strategy, we will set the frame of what is essential to grow the business. You will be familiarized with the (high-tech) business life-cycle and relevant stages therein. We will consider management implications towards “growing the business” and specifically look at the role of 1) Marketing & Sales 2) The Team 3) Internationalization and 4) Entrepreneurial Finance to foster growth. Thus, you will be knowledgeable about marketing in the growing venture, (high-performance) entrepreneurial teams, familiar with opportunities and challenges in internationalization and gain basic knowledge on valuation, venture capital and entrepreneurial finance in general. Toward the end of the course, we will look into more specialized issues facing entrepreneurs at later stages (financing and term sheets). In general, you will also be provided with a strong theoretical basis to conduct future research (e.g., your master thesis) and enabled to connect to entrepreneurs and gain insights from practice. The case presentations will foster your skills of applying entrepreneurial tools, your problem-based learning and your team working skills. Students will be well-prepared to conduct their own research (given that they complete MAN 770 in addition) in their master thesis and will be given plenty of opportunities and triggers to advance their own entrepreneurial thinking and careers.

Founders and experts will come to our Startup Lounges and Founder Talks - these inspirational events go hand in hand with this class and your attendance of these open to public inspirational events is strongly recommended. Overall, the course is intensive and requires students to carefully prepare, read and understand the course material (remember that 6 ECTS are a total workload of up to 180hrs). Active attendance and participation is strongly recommended. Even though we will have some hands-on elements in MAN 632, our applied class to found your own business is MAN 631 (HWS only) and our class to either further develop your advanced own startup or join a startup with a student team ist MAN 633 (both FSS and HWS). If you like theory and reading next to some practical insights or just want to obtain a solid foundation in what is entrepreneurship and see where the inspiration

will take you, MAN 632 is the proper class for you. You do not need MAN 630 as a prerequisite.

Beware of the following upsides and downsides:

The course is tons of fun and highly rewarding but challenging and demanding in terms of its self-study elements and the case study team efforts. If your expectation is a class with lectures to randomly attend, this might not be your first choice. What you can expect from us is a fun and rewarding atmosphere in class paired with optional Founder Talks and Startup Lounges (evening events) throughout the semester to get in touch with lots of role models, business models and a fair chance to develop your networks. Overall, you can expect a perfect introduction to central theories in entrepreneurship and the Startup Ecosystem at and around the University of Mannheim and beyond.

Side note on choosing MAN 632 vs. alternatives:

You should choose MAN 632 if you...

- are interested in combining insights from lectures with readings at home and with insights gained from speakers in Startup Lounges, Founder Talks and in class to maximize your learning.
- are interested in startups and entrepreneurship in general and want to gain insights on both entrepreneurship in theory and practice with focus on scaling up (growing the venture).
- like the practical world but do not want to lose sight of the underlying academic foundations.
- love aiming for the big picture and love discussing topics of interest from a variety of angles.
- do not like courses based on keywords and phrases to learn but on concepts to put into perspective and forming your own sophisticated line of argumentation.

You should, however, not choose MAN 632 if you...

- expect this to be a multiple-choice-style course of memorizing material and then jotting buzzwords down on the exam. Our interactive style of teaching and a wealth of readings will get you frustrated – focus is set on understanding concepts rather than memorizing them.
- expect teaching staff to tell you what to learn and what to forget – this is up to you (see point above).
- want to develop or advance your own startup project in class. Apply for MCEI courses MAN 631 (HWS) or our MAN 633 Own Venture Track instead.
- want to advance an existing startup project and get the feeling of what it is like to work in a startup with all the responsibilities this brings along, join our MAN 633 Inside the Venture Track instead.

Learning outcomes:

By the end of this course students will have gained fundamental insights into theoretical perspectives on entrepreneurship, have learned tools that facilitate growing a business, have some idea on how investors look at new ventures, will be acquainted with case study training and elements of problem-based learning (PBL), will have improved their case solving and presentation skills, have a solid foundation for, e.g., a seminar or master thesis at our chair - especially theses "Inside the Venture", have improved their problem solving capabilities.

Prerequisites: Formal: - Recommended: -		
Obligatory registration: yes	Further Information on the registration: www.mcei.de/teaching/ / “Student Portal” (more information about the registration process is available here)	
Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6
Form of assessment	Written exam (50%), Presentation (40%), Peer Evaluation (10%)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Michael Woywode	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, M.Sc. Econ.	

Module: MAN 633 Entrepreneurial Spirit

Contents:

You do not think inside the box and love working on challenging projects? Next to studying, you are eager to apply your knowledge in the real world and learn from startup teams on the project? You like new ideas and love their execution? You want to dive deeper into the anatomy of business models and get the unit economics right? Then you should opt for **Entrepreneurial Spirit**. The course is a new format to foster startup growth, entrepreneurial culture and to advance the startup ecosystem at and around the University of Mannheim. With their expertise, the students support the startups in improving their products, services and business models and help them to be more competitive. We will work with real companies in this course and you will actively contribute to their growth. Thus, high dedication, willingness to take over responsibilities and professionalism are a prerequisite. There are two tracks in MAN 633: One for students who have no startup project yet and one for students (individual or founding team) who work on their own advanced startup project. MAN 633 helps to advance startups in our network by sending students teams as a task force (Inside the Venture Track) but also helps students with an advanced startup idea to reach their next milestones and gain support in a course format (Own Venture Track). For both tracks, the course starts with an initial educational full-day (workshop). The initial workshop is the same for both tracks and provides hands-on tools to assess, structure and solve startup challenges. The workshop part is concluded with an exam (20%). Following this educational element, the students form interdisciplinary teams of 3-5 and solve challenges in real ventures. Experienced MCEI coaches will work closely with the student consulting teams to make sure that they are on track to maximize their learning experience while simultaneously permitting the teams to have as much fun as possible.

Inside the Venture Track (for students with no own startup)

Offers students who have no own startup but want to experience the startup world an excellent opportunity to work at eye-level with an experienced real-world startup team. The concept: Solving challenges of young companies with student approaches and on-site by student teams. Assisted by an experienced MCEI coach, the students carry out joint projects with the startup after a needs analysis. The startups are recruited via our extensive MCEI network. The projects have a mid-term presentation (20%), end presentation (20%) and a final managerial report (40%).

Own Venture Track (for students who already work on their advanced startup project)

Further advance your own startup in class. Your performance appraisal will be according to milestones set at the beginning of class and you will receive continuous counseling by MCEI coaches. MAN 633 offers you the opportunity to recruit a student team from class to work on your startup's challenges during the course just like in our "client companies" in the Inside the Venture Track. Please approach the instructors upon course registration to sort out whether your startup project is eligible for our Own Venture Track. This offer is for advanced startup projects only – you can start greenfield (i.e., at idea stage) in MAN 631. The projects have a mid-term presentation (20%), end presentation (20%) and a final managerial report with continuous status updates (40%).

The direct integration of the students into the startups within the framework of the course enables a joint action-oriented learning experience on both sides. In addition, we strengthen the startup community, promote startup companies and potential startups, integrate startups directly into the university's offerings and support the transfer of knowledge and technology between the university and the economy.

Learning outcomes: Students will learn tools to analyze and develop business models and how to tweak them towards growth. They solve real-life challenges in new ventures in a project format and learn first-hand what it is like to work in a startup by gaining real startup experience. By being (temporally) part of a startup team, they will acquire managerial skills and gain familiarity with problem solving in practice. Team work experience, profound presentation and consulting skills are also core learning outcomes of this class.		
Prerequisites: Formal: - Recommended: MAN 630 <u>or</u> MAN 631 <u>or</u> MAN 632		
Obligatory registration: yes, in the kick-off meeting (see course website)		Further Information on the registration: www.mcei.de/teaching
Courses	Hours per week	Self-study
Lecture	2	12
ECTS in total		6
Form of assessment	20% Written exam (individual) 20% Mid-term presentation (team) 20% Final presentation (team) 40% Final managerial report (team)	
Preliminary course work	-	
Lecturer/Person in charge	Dr. Jan Zybura, Thomas Hipp, Prof. Dr. Michael Woywode	
Duration of module	1 semester	
Offering	Spring semester, Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, M.Sc. Econ., LL.M.	

Module: MAN 635 Social Entrepreneurship: Targeting Social Capital through Ecopreneurship

Contents:

This seminar briefly summarizes the evolution of social entrepreneurship as a method of organizing change: the application of entrepreneurial theory to the founding of non-profit and profitable organizations which seek to build 'social capital.' Given political and economic uncertainty and the anticipated exit from nuclear energy sources in an era of scarce resources, the focus will be upon "ecopreneurship" and "frugal innovation." Students will create their own sustainable 'green designs' in fields of their choice.

Recommended Reading:

Arthur Brooks, Social Entrepreneurship: A Modern Approach to Social Value Creation
David Bornstein, How to Change the World: Social Entrepreneurs and the Power of New Ideas
Robert Isaak, Green Logic: Ecopreneurship, Theory and Ethics
Most of the required reading for the seminar will be available on-line

Learning outcomes:

By the end of the module, the students understand how innovative ideas and practical business models can achieve major social impact, how social entrepreneurs can build sustainable organizations, and why social entrepreneurship has become a contagious global movement.

Prerequisites:

Formal: -

Recommended: -

Obligatory registration: yes

Further Information on the registration:

"Student Portal", www.mcei.de/teaching (more information about the registration process is available [here](#))

Courses	Hours per week	Self-study
Seminar	2	10
ECTS in total		6
Form of assessment	Oral presentations and one green venture design	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Robert A. Isaak, PhD	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ., M.A. K&W	

Module: MAN 636 International Entrepreneurship and Managing Change		
Contents: The course focuses on the knowledge and skills necessary for developing a new global business. 'High tech' and 'low cost', or frugal innovative start-ups are compared and contrasted taking business cycles, cultural contexts and levels of development into account. Models of managing international change are the basis.		
Learning outcomes: Internalizing the factors which make for success in starting a business with an international market focus. Team-building to create new international business designs which confront either resource scarcity or high tech design challenges. Working with GEM comparisons of national competitiveness and considering which government policies and global business cycles are most conducive to helping entrepreneurs set up new ventures. Learning models of adapting to globalization project both from the developing to the developed countries as well as from the rich to the poor.		
Prerequisites: Formal: - Recommended: Second/third semester Some knowledge of management, economics or finance		
Obligatory registration: yes	Further Information on the registration: "Student Portal", www.mcei.de/teaching (more information about the registration process is available here)	
Courses	Hours per week	Self-study
Seminar	2	10
ECTS in total		6
Form of assessment	Written exam and oral report (teamwork)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Robert A. Isaak, PhD	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 3, LG 4	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ., M.A. K&W	

Module: MAN 644 Human Resource Training and Development

Contents:

In this course, we will focus on Training and Development as a key discipline within the field of Human Resource Management. Starting with strategic considerations related to Training and Development, this course will take you through the various aspects of training and development design, as well as the training and development methods. The lecture will cover the following topics:

- Strategic Training and Development
- Training and Development Needs Assessment
- Learning and Knowledge Transfer
- Training and Development Program Design
- Training and Development Evaluation
- Traditional Training Methods
- Technology-based Training Methods
- Employee Development and Career Management

During the exercise sessions, various topics that will have been covered in the lecture will be further elaborated through case studies, group assignments, practical group exercises and plenary discussions.

Learning outcomes:

Upon completion of this course, students will be able to:

- perform a training and development needs assessment
- knowledgeably discuss key concepts of learning and knowledge transfer
- design a training and development program
- evaluate the impact of training and development measures
- identify and apply key characteristics of traditional training methods
- identify and apply key characteristics of traditional technology-based training methods

Prerequisites:

Formal: -

Recommended: -

Obligatory registration: yes

Further Information on the registration:

Website of the chair / "Student Portal" (more information about the registration process is available [here](#))

Courses	Hours per week	Self-study
Lecture	2	6
Exercise	2	2
ECTS in total		6
Form of assessment	Written exam (60 Min.): 75% Assignment: 25%	
Preliminary course work	-	
Lecturer/Person in charge	Dr. Frank C. Danesy	
Duration of module	1 semester	

Offering	Spring semester
Language	English
Program-specific educational goals	LG 3
Grade	graded
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.

Module: MAN 645 Leadership and Motivation**Contents:**

This course is designed to introduce students to different perspectives on leadership and the role that motivation plays in the leadership process. It provides students with a comprehensive understanding of leadership theories (e.g., trait, skills, style, and situational approaches) and discusses contemporary challenges of leadership in organizations (e.g., culture and leadership, women in leadership positions, ethical leadership). Furthermore, the course gives students the opportunity to experience their own leadership behavior and thereby help to prepare them for leadership roles in organizations.

Learning outcomes:

By the end of the module students will be able to:

- ... understand different approaches to leading and motivating employees,
- ... analyze different leadership styles and evaluate their advantages and disadvantages,
- ... assess factors of successful leadership,
- ... understand potential problems in the interaction between supervisors and subordinates,
- ... learn about their own leadership style.

Prerequisites:

Formal: -

Recommended: -

Obligatory registration: no

Further Information on the registration: -

Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total		6
Form of assessment	Written exam (60 min.), Assignment	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Torsten Biemann	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 2, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, LL.M., M.Sc. Econ.	

Module: MAN 646 HR Analytics**Contents:**

This course looks at the link between human resource (HR) practices and firm performance. Knowledge and other intangible assets have been shown to provide a source of competitive advantage, but their effects on firm performance are often difficult to quantify. What is the economic value of job performance? How can organizations gain from trainings or improved personnel selection? What are the costs of employee absenteeism and turnover? HR professionals are confronted with such questions, but often lack the necessary skills to find satisfying answers in existing firm data.

The course first introduces analytical approaches to HR measurement and discusses its implementation in an organization's HR architecture. Second, it aims at providing knowledge on existing empirical evidence regarding the impact of HR practices on firm outcomes. By combining both approaches, the course offers ways to improve decision quality in HR management and demonstrate how HR practices can add value at the level of the firm.

Learning outcomes:

By the end of the module students will be able to:

- ... understand how HR practices can influence firm performance,
- ... develop a framework of HR measures and integrate it into a firm's HR architecture,
- ... design means to evaluate HR initiatives, and
- ... empirically analyze firm data to estimate the financial impact of HR practices.

Prerequisites:

Formal: -

Recommended: Module MAN 645 or MAN 647

Obligatory registration: yes	Further Information on the registration: Website of the chair / "Student Portal" (more information about the registration process is available here)
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Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total	6	

Form of assessment	Written exam (60 min.): 75% Coursework: 25%
Preliminary course work	-
Lecturer/Person in charge	Prof. Dr. Torsten Biemann
Duration of module	1 semester
Offering	Fall semester
Language	English
Program-specific educational goals	LG 1, LG 2, LG 3, LG 5
Grade	graded
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.

Module: MAN 647 Strategic and International Human Resource Management

Contents:

This course is intended to expand students' knowledge on basic human resource management (HRM) processes and instruments by adding an international and a strategic dimension. In the first part of the module (international dimension), we examine the impact of national context on HRM and discuss basic HRM functions in international organizations. Topics include international recruiting and selection, training and development, compensation, and employee relations.

In the second part of the module (strategic dimension), we focus on the dynamics of HRM systems. Various approaches of how singular HRM practices conceptually and empirically form bundles are considered. We review how HRM practices can be aligned with respect to other HR practices (horizontal fit) as well as organizations' objectives (vertical fit) to form HRM systems that help improve organizations' performance.

Learning outcomes:

By the end of the module, students will be able to:

- ... understand the impact of culture and national context on HRM,
- ... analyze differences in international HRM systems,
- ... design basic HRM practices in international organizations,
- ... align HRM practices with regards to their horizontal and vertical fit,
- ... comprehend the processes translating HRM systems into organization's performance, and
- ... consider contextual factors' impact on the alignment of HRM systems.

Prerequisites:

Formal: -

Recommended: -

Obligatory registration: yes

Further Information on the registration:

Website of the chair / "Student Portal" (more information about the registration process is available [here](#))

Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total		6

Form of assessment	Written exam (60 min.): 75% Coursework: 25%
Preliminary course work	-
Lecturer/Person in charge	Prof. Dr. Torsten Biemann / Dr. Jörg Korff
Duration of module	1 semester
Offering	Spring semester
Language	English
Program-specific educational goals	LG 1, LG 3
Grade	graded

Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, LL.M., M.Sc. Econ.
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Module: MAN 648 Incentives and Performance		
Contents: In this course, we study performance management and analyze the link between incentives and individual's performance in organizations. Based on the performance management process, the course covers performance measurement and monitoring, key performance management tools, and implementation of performance management systems targeted at employees in organizations. Furthermore, the course investigates the role of incentives in organizations, both theoretically and empirically from a psychological and economic perspective.		
Learning outcomes: By the end of the module, students: ... will be able to select and implement appropriate performance measures, ... are familiar with formal performance appraisals, ... understand the link between pay and performance, ... are able to analyze the effectiveness of incentives both theoretically and empirically, and ... are able to design performance management systems.		
Prerequisites: Formal: - Recommended: MAN 645 or MAN 647		
Obligatory registration: yes	Further Information on the registration: Website of the chair / "Student Portal" (more information about the registration process is available here)	
Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total		6
Form of assessment	Written exam (60 min.): 75% Coursework: 25%	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Torsten Biemann	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.	

Module: MAN 649 Human Resource Recruitment and Selection

Contents:

In this course, we will be focusing on two important aspects of human resource management: recruitment and staff selection. Starting with the job analysis as a point of departure, this course will take you through the various stages of the recruitment and selection process up to the point where a candidate is selected for a specific job. The lectures are set to take place during the first half of the semester and will cover the following topics:

- Determination of job requirements
- Function and structure of a job description
- Determination and evaluation (weighting) of selection criteria
- Identification of suitable recruitment channels
- Methods for attracting potential applicants - as well as their advantages and disadvantages (e.g. Internet, recruitment agencies, headhunters, press advertising, social networks)
- Methods for assessing applicants - as well as their advantages and disadvantages (including application forms interviews, work sampling, psychometric instruments)
- Development of a criteria methodology matrix
- Quality management of recruitment and personnel selection

During the exercise sessions, which are scheduled for the second half of the semester, topics covered during the lectures will be further elaborated through case studies, group assignments, practical group exercises and plenary discussions.

Learning outcomes:

Upon completion of this course, students will be able to:

- perform job analyses and develop job descriptions,
- derive selection criteria from job analyses,
- assess recruitment methods according to their benefits and drawbacks,
- assess selection methods according to their benefits and drawbacks,
- develop complex selection plans (criteria-methodology-matrix) and
- identify and apply quality requirements for recruitment and personnel selection

Prerequisites:

Formal: -

Recommended: -

Obligatory registration: yes

Further Information on the registration:

Website of the chair / "Student Portal" (more information about the registration process is available [here](#))

Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total		6
Form of assessment	Written exam (60 Min.): 75% Assignment: 25%	

Preliminary course work	-
Lecturer/Person in charge	Dr. Frank C. Danesy
Duration of module	1 semester
Offering	Fall semester
Language	English
Program-specific educational goals	LG 1, LG 3
Grade	graded
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., M.A. K&W

Module: MAN 654 Corporate Restructuring**Contents:**

This course exposes students to a broad range of strategic and financial restructuring techniques (e.g., equity carveouts, spin-offs, leveraged buyouts) that can be applied to improve business performance. We will engage in an analysis of the rationale underlying specific corporate restructuring transactions, the process of executing these transactions, and their effects on the welfare of managers, stockholders and other corporate stakeholders. Current business cases and guest speakers representing the different parties involved in corporate restructuring (e.g., investment bankers, consultants, business unit managers, employees) will help illustrate how various corporate restructuring approaches may be applied in business practice to increase firm value.

Learning outcomes:

Students will acquire and demonstrate expert knowledge in the specific subject area of corporate restructuring.

Students will be able to apply and critically reflect upon contemporary theories, models and tools utilized in restructuring research and practice.

When analyzing business cases, students will be able to identify key issues, derive appropriate solutions, and have a good understanding of their impact on restructuring success.

Students will be able to design and deliver professional and effective oral presentations of their business case analyses.

Prerequisites:

Formal: Not taken MAN 656

Recommended: -

Obligatory registration: yes

(no max. number of participants – although a registration is mandatory!)

Further Information on the registration:

Website of the chair / “Student Portal”

Courses**Hours per week****Self-study**

Lecture

2

8

Exercise class

2

ECTS in total

6

Form of assessment

Written exam and presentations in exercise classes; attendance required

Preliminary course work

-

Lecturer/Person in charge

Prof. Dr. Matthias Brauer

Duration of module

1 semester

Offering

Spring semester

Language

English

Program-specific educational goals

LG 1, LG 3

Grade

graded

Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Inf., M.Sc. Bus. Edu., LL.M., M.Sc. Econ., M.A. K&W
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Module: MAN 655 Corporate Strategy: Managing Business Groups		
Contents: In this course, we will critically reflect upon the role of corporate centers of multinational companies (MNCs). A particular emphasis will be placed on the challenges faced by corporate centers and their opportunities for value creation in their quest to turn a conglomerate discount into a conglomerate premium.		
Learning outcomes: Students will acquire and demonstrate expert knowledge in the specific subject area of corporate strategy (i.e. about the challenges and value creation opportunities faced by corporate centers of MNCs). Students will be able to apply and critically reflect upon contemporary theories, models and tools utilized in strategy research and practice (i.e. the repertoire of analytical tools applied by corporate centers to fulfill their “parenting” role). When analyzing fictitious or real-life business cases, students will be able to identify key issues, derive appropriate solutions, and have good understanding of their impact on strategic decision outcomes. Students will be able to design and deliver professional and effective oral presentations of their own strategy case analyses.		
Prerequisites: Formal: - Recommended: Knowledge in strategic management		
Obligatory registration: yes	Further Information on the registration: Website of the chair / “Student Portal” (more information about the registration process is available here)	
Courses	Hours per week	Self-study
Lecture	2	8
Exercise class	2	
ECTS in total		6
Form of assessment	Written exam and assignment/presentation in exercise class	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Matthias Brauer	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Inf., M.Sc. Bus. Edu., LL.M., M.Sc. Econ., M.A. K&W	

Module: MAN 656 Mergers & Acquisitions**Contents:**

For decades, mergers and acquisitions (M&A) have continued to be the primary vehicle for reshaping firms' business portfolios. Both the rationales and economic outcomes of mergers and acquisitions, however, have remained a source of controversy in both academic research and business practice. The purpose of this course is to unpack which of the "received wisdoms" on mergers and acquisitions really hold up to rigorous scrutiny and which ones do not. To serve this purpose, we will systematically review the key determinants of acquisitions, and discuss the economic outcomes of acquisitions coupled with the key contingencies influencing acquisition outcomes. Moreover, we will discuss and practice some of the key tools for analyzing and implementing acquisitions.

Learning outcomes:

Students will acquire and demonstrate expert knowledge in the specific subject area of M&A. Students will be able to apply and critically reflect upon contemporary theories, models and tools utilized in M&A research and practice.

When analyzing fictitious or real-life M&A transactions, students will be able to identify key issues, derive appropriate solutions, and have good understanding of their impact on M&A transaction outcomes.

Students will be able to design and deliver professional and effective oral presentations of their own transaction analyses.

Prerequisites:

Formal: Not taken MAN 654

Recommended: -

Obligatory registration: no	Further Information on the registration: -	
Courses	Hours per week	Self-study
Lecture	2	8
Exercise class	2	
ECTS in total		6
Form of assessment	Written exam and assignment/presentation in exercise class	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Giovanni Battista Dagnino, PhD	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Inf., M.Sc. Bus. Edu., LL.M., M.Sc. Econ., M.A. K&W	

Module: MAN 657 Global Strategic Management		
Contents: Corporate activities that take place in multiple countries and/or are integrated across borders involve a substantial degree of managerial complexity. Global strategic management thus centers on the specific managerial challenges and choices associated with a firm's cross-border activities. This course will review the determinants, characteristics, and performance outcomes of firms' internationalization processes. This includes, among others, a discussion of firms' market entry and exit strategies, the critical reflection on common managerial practices (i.e., cross-border M&A, international alliance networks), and the review of common managerial dilemmas (e.g., localization vs. global standardization) in the global business context.		
Learning outcomes: Student will acquire and demonstrate expert knowledge in the specific subject of strategic management from a global perspective. Students will be able to apply and critically reflect upon contemporary theories, models and tools primarily discussed in global strategic management research and practice. When analyzing business cases, students will be able to identify sound solutions and have good understanding of their impact from a global perspective. Students will be able to design and deliver professional and effective presentations of their own solutions to business cases in the field of global strategic management.		
Prerequisites: Formal: - Recommended: MAN 655 Corporate Strategy		
Obligatory registration: yes	Further Information on the registration: Website of the chair / "Student Portal" (more information about the registration process is available here)	
Courses	Hours per week	Self-study
Lecture Global	2	
Exercise class	2	8
ECTS in total		6
Form of assessment	Written exam and assignment/presentation in exercise class	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Giovanni Battista Dagnino, PhD	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Inf., M.Sc. Bus. Edu., LL.M., M.Sc. Econ., M.A. K&W	

Module: MAN 660 CSR Video Documentaries		
Contents: This module takes an in-depth perspective on specific aspects of Corporate Social Responsibility (CSR). Through the dialogue with relevant organizations and interview partners, groups of students will work on questions related to practice. By employing qualitative research techniques, they will thereby advance the current discussion regarding CSR. The students will present their insights by creating video documentaries, which will be shown and discussed in class and will be the basis for grading. The class will not meet weekly but for a small number of extended sessions.		
Learning outcomes: In this module, students will independently work on, elaborate, and present issues regarding the challenges and limits of Corporate Social Responsibility (CSR). The course places special emphasis on the effective communication of insights using appropriate media.		
Prerequisites: Formal: - Recommended: Interest in the field of CSR and documentary filming, CC 504 is recommended		
Obligatory registration: yes	Further Information on the registration: "Student Portal", Website of the Chair (more information about the registration process is available here)	
Courses	Hours per week	Self-study
Lecture/Exercise	2	10
ECTS in total		6
Form of assessment	Creating a video documentary that will be graded	
Preliminary course work	Presence during the in-class sessions	
Lecturer/Person in charge	Prof. Dr. Laura Marie Edinger-Schons	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	The class contents and materials will be provided in English language. However, please be aware that some potential interview partners for the videos may not be able to speak English, and that hence data collection may be more difficult for international students who do not speak German.	
Learning Goals	LG 4	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.A. K&W, M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Edu.	

Module: MAN 663 Digital Social Innovation Lab with SocEnt BW and SAP		
Contents: In cooperation with SocEnt BW and SAP, this seminar gives students insights into the areas of digitalization, sustainability, and social entrepreneurship. During the seminar, students work in teams (of approx. 4 students) on ideas for digital social businesses and develop them in the course of one semester until they could be implemented. The students gain a deeper understanding of the potential of digital technology to remedy social and environmental problems. Members of SocEnt BW and SAP support the students as mentors and coaches. At the end of the seminar, the students pitch their ideas at the final event in front of a jury of practitioners. The best idea will receive an award.		
Learning outcomes: Within the seminar, students take on the role of a social entrepreneur. The students learn how digital technologies can contribute to the solution of ecological and social problems and thus promote social innovation. Furthermore, students will be enabled to integrate concepts of digitalization and social innovation into new business models and to discuss them from a scientific and practical perspective.		
Prerequisites: Formal: - Recommended: General interest in the topics of digitalization, sustainability, and social entrepreneurship.		
Obligatory registration: yes	Further Information on registration: Website of the <u>Chair</u> (not via portal2!)	
Courses	Hours per week	Self-study
Seminar	2 SWS	10 SWS
ECTS in total	6	
Form of assessment	70% Final presentation; 30% Crowd-funding video	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Laura Marie Edinger-Schons	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3, LG 4	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, M.Sc. Econ., LL.M.	

Module: MAN 664 Sustainability Games

Content: The idea of this interactive seminar is that students work in teams of 4-5 to develop a game (either a board game or a digital game, depending on skills and preferences) which has the goal to convey knowledge about a topic related to sustainability as defined in the United Nations Sustainable Development Goals. For instance, a game could be inspired by a well-known existing game but apply the game's mechanism to a topic like the climate crisis, poverty, or financial illiteracy. The seminar will comprise of four blocked sessions. During the first session, i.e., the kick-off, the lecturers will provide some introductory guidance. Subsequently, design thinking methods will be used to guide the student teams through the game development process. The remainder of the first day will be dedicated to ideation. During the second session, teams will have the possibility to reframe their ideas and develop first prototypes (e.g., mock-ups of the games). On the third day, the prototypes will be used for test games and teams will receive feedback from the whole group which they can use to craft their ideas further. Finally, the student teams will present their game concepts on the fourth day of final presentations. The games will be made available as a resource for educational institutions and other stakeholders interested in using them for non-commercial educational purposes.

Learning outcomes:

In the seminar, students will focus on one specific topic related to sustainable development. By designing a game on this topic, students will gain comprehensive knowledge on the topic and sustainable development in general. In the interactive course format, they will acquire a deep understanding of the challenges related to the problem and the stakeholders and challenges involved in potential solutions.

Prerequisites: -**Formal: -****Recommended:** CC504**Obligatory registration:** yes**Further Information on the registration:**

Website of the CSR chair

Courses	Hours per week	Self-study	ECTS
Seminar	2 SWS	10 SWS	6
Form of assessment	The basis for grading will be the final presentations (50%, 30 minutes) as well as a written summary of the game, it's underlying theoretical content, and a rulebook (50%, 12 pages).		
Lecturer/Person in charge	Prof. Dr. Carmela Aprea and Prof. Dr. Laura Marie Edinger-Schons		
Duration of module	February 20th, 2020: Kickoff and Ideation February 27th, 2020: Idea Reframing and Prototyping March 5th, 2020: Test Plays and Feedback March 12th, 2020: Final Presentations		
Offering	Spring term		
Language	English		
Program-specific educational goals	LG 1, LG 3, LG 4		

Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Wipäd, M.Sc. Wirt.Inf., M.A. K&W, M.Sc. VWL, LL.M.
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Module: MAN 666 Alternative models of leadership ethics (no offering in 2020)		
Contents: The seminar discusses new leadership models with a focus on ethical dimensions. Questions that are addressed in the seminar include: What are recent developments in leadership ethics? What is the role of empowerment and self-determination? Which ethical questions arise from the use of artificial intelligence in leadership decisions? What are normative requirements for “good leadership?”		
Learning outcomes: Within the research seminar, participants will gain the ability to structure a research problem, assess existing scientific evidence, and discuss their findings in class.		
Prerequisites: Formal: - Recommended: MAN 645		
Obligatory registration: yes	Further Information on registration: “Student Portal” / Website of the Chair	
Courses	Hours per week	Self-study
Seminar (block course)	2 SWS	4 SWS
ECTS in total		3
Form of assessment	Presentation	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Torsten Biemann	
Duration of module	1 semester	
Offering	Spring semester	
Language	German	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.	

Module: MAN 667 Social Impact Measurement			
Content: An increasing number of organizations ranging from non-profits to purpose-driven corporations apply methods to empirically capture their social impact. In this seminar, students will participate in a series of workshops on the topic of social impact measurement together with a group of social organizations from the Rhine-Neckar Region. To apply the acquired knowledge, students will help the social organizations to develop their impact logic and their impact measurement approach. Student teams will collect and analyse data to assess the impact of the social organizations empirically.			
Learning outcomes: Participants will not only gain a deep understanding of how to develop a social impact logic for a social organization but will also experience the practical implementation of social impact measurement.			
Prerequisites: - Formal: - Recommended: -			
Obligatory registration: yes		Further Information on the registration: Website of the CSR chair	
Courses	Hours per week	Self-study	ECTS
Seminar	2 SWS	10 SWS	6
Form of assessment	The basis for grading will be a written impact report (12 pages).		
Lecturer/Person in charge	Prof. Dr. Laura Marie Edinger-Schons		
Duration of module	Session 1: March 14 th , 2020 Session 2: April 24 th , 2020 Session 3: May 8 th , 2020 Session 4: May 15 th , 2020 Session 5: May 29 th , 2020		
Offering	Spring term		
Language	English		
Program-specific educational goals	LG 1, LG 3, LG 4		
Range of application	All Master Programs		

Module: MAN 675 Selected Challenges in Nonprofit Management (no offering in spring 2020!)		
Contents: Each semester a focus topic in the area of nonprofit management is chosen and discussed. This is done by analyzing scientific papers and by discussing practical examples, cases and project work.		
Learning outcomes: By the end of the module, students will be able to: <ul style="list-style-type: none"> • explain framework conditions as well as theoretical foundations of nonprofit management with regard to the focus topic, • critically discuss management challenges in the light of the focus topic, • critically analyze scientific papers. Moreover, key competences such as presentation competence, working with academic papers and team competences shall be acquired.		
Prerequisites: Formal: - Recommended: Helmig, B. & Boenigk, S (2012). <i>Nonprofit Management</i> . München. Vahlen.		
Obligatory registration: yes	Further Information on the registration: Website of the chair / "Student Portal" (more information about the registration process is available here)	
Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6
Form of assessment	presentation (30%) and written project/seminar work (70%)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Bernd Helmig	
Duration of module	1 semester	
Offering	Spring semester (no offering in spring 2020!)	
Language	German	
Program-specific educational goals	LG 1, LG 4, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ., M.A. K&W	

Module: MAN 676 Selected challenges in Public Management		
Contents: For each semester, we choose and discuss a focus topic in the area of public management. For this purpose, we analyze scientific papers, discuss practical examples, conduct cases studies and do project work.		
Learning outcomes: At the end of the course, students should be able to: <ul style="list-style-type: none"> • explain contingencies as well as theoretical foundations of public management with regard to the focus topic, • critically discuss management challenges in the light of the focus topic. • critically analyze scientific papers. Moreover, key competences such as presentation competence, working with academic papers and team competences shall be acquired.		
Prerequisites: Formal: - Recommended: Rosenbloom, D. H., Kravchuck, R., & Clerkin R. M. (2015), <i>Public administration: understanding management, politics, and law in the public sector</i> , Boston, McGraw-Hill.		
Obligatory registration: yes	Further information on registration: Website of the chair / "Student Portal" (more information about the registration process is available here)	
Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total	6	
Form of assessment	Presentation (25%) and written assignment (75%)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Bernd Helmig	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 2, LG 4, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus.Edu., M.Sc. Bus.Inf., LL.M., M.Sc. Econ, M.A. K&W	

Module: MAN 679 A Scientific Introduction into Public and Nonprofit Management**Contents:**

This module is a scientific introduction into the management of public and nonprofit organizations. Firstly, the public and nonprofit sector will be described and analyzed. Then the specifics and challenges of the management of public and nonprofit organizations will be discussed. This includes a discussion of different management functions (such as governance, HR, Marketing). The module will thereby create a theoretical framework for the management of public and nonprofit organizations. Differences to the management of “forprofit” organizations will be analyzed. The contents will be derived from current scientific literature in the field of public and nonprofit management. The methodology of research in the field public and management will also be discussed.

Learning outcomes:

By the end of the module students will be able to

- understand the relevance of the public and nonprofit sector,
- explain the specifics of the management of public and nonprofit organizations
- understand and critically assess scientific literature from the field of public and nonprofit management,
- discuss propositions and findings in the field of public and nonprofit management.

In this course, the key competences of presentation technique, academic work and team competence shall be acquired.

Prerequisites:**Formal:**

-

Recommended:

Helmig, B./Boenigk, S. (2012): Nonprofit Management, 1. Aufl., München.

Blanke, B./Nullmeier, F./Reichard, C./Wewer, G. (2011): Handbuch zur Verwaltungsreform, 4. Aufl., Wiesbaden.

Obligatory registration: no	Further Information on the registration: -	
Courses	Hours per week	Self-study
Lecture	2	8
Exercise class	1	
ECTS in total		6
Form of assessment	Exam (90%) and seminar work (10%)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Bernd Helmig	
Duration of module	1 semester	
Offering	Fall semester	
Language	German	
Program-specific educational goals	LG 1, LG 2, LG 3, LG 4, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ., M.A. K&W	

Module: MAN 680 Challenges of Public and Nonprofit Management – Case Study Seminar

Contents:

World-wide public and nonprofit organizations make an important contribution to society. In order to face the increasing economization and globalization in the public and nonprofit sector, organizations need to professionalize. Combined with the public and nonprofit-specific organizational purpose, these tendencies pose particular challenges to public and nonprofit management. These will be highlighted by analyzing scientific papers and by discussing practical cases and project work.

Learning outcomes:

By the end of the module students will be able to

- explain the particularities of public and nonprofit management,
- apply general management methods in the public and nonprofit sector,
- evaluate the development of specific concepts for public and nonprofit organizations,
- discuss hypotheses and findings in the field of public and nonprofit management.
- critically analyze scientific papers.

Moreover, key competences such as presentation competence, working with academic papers and team competences shall be acquired.

Prerequisites:

Formal:

-

Recommended:

Helmig, B./Boenigk, S. (2012): Nonprofit Management, 1. Aufl., München.

Blanke, B./Nullmeier, F./Reichard, C./Wewer, G. (2011): Handbuch zur Verwaltungsreform, 4. Aufl., Wiesbaden.

Obligatory registration: no

Further Information on the registration: -

Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6
Form of assessment	Presentation (40%) and written seminar work (60%)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Bernd Helmig	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 2, LG 3, LG 4, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ., M.A. K&W	

Module: MAN 690 Innovation Management		
Contents: The lecture “Innovation Management“ provides an overview of theoretical foundations and fundamental conceptions in the field of innovation management. The lecture further analyses innovative activity at the industry as well as at the firm level. In particular, determinants that affect the development and the spread of innovations will be scrutinized. At the industry level, special emphasis will be put on the prediction of market development and future trends. At the firm level, the development of innovation strategies and alternative implementations of innovation processes will be covered. Core topics are, for instance, a business venture's incentive systems, organizational structures that are supposed to foster innovative activity, collaboration in innovation processes, commercialization strategies, and the design of internal interfaces between different departments.		
Learning outcomes: The aim of the lectures on innovation management is to provide the students with central concepts from the area of innovation management and findings from theoretical and empirical research into innovation. Students should also learn to apply findings from theoretical and empirical research into innovation in order to analyze and to solve innovation management-related problems. In particular, they should develop the core competences needed to manage innovation from its early stages to the introduction of products or services in the market and the strategic positioning of the firm within its industry.		
Prerequisites: Formal: - Recommended: Basic bachelor-level knowledge on organization and management		
Obligatory registration: no	Further Information on registration: Website of the chair / “Student Portal”	
Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total		6
Form of assessment	Written exam (60 Min., 60%), assignment (mini-case) & group presentation (40%)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Karin Hoisl	
Duration of module	1 semester	
Offering	Spring Semester	
Language	English	
Program-specific educational goals	LG 1	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Inf., M.Sc. Bus. Edu., LL.M., M.Sc. Econ.	

Modul: MAN 691 Selected Topics in Organizational Behavior		
Contents: Organizational behavior is defined as the systematic study and application of knowledge about how individuals and groups act within the organizations where they work. The lecture presents essential theories and concepts explaining how individual and group behavior shape the internal dynamics of organizations. The course deals with factors that facilitate or hinder effective behavior. Topics include communication, motivation, individual skills, abilities, and emotions, group dynamics, leadership, power, organizational culture and organizational design.		
Learning outcomes: This course helps students develop a conceptual understanding of organizational behavior to analyze, understand, and manage human behavior in organizations to improve organizational efficiency and effectiveness.		
Prerequisites: Formal: - Recommended: Basic bachelor-level knowledge on organization and management		
Obligatory registration: no	Further Information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam (60 Min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Karin Hoisl	
Duration of module	1 semester	
Offering	Spring Semester	
Language	English	
Program-specific educational goals	LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Inf., M.Sc. Bus. Edu., LL.M., M.Sc. Econ.	

Module: MAN 692 Organization Theory		
Contents: The study of relationships of organizations with their external environment, and the behavior of individuals within the organization is used to systematically analyze how organizations operate and can best be managed. For instance, it suggests ways to achieve and retain competitive advantage and to anticipate or even initiate change. This course offers a broad introduction to organization theory. It starts with classical organization theories and then moves on to cover a wide variety of perspectives like New Institutional Economics, Resource Based View of the Firm, Organizational Learning or Networks.		
Learning outcomes: This course aims at providing an overview of the key issues and arguments within organization theory. Additionally, it systematically applies theory to practical organizational challenges to highlight the value of theory for organizational analysis and decision making.		
Prerequisites: Formal: - Recommended: Basic bachelor-level knowledge on organization and management		
Obligatory registration: no		Further Information on registration: -
Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total		6
Form of assessment	Written exam (60 Min., 60%), assignment (mini-case study) & group presentation (40%)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Karin Hoisl	
Duration of module	1 semester	
Offering	Fall Semester	
Language	German	
Program-specific educational goals	LG 1	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Inf., M.Sc. Bus. Edu., LL.M., M.Sc. Econ.	

Module: MAN 693 Strategic Intellectual Property Management		
Contents: Strategic Intellectual Property (IP) Management is becoming ever more important. IP management does not simply mean filing and maintaining different forms of intellectual property (patents, trademarks, copyright, or trade secrets) or concluding licensing deals. IP has to be integrated with overall business model design and corporate strategy. This course offers a broad introduction to the types and integrated use of IP. Economic rationales for the increasing contribution of IP rights will be analyzed. Furthermore, it relates IP to current trends in Innovation and Strategic Management like Open Innovation and the development of markets for IP and technology.		
Learning outcomes: This course helps students develop an understanding of different types of IP rights, enables them to evaluate business situations involving IP rights, and to work up appropriate IP strategies for organizations of different sizes (startups, SMEs, MNEs) or active in different industries.		
Prerequisites: Formal: - Recommended: Basic bachelor-level knowledge on organization and management		
Obligatory registration: no	Further Information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam (60 Min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Karin Hoisl	
Duration of module	1 semester	
Offering	Fall Semester	
Language	English	
Program-specific educational goals	LG 1	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Inf., M.Sc. Bus. Edu., LL.M., M.Sc. Econ.	

Module: MAN 695 Project Course Innovation Management		
Contents: This seminar provides insights into current, practical issues in innovation management. The goal is to collaboratively solve a real-life problem. During the seminar, students work in teams (of approx. 4 students) on practical cases and take on the role of consultants to help companies tackle specific innovation management challenges. Problems may cover topics like innovation and collaboration strategies, development and commercialisation of new product concepts, corporate venturing initiatives, or business model innovation. Participants will analyse the challenges faced by companies, apply theoretical concepts and methods to the specific case setting, and develop recommendations. They will receive guidance and feedback throughout the course and present solutions at the end of the seminar.		
Learning outcomes: Students gain insights into the business challenges of a real company. The already acquired knowledge of theoretical concepts in innovation management is deepened. The transfer- and problem-solving skills of students are enhanced as students apply theoretical knowledge to derive meaningful solutions for challenges in innovation management. Students can practice their presentation skills and learn how to effectively communicate the results and insights of their analysis.		
Prerequisites: Formal: - Recommended: Master-level knowledge on innovation and management, MAN 690 Innovation Management		
Obligatory registration: yes	Further Information on registration: Website of the chair & Portal2	
Courses	Hours per week	Self-study
Seminar	2	10
ECTS in total		6
Form of assessment	Assignment and oral presentation (70%), in-class discussion (30%)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Karin Hoisl	
Duration of module	1 semester	
Offering	Fall Semester	
Language	English	
Program-specific educational goals	LG 1	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf.	

Module: MAN 710 Research Seminar Public & Nonprofit Management		
Contents: In this research seminar students will deepen the understanding of public and nonprofit management from an academic, research-focused point of view. Recent research trends in public and nonprofit management will be discussed and students will learn to conduct scientific research projects. Different forms and content of the research seminar are possible.		
Learning outcomes: By the end of the module students will be able to: <ul style="list-style-type: none"> • describe given research gaps, especially related to own research projects, • define research goals and research questions, • search, interpret, evaluate and select academic literature, • select appropriate research methods (qualitative and/or quantitative) for various research questions, • write a qualitative and/or quantitative research paper. In this seminar, the key competence of academic, scientific research shall be acquired.		
Prerequisites: Formal: MAN 617 <u>or</u> MAN 619 <u>or</u> MAN 637 <u>or</u> MAN 674 <u>or</u> MAN 675 <u>or</u> MAN 676 <u>or</u> MAN 679 <u>or</u> MAN 680 Recommended: -		
Obligatory registration: yes	Further Information on the registration: Website of the chair / "Student Portal" (Attention: earlier registration period)	
Courses	Hours per week	Self-study
Seminar	3	10,5
ECTS in total	6	
Form of assessment	Written assessments (Part 1: 25%, Part 2: 75%)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Bernd Helmig	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German (Fall), English (Spring)	
Program-specific educational goals	LG 1, LG 4, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.	

Module: MAN 721 Research Seminar Organization and Innovation		
Contents: The seminar deals with current topics in the field of strategic organization and innovation research. Participation in the seminar will enable students to independently explore a research topic in a written paper. Students will get acquainted with basic literature research techniques and will learn how to organize and structure their research. Furthermore, students will be introduced to presentation techniques and how to present research findings.		
Learning outcomes: Students learn how to conduct high quality research in the areas of Organization & Innovation, they will independently write a paper about a topic in Organization & Innovation and present and discuss their results in class. Successful seminar attendance qualifies the students to write their master thesis at the Chair of Organization and Innovation.		
Prerequisites: Formal: Innovation Management (MAN 690) <u>or</u> Organizational Behavior (MAN 691) <u>or</u> Strategic Innovation Management (MAN 658) <u>or</u> Organisationstheorie (MAN 692) <u>or</u> IP Management (MAN 693) - parallel attendance possible Recommended: Master-level knowledge on organization and management		
Obligatory registration: yes	Further Information on registration: Website of the chair / "Student Portal"	
Courses	Hours per week	Self-study
Seminar	2	10
ECTS Modul insgesamt		6
Form of assessment	Written seminar thesis (70%), presentation (30%)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Karin Hoisl	
Duration of module	1 semester	
Offering	Spring Semester, fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 2, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

Module: MAN 741 Research Seminar on Human Resource Management and Leadership		
Contents: The seminar discusses relevant topics in the area of human resource management (fall semester) or leadership (spring semester). A focus is on empirical evidence in the respective research domain.		
Learning outcomes: Within the research seminar, participants will gain the ability to structure a research problem, assess existing scientific evidence, write a scientific paper, and discuss their findings in class.		
Prerequisites: Formal: MAN 640 or MAN 641 or MAN 642 or MAN 644 or MAN 645 or MAN 646 or MAN 647 or MAN 648 or MAN 649		
Recommended: -		
Obligatory registration: yes	Further Information on the registration: Website of the chair / "Student Portal"	
Courses	Hours per week	Self-study
Seminar (block course also possible)	2	10
ECTS in total		6
Form of assessment	Written seminar thesis and presentation	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Torsten Biemann	
Duration of module	1 semester	
Offering	Fall semester (German) and spring semester (English)	
Language	German or English	
Program-specific educational goals	LG 1, LG 3, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

Module: MAN 750 Seminar Corporate Strategy & Governance (no offering in fall 2019!)		
Contents: The research seminar aims at advancing students' expertise in corporate strategy and governance research. By critically reviewing the extant body of research and conducting complementary analysis, students are meant to distil scientifically grounded insights on topics of both theoretical and practical relevance and to derive fruitful avenues for future research.		
Learning outcomes: The students are supposed to acquire and demonstrate expert knowledge about the evolution of and current state-of-the-art in relevant substreams of corporate strategy and governance research. Against the backdrop of this knowledge, students will be able to critically reflect upon contemporary theories, models and research approaches applied in corporate strategy and governance research. Students will be able to develop and deliver effective presentations on their conceptual and empirical work.		
Prerequisites: Formal: MAN 654 (parallel attendance possible) <u>or</u> MAN 655 (parallel attendance possible) <u>or</u> MAN 656 (parallel attendance possible) <u>or</u> MAN 657 (parallel attendance possible) Recommended: -		
Obligatory registration: yes	Further Information on the registration: Website of the chair / "Student Portal"	
Courses	Hours per week	Self-study
Compact course ("Blockseminar")	2	10
ECTS in total		6
Form of assessment	Portfolio (depends on the form/focus of the seminar)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Matthias Brauer	
Duration of module	1 semester	
Offering	Spring semester and fall semester (no offering in fall 2019!)	
Language	English	
Program-specific educational goals	LG 1, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

Module: MAN 761 CSR Research Seminar**Contents:**

In this course, participants learn to plan and execute a quantitative empirical study in the area of CSR research and report their results in the form of a research paper. This involves reviewing the relevant literature, defining the research gap, formulating research hypotheses, reporting the empirical study as well as the results, and discussing the results with regard to their implications for research and managerial practice.

The seminar grade is composed of two parts: Presentation and discussion of the results (1/3) and the written research paper (2/3). The paper should not exceed 12 pages (formatting guidelines: APA style; language: English). The length of the presentation should not exceed 20 minutes (+10 minutes discussion). Students work on the projects in small teams.

Learning outcomes:

After participation in the course, students are able to plan and execute a quantitative empirical study, analyze the data, and interpret the findings.

Prerequisites:

Formal: CC 504

Recommended: No previous knowledge on quantitative empirical methods required

Obligatory registration: yes

Further Information on registration:

Website of the chair

Courses	Hours per week	Self-study	ECTS
Seminar	2	10	
ECTS in total			6
Form of assessment	Presentation & Research paper		
Preliminary course work	-		
Lecturer/Person in charge	Prof. Dr. Laura Marie Edinger-Schons		
Duration of module	1 semester		
Offering	Fall semester and spring semester		
Language	English		
Program-specific educational goals	LG 1, LG 4, LG 5		
Grade	graded		
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.		

Module: MAN 770 Research Seminar		
Contents: The aim of this seminar is to prepare students for writing an empirical master-thesis in family business & entrepreneurship research. The content of this seminar allows students to get an overview regarding current research questions in the area of empirical family business research and entrepreneurship and to work in-depth on one the topics of this research realm. The content focus within the area of empirical family business research and entrepreneurship research may take varying forms depending on the semester - see the syllabus for the focus of the current semester. Regarding methods the students will be familiarized with the fundamental econometric methods which area applied in the area of empirical family business & entrepreneurship research.		
Learning outcomes: The students will to apply statistical software (STATA) and will be familiarized to work with the empirical research databases such as Worldscope, Datastream, CRSP, WRDS, Amadeus or Compustat. Moreover, the course teaches the students to understand and apply methods in line with the current state of research and provides access to current research topics in the area of empirical family business and entrepreneurship research.		
Prerequisites: Formal: - Recommended: It is helpful for participants to have visited the lecture CC 502. No previous knowledge on quantitative empirical methods is required.		
Obligatory registration: yes	Further Information on registration: www.bwl.uni-mannheim.de/en/woywode/teaching	
Courses	Hours per week	Self-study
Research seminar (block course also possible)	2	10
ECTS in total	6	
Form of assessment	Participation, oral presentation, written (empirical) assignment	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Michael Woywode	
Duration of module	1 semester	
Offering	Fall semester and spring semester	
Language	English or German	
Program-specific educational goals	LG 1, LG 2, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

3.5. Area “Marketing and Sales”

Module: MKT 510 Price and Product Management		
Contents: This module deals with two important components of the marketing mix: price and product management. With regard to price management the fundamentals of pricing decisions will be discussed as well as classic pricing theory and behavioral pricing. Furthermore, a focus of the lecture will be on determining optimal prices and on price implementation. The part on product management is concerned with all decisions related to the current and future product portfolio and includes all stages of the product life cycle with a special focus on innovation management and the management of products already established in the market. Finally, the module covers fundamental models of product choice and major aspects of brand management.		
Learning outcomes: At the end of this module, students will understand the relevance of pricing and product decisions and become familiar with important instruments/tools of price and product management. Especially, they know and understand the fundamentals of pricing decisions which are rooted in micro economics and psychological theory and they are able to derive detailed recommendations for actions regarding all areas of product decisions. In addition, the students will be able to apply analytical tools used to make pricing and product decisions.		
Prerequisites: Formal: - Recommended: Basic marketing knowledge on Bachelor level / B.Sc. Business Administration		
Obligatory registration: no	Further Information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	1	3
ECTS in total	6	
Form of assessment	Written exam (60 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Dr. h.c. mult. Christian Homburg	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, M.Sc. Econ., LL.M.	

Module: MKT 520 Market Research**Contents:**

This module gives an overview of the market research process and deals with methods for data analysis and interpretation. The emphasis is on multivariate methods of data analysis. In presenting those analytical methods, a special focus is on discussing strengths and weaknesses of different methods and on possible fields of application in market research projects. Moreover, the application of different methods by means of common statistical software packages will be demonstrated.

Learning outcomes:

Participants gain a sound knowledge of how market research projects are conducted and are able to critically evaluate market research projects. Especially, students will have an understanding of the data analysis methods used in market research and how these are applied by means of statistical software. The students are familiar with the strengths and weaknesses of the presented methods and know their fields of application within market research projects.

Prerequisites:

Formal: -

Recommended: Module CC 503, Basic marketing and statistic knowledge on Bachelor level / B.Sc. Business Administration

Obligatory registration: no

Further Information on registration: -

Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	1	3
ECTS in total		6

Form of assessment	Written exam (60 min.)
Preliminary course work	-
Lecturer/Person in charge	Prof. Dr. Florian Kraus
Duration of module	1 semester
Offering	Spring semester
Language	English
Program-specific educational goals	LG 1, LG 2
Grade	graded
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, M.Sc. Econ., LL.M.

Module: MKT 531 Marketing Theory**Contents:**

Marketing begins and ends with the consumer - from understanding consumer preferences and needs to providing consumer satisfaction. Thus, a clear understanding of consumers is critical in successfully managing the marketing function in any organization. This module examines the nature of consumer behavior and consumer decision process. The effects of psychological influences (such as learning, motives, perception, and beliefs and attitudes) on consumer behavior and decision making are discussed. Understanding consumers' behavior and the irrationality of the human decision-making process is key to developing winning marketing strategies for advertising, branding, pricing or promotions.

Learning outcomes:

Students develop an understanding of important theories in marketing and its relevance within business administration. More precisely, they will be able to critically discuss and apply models and theories of consumer behavior, such as prospect theory and mental accounting. They will further know about the foundations of social psychology, including feeling-as-information theory, attachment theory, attribution theory of motivation, and cognitive dissonance theory. Based on these foundations, they will be able to reflect on consumer perception as well as on concepts of consumer learning, memory, motivation, and attitudes, which altogether imply on consumer decision processes. In addition to their knowledge on marketing theory, they will be able to assess various frameworks and tools in this regard, e.g., marketing mix strategies and market analysis as well as segmentation.

Prerequisites:

Formal: Not taken MKT 530

Recommended: Basic marketing knowledge on Bachelor level / B.Sc. Business Administration

Obligatory registration: no	Further Information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam (60 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Florian Stahl	
Duration of module	1 semester	
Offering	Spring Semester	
Language	English	
Program-specific educational goals	LG 1	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, M.Sc. Econ., LL.M.	

Module: MKT 545 Customers, Markets and Firm Strategy**Contents:**

This module provides new and articulate strategy concepts, analytical frameworks, and hands-on tools for students to execute industry analyses and develop competitive strategies. Building on consumer behavior, customer analytics, industry analyses and strategy foundations, it helps analyze the competitive behavior of firms (including pricing, market positioning, product development, expansion, entry and deterrence) under various economic conditions of industry structure.

Learning outcomes:

By the end of the module students are able to execute industry analyses and develop competitive strategies. In particular, students will have a deep understanding of identifying customers' preferences, needs and willingness-to-pay. Taking this understanding of consumer into account, students are able to analyze the principles and foundations of business strategies from the interrelationship of product demand, market environments and firms' characteristics. Moreover, students are capable of executing industry analyses, uncovering durable economic principles that are applicable to different strategic situations. That means, course participants gain a profound understanding of how firms compete and organize themselves and how firms have to make good strategic marketing decisions.

Prerequisites:

Formal: Not taken MKT 650

Recommended: Basic marketing knowledge on Bachelor level / B.Sc. Business Administration

Obligatory registration: no

Further Information on registration: -

Course	Hours per week	Self-study
Lecture	2	6
Exercise class	1	3
ECTS in total		6

Form of assessment	Written exam (90 min.)
Preliminary course work	-
Lecturer/Person in charge	Prof. Dr. Florian Stahl
Duration of module	1 semester
Offering	Spring semester
Language	English
Program-specific educational goals	LG 1, LG 3
Grade	graded
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., K&W, M.Sc. Econ., LL.M.

Module: MKT 560 Services Marketing		
Contents: Students get an insight into and understand current developments and marketing-specific characteristics of the services industry. Accordingly, at the end of the module students will be able to apply and adapt their knowledge of marketing strategies, concepts and instruments to specific problems in services marketing context. The lecture is supplemented through case study discussions.		
Learning outcomes: Students get an insight into and understand current developments and marketing-specific characteristics of the services industry. Accordingly, at the end of the module students will be able to apply and adapt their knowledge of marketing strategies, concepts and instruments to specific problems in services marketing context. The lecture is supplemented through case study discussions.		
Prerequisites: Formal: - Recommended: Basic marketing knowledge on Bachelor level		
Obligatory registration: no	Further Information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam (60 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Florian Kraus	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf.	

Module: MKT 570 Marketing of Innovations		
Contents: This module is designed for students who want to develop a capacity for analysing business situations, formulating strategies for the marketing of innovations, and helping companies to establish sustainable customer relationships. The lecture establishes the theoretical and conceptual background of innovation marketing. Supporting material, such as readings and case studies, will complement the lecture. Over the term, students will work in a team to apply their learnings to a real-world case with our corporate partner Mercedes-AMG.		
Learning outcomes: At the end of this course, students will be able to develop and critically evaluate the marketing strategy for a product, service, or process innovation. This course will enable students to apply frameworks, concepts, and methods for crafting marketing strategies around innovations. Students will apply their knowledge in a case study project with Mercedes-AMG.		
Prerequisites: Formal: One module MKT 5xx Recommended: Knowledge of marketing strategy and marketing mix		
Obligatory registration: yes	Further Information on registration: Student Portal ² (information on central registration process) and <u>website</u> of the chair (course information)	
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Presentation: 100%	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Sabine Kuester	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., K&W, M.Sc. Econ.	

Module: MKT 580 Digital Marketing Strategy**Contents:**

Businesses worldwide have been facing a fundamental change in the ways in which customers and companies interact with each other. Customers are more socially connected than ever, they expect more from companies and brands, and information reaches them faster than ever before. At the same time, companies develop digital business models. One apparent development is the rise of platform business models. Thus, the rise of digital technologies has fundamentally changed the way companies craft marketing strategies and how marketing creates, communicates, and delivers value to customers. The overarching goal of this course is to establish a perspective on the digital marketing strategies companies can employ to occupy a sustainable position in the age of social, digital, and mobile for both pipeline and platform businesses.

Learning outcomes:

The course will equip students with the relevant knowledge, perspectives, and practical skills required to develop marketing strategies that leverage the opportunities offered by digital technologies for achieving business and marketing goals. The emphasis of this course is on understanding what various digital platforms and tools offer to companies, how to build digital marketing strategies in order to have a solid foundation from which to evaluate opportunities in the digital economy.

Prerequisites:**Formal:** -**Recommended:** -**Obligatory registration:** yes**Further Information on the registration:**

“Student Portal” (information on central registration process) and website of the chair (course information).

Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6
Form of assessment	Written Exam (60 minutes) 60 %, Presentation 40 %	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Sabine Kuester	
Duration of module	1 semester	
Offering	Fall semester and spring semester	
Language	English	
Learning Goals	LG 1, LG 3, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, M.Sc. Econ.	

Module: MKT 550 International Course – Marketing			
Contents: depends on course taken abroad			
Learning outcomes: depends on course taken abroad			
Prerequisites: Formal: The course level equals a regular 500-level course or 600-level course in the Master in Management program. Recommended: The module can be taken during a study abroad term / semester and complements the Mannheim curriculum of the student.			
Course	Hours per week	Self-study	ECTS
International Course - Marketing	depends on course taken abroad	depends on course taken abroad	depends on course taken abroad
ECTS in total: depends on course taken abroad			
Form of assessment	depends on course taken abroad		
Lecturer/Person in charge	Lecturer at the host university; in Mannheim the respective <i>Teaching Area</i> is responsible for assessment of course		
Duration of module	1 semester		
Offering	fall or spring semester		
Language	English preferred, but any other language possible if Mannheim faculty member is able to identify content and level		
Grade	graded		
Range of application	M.Sc. MMM, M.Sc. MMBR, other Master programs, depends on respective study regulations		

Module: MKT 611 Sales Management and Customer Relationship Management (no offering in spring 2020!)

Contents:

The module deals with the basic marketing task of serving, retaining and developing customers from an instrumental and strategic perspective. Accordingly, the lecture is divided into the two components sales management and customer relationship management. Thereby, sales management deals with the fundamentals of channel design, the management of external sales partners and the internal sales force as well as the basics of personal selling. In the part customer relationship management, the students will learn how to achieve customer loyalty and how to increase the value of the customer relations from a long-term perspective.

Learning outcomes:

Students understand and can apply the instruments of sales management and customer relationship management. They are aware of the benefits and implications of long-term customer relationships and how these customer relationships can be managed actively. At the end of this module the students can apply their knowledge about sales strategies, concepts and instruments in practice.

Prerequisites:

Formal:

-

Recommended: Module MKT 510

Obligatory registration: no	Further Information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam (60 min.): 80%, Group work (Cases): 20%	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Dr. h.c. mult. Christian Homburg	
Duration of module	1 semester	
Offering	Spring semester (no offering in spring 2020!)	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf.	

Module: MKT 612 Business-to-Business-Marketing**Contents:**

In many industries (e.g. consumer goods, retail, metalworking industry) an essential part of transactions is done between companies and organizational clients (also companies or public sector institutions). This lecture deals with the central characteristics of business-to-business markets and their consequences for marketing.

Learning outcomes:

Students understand the characteristics of organizational buying behaviour and the peculiarities of the Marketing Mix in the B2B context. Also, students are aware of different types of business and their implications for marketing. At the end of the course, students are able to apply and adapt marketing strategy, concepts and instruments to business-to-business environments.

Prerequisites:

Formal: Not taken MKT 610

Recommended: Module MKT 510

Obligatory registration: no

Further Information on registration: -

Courses	Hours per week	Self-study
Lecture	1	3
ECTS in total		2
Form of assessment	Written exam (45 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Florian Kraus	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf.	

Module: MKT 613 Negotiation Management		
Contents: This course will introduce negotiation strategies on the basis of real-world examples. Students first will be familiarized with negotiation techniques and then are invited to practice these techniques by preparing and conducting their own negotiations in small groups. Based on the gained knowledge, a written assignment of a practical negotiation case needs to be prepared.		
Learning outcomes: At the end of the course, students should be able to apply the gained knowledge in negotiation management in a practical environment.		
Prerequisites: Formal: - Recommended: -		
Obligatory registration: yes	Further Information on the registration: Homepage of the chair / "Student Portal" (more information about the registration process is available here)	
Courses	Hours per week	Self-study
Negotiation workshop	2	2
Assignment		
ECTS in total		2
Form of assessment	Written assignment	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Florian Kraus	
Duration of module	Block course within the semester	
Offering	Fall semester	
Language	German	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.A. K&W, other Master programs	

Module: MKT 614 Marketing Communication**Contents:**

This module is designed to introduce students into the field of marketing communications and communication management. The emphasis will be on the role of advertising and other promotional mix elements in the integrated marketing communications program of an organization. Attention will be given to the various marketing communication tools used in contemporary marketing including advertising, direct marketing, the Internet and social media. Moreover, the process by which integrated marketing communications programs are planned, developed and executed as well as the various factors and considerations that influence this process are examined.

Learning outcomes:

Students are able to develop a marketing communications program, which requires an understanding of the overall marketing process, customer behavior, communications theory, and how to set goals, objectives and budgets.

Prerequisites:

Formal: Not taken MKT 530 or MKT 532

Recommended: Basic marketing knowledge on Bachelor level / B.Sc. Business Administration

Obligatory registration: no

Further Information on registration: -

Courses

Hours per week

Self-study

Lecture

2

6

ECTS in total

4

Form of assessment

Written exam (60 min.)

Preliminary course work

-

Lecturer/Person in charge

Prof. Dr. Florian Stahl

Duration of module

1 semester

Offering

Spring semester

Language

English

Program-specific educational goals

LG 1, LG 3

Grade

graded

Range of application

M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, M.Sc. Econ., LL.M.

Module: MKT 622 Country Manager		
Contents: The module is designed for students who expect to undertake international marketing assignments, work for global corporations or help smaller companies to expand globally. The course portrays opportunities and competitive challenges in regional market settings and pays special attention to the issue of standardization versus adaptation of marketing programs.		
Learning outcomes: Students will be able to apply their theoretical and conceptual knowledge of marketing strategy and international marketing in a hands-on application exercise. Students can sharpen their strategy formulation skills and learn about market dynamics. Students will experience the challenges pertaining to international marketing by playing the role of a category manager for a major consumer products company. The course focuses on the computer simulation Country Manager.		
Prerequisites: Formal: - Recommended: Understanding of International Marketing		
Obligatory registration: yes	Further Information on registration: "Student Portal" (information on central registration process) and <u>website</u> of the chair (course information).	
Courses	Hours per week	Self-study
Simulation Country Manager	1	3
ECTS in total		2
Form of assessment	Simulation result: 50%, strategy outline: 25%, final report: 25% Only one examination date per semester!	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Sabine Kuester	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 3, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, M.Sc. Econ.	

Module: MKT 623 Strategic Marketing Management Simulation**Contents:**

The module is designed for students who expect to undertake assignments within the context of strategic marketing management. This module is concerned with the development, evaluation, and implementation of marketing management elements in a strategic setting. The module deals primarily with an analysis of concepts, theories, techniques, and models in marketing. Basis for the module is a computer simulation in the context of strategic marketing decisions of a leading manufacturer of over-the-counter cold medicine.

Learning outcomes:

Students will be able to apply their theoretical and conceptual knowledge of marketing management in a hands-on application exercise. Students can hone their understanding within the following four categories:

- Situation Analysis
- STP - Segmentation, targeting and positioning
- Marketing mix (4Ps – product, price, promotion, place)
- Integrated marketing decision-making and analysis

Prerequisites:

Formal: -

Recommended: Solid Understanding of Strategic Marketing Management

Obligatory registration: yes

Further Information on the registration:

“Student Portal” (information on central registration process) and website of the chair (course information).

Courses**Hours per week****Self-study**

Computer Simulation

1

3

ECTS in total

2

Form of assessment

Simulation result: 50%, strategy outline: 25%, final report: 25%

Preliminary course work

-

Lecturer/Person in charge

Prof. Dr. Sabine Kuester

Duration of module

1 semester

Offering

Fall semester

Language

English

Program-specific educational goals

LG 3, LG 5

Grade

graded

Range of application

M.Sc. MMM, M.Sc. MMBR, M.Sc. Econ., M.Sc. Bus. Inf., M.S. Bus. Edu., M.A. K&W

Module: MKT 661 Consumer Behavior		
Contents: The course examines the key aspects of consumer behavior. It defines consumer behavior as the acquisition, consumption, and disposition of goods, services, time, and ideas by (human) decision making units. Based on this definition important implications for retailing are explored. Starting from the Elaboration Likelihood Model, we distinguish between the central and peripheral route of information processing and discuss topics such as decision making and store choice (both high and low involvement).		
Learning outcomes: Students understand the key aspects of consumer behavior with specific application to marketing communication and retailing. They will be able to apply and adapt their knowledge to develop strategies and tactics for both areas.		
Prerequisites: Formal: Not taken MKT 660 Recommended: Module MKT 530 or Module MKT 531		
Obligatory registration: no	Further Information on registration: -	
Courses	Hours per week	Self-study
Lecture	1	3
ECTS in total	2	
Form of assessment	Written exam (45 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Dr. h.c. mult. Christian Homburg / Prof. Dr. Wayne D. Hoyer	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.	

Module: MKT 662 Interactive Marketing**Contents** (subject to change):

This course is dealing with recent topics within marketing strategies especially concerning the use of

new media. The course will focus on recent knowledge about interactive marketing and the different marketing vehicles used to influence consideration, branding, transaction and CRM. Different business models and integrated marketing concepts in regard to the different characteristics of the web 1.0, 2.0 and 3.0 will be explained. Furthermore information and transaction processes will be dealt with. The course will go through the concept and role of Customer Relationship Management in interactive marketing.

Learning outcomes (subject to change):

The aim of the course is to explain the use of new media for interactive marketing. Furthermore, it emphasises the new and continuously developing possibilities within interactive marketing, with the consumer relation as main focus. This will enable the students to understand the different challenges of interactive marketing and actively incorporate it in a marketing plan, to get a synergy effect with the more traditional media.

Prerequisites:

Formal: -

Recommended: -

Obligatory registration: no

Further Information on registration: -

Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	1	3
ECTS in total		6

Form of assessment	Written exam (90 min.)
Preliminary course work	-
Lecturer/Person in charge	Prof. Dr. Florian Stahl
Duration of module	1 semester
Offering	Spring semester
Language	English
Program-specific educational goals	LG 1, LG 3
Grade	graded
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, M.Sc. Econ., LL.M.

Module: MKT 663 Branding and Brand Management**Contents:**

Although brand names represent one of the most valuable (intangible) assets for a firm, creating and nurturing a strong brand poses considerable challenges. Branding is therefore a critical management task that has both strategic and tactical elements. The concept of brand equity can provide managers with a valuable perspective and a common denominator to interpret the potential effects and trade-offs of various strategies and tactics for their brands. Brand management involves the design and implementation of marketing programs and activities to build, measure, and manage brand equity.

The aim of this module is to introduce students to proven techniques and frameworks for assessing and formulating branding strategies and tactics that improve the long-term profitability of brand names. This course revolves around understanding how to develop effective branding strategies, while keeping in mind economic and psychological factors of branding.

Learning outcomes:

Students are able to understand and discuss the importance of branding, brand equity and brand strategies within marketing.

Prerequisites:

Formal: -

Recommended: -

Obligatory registration: no

Further Information on registration: -

Courses

Hours per week

Self-study

Lecture

2

6

ECTS in total

4

Form of assessment

Written exam (60 min.)

Preliminary course work

-

Lecturer/Person in charge

Prof. Dr. Florian Stahl

Duration of module

1 semester

Offering

spring semester

Language

English

Program-specific educational goals

LG 1

Grade

graded

Range of application

M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., M.A. K&W, LL.M.

Module: MKT 664 Brand Strategy Seminar		
Contents: <p>Although brand names represent one of the most valuable (intangible) assets for a firm, creating and nurturing a strong brand poses considerable challenges. Branding is therefore a critical management task that has both strategic and tactical elements.</p> <p>The seminar brand strategy involves the design and implementation of a marketing program to establish in a strategic way an existing brand in a new product category or subcategory. During the seminar we will discuss topics such as the product design, product positioning and product advertising of a new product which extends an existing brand and follows the umbrella brand identity and umbrella brand vision. This seminar will be useful for those pursuing careers in marketing, general management, and consulting.</p>		
Learning outcomes: <p>Learning objectives of this course comprise the design and positioning of a branded product and the strategic brand extension of a well-established global brand. Further learning objectives are writing a marketing plan, design of a specific product advertisement as well as the presentation of the results to managers of a global company.</p>		
Prerequisites: Formal: MKT 663 Branding and Brand Management and Participation in L'Oreal Brandstorm (http://www.brandstorm.loreal.com/) Recommended: -		
Obligatory registration: yes	Further Information on the registration: Website of the chair	
Courses	Hours per week	Self-study
Seminar	1	3
ECTS in total	2	
Form of assessment	Team Seminar Paper (70%) and Team Presentation (30%)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Florian Stahl	
Duration of module	Block course within the semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., M.A. K&W, LL.M.	

Module: MKT 710 Research Seminar		
Contents: The seminar is a preparation for writing a master thesis in the field of marketing and introduces students to academic work related to current topics in marketing research. Students independently compile a written paper covering a current research topic and present their research findings in class.		
Learning outcomes: Participation in the seminar will enable students to work academically and independently explore a research topic in the field of marketing. Students will get acquainted with basic literature research techniques and will learn how to organize and structure their research. Furthermore, students will learn how to present their research findings.		
Prerequisites: Formal: MKT 510 (or Bachelor Course Marketing Fundamentals MKT 301) Recommended: -		
Obligatory registration: yes	Further Information on registration: Website of the chair	
Courses	Hours per week	Self-study
Seminar	2	10
ECTS in total		6
Form of assessment	Written paper: 70%, presentation: 30%	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Dr. h.c. mult. Christian Homburg	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German/English (the paper can be written either in German or English)	
Program-specific educational goals	LG 1, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.	

Module: MKT 720 Marketing Seminar		
Contents: The seminar is a preparation for writing a master thesis in the field of marketing and introduces students to academic work. Students get acquainted with basic literature research techniques and learn how to organize and structure their research. Students prepare a written paper covering a particular research topic. The paper is presented and discussed with other students in class.		
Learning outcomes: Participation in the seminar will enable students to address all aspects of exploring a research topic in the field of marketing. Students learn how to identify research gaps, to formulate research questions and to position and motivate a particular topic, how to develop a conceptual/theoretical framework for the topic, how to conceptualize and operationalize the focal constructs, how to prepare a review of related empirical studies and how to derive theoretical and managerial implications of their research. Furthermore, students get familiar with presentation techniques.		
Prerequisites: Formal: MKT 510 (or Bachelor Course Marketing Fundamentals MKT 301) Recommended: -		
Obligatory registration: yes	Further Information on registration: Website of the chair / "Student Portal"	
Courses	Hours per week	Self-study
Seminar	2	10
ECTS in total		6
Form of assessment	Written paper: 70%, presentation: 30%	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Florian Stahl	
Duration of module	1 semester	
Offering	Fall semester and spring semester	
Language	German/English	
Program-specific educational goals	LG 1, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.	

Module: MKT 730 Marketing Seminar Prof. Kuester		
Contents: The seminar introduces students to academic work related to current topics and challenges regarding relevant and interesting issues in marketing.		
Learning outcomes: Participation in the seminar will enable students to independently explore a research topic by compiling and discussing both theoretical foundations and empirical studies in a written paper. Students will get acquainted with basic literature research techniques and will learn how to organize and structure their research. Furthermore, students will be introduced to presentation techniques and how to present their research findings.		
Prerequisites: Formal: MKT 510 (or Bachelor Course Marketing Fundamentals MKT 301) Recommended: -		
Obligatory registration: yes	Further Information on registration: Website of the chair	
Courses	Hours per week	Self-study
Seminar	2	10
ECTS in total		6
Form of Assessment	Written paper: 70% Presentation: 30%	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Sabine Kuester	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German, English	
Program-specific educational goals	LG 1, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.	

Module: MKT 740 Research Seminar		
Contents: The seminar introduces students to academic work and therefore provides the basis for writing a master thesis in the field of marketing. Students individually prepare a written paper covering a current research topic and present their research findings in class.		
Learning outcomes: Students will get acquainted with basic research techniques and will learn how to organize and structure their research. Furthermore, students will be introduced to presentation techniques.		
Prerequisites: Formal: MKT 510 (or Bachelor Course Marketing Fundamentals MKT 301) Recommended: -		
Obligatory registration: yes	Further Information on registration: Homepage of the chair	
Courses	Hours per week	Self-study
Seminar	2	10
ECTS in total		6
Form of assessment	Written paper: 70% of the final grade, presentation: 30% of the final grade	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Florian Kraus	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German, English	
Program-specific educational goals	LG 1, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.	

3.6. Area „Operations Management“

Module: OPM 501 Logistics Management		
Contents: Producing goods individually on the spot, right when and where customers demand them is not economically and technically feasible, in general. The logistics function bridges the temporal and geographical gaps between production and consumption. This involves transportation and storage, but also sorting and allocation processes. Advances in information and communication technology have been transforming the underlying economics. In addition, the interaction between different supply chain members has been recognized as a key factor. This course aims to provide insight into key decisions regarding the design and management of logistics activities. To this end, it introduces quantitative models that link managerial levers to logistics performance, thereby allowing appropriate trade-offs. Core topics include capacity management, logistics network design, and transportation planning.		
Learning outcomes: This course helps students understand how to align logistics decisions with an underlying business strategy. Students will become acquainted with fundamental logistics planning tasks. The course enables them to analyze logistics decisions by means of quantitative techniques and to make the right trade-offs between different performance criteria.		
Prerequisites: Formal: - Recommended: Basic knowledge in operations management (e.g. BSc course “OPM 301 Operations Management”), basic knowledge in mathematics (including Linear Programming) and in statistics (probability distributions)		
Obligatory registration: no	Further Information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total		6
Form of assessment	Written exam (90 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Moritz Fleischmann	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

Module: OPM 502 Inventory Management		
Contents: Matching supply with demand constitutes the temporal dimension of logistics. Inventories allow companies to decouple supply and demand and thereby to design the supply processes more efficiently. However, inventories come at a cost. This course discusses different roles that inventory can play in the supply chain. It introduces quantitative models that capture the trade-off between inventory holding costs and performance. The course also complements supply-side inventory management with demand-side revenue management techniques. Core topics of this course include demand forecasting, lot sizing, safety stocks, and revenue management.		
Learning outcomes: In this course, students will learn how inventories can be used to manage supply chain performance. They will learn to distinguish different functions of inventory in different supply chain environments. The course enables students to analyze inventory systems quantitatively and to determine the right inventory levels to achieve given performance objectives. Students will also get acquainted with the basic principles of revenue management and understand how these are interrelated with inventory management.		
Prerequisites: Formal: - Recommended: Basic knowledge in operations management (e.g. BSc course "OPM 301 Operations Management"), basic knowledge in mathematics (including Linear Programming) and in statistics (probability distributions)		
Obligatory registration: no		Further Information on registration: -
Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total		6
Form of assessment	Written exam (90 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Moritz Fleischmann	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

Module: OPM 503 Transportation I – Land Transport and Shipping**Contents:**

This lecture gives an overview about market developments in road and rail transport, inland and maritime shipping. Part of this is the overview of present and future transportation technologies. General business developments in the shipping, trucking, and railway industries are discussed as well as individual strategies of companies active in these transportation sectors. Another focus is laid on the developments of transportation policy, which is still an important framework for the business activities of transportation companies. As traffic infrastructure is a key factor for the performance of transportation services, the possibilities for an optimization of the use of the existing traffic infrastructure are discussed. Attention is not only given to the developments in Germany, but also to the developments in Europe and other world regions.

Learning outcomes:

Students will understand the dynamics and interdependencies of the markets for land transport, maritime shipping, and inland navigation. The students will also understand the role of transport for the globalization of the world's economy and for the supply chain management.

Prerequisites:

Formal: -

Recommended: -

Obligatory registration: no

Further Information on registration: -

Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam (45 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Borislav Bjelcic	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

Module: OPM 504 Transportation II – Aviation		
Contents: This lecture gives an introduction to the quickly changing world of airline companies and their business activities. The topics of the lecture are: aviation history, aviation technology, aviation and environment, air traffic development (historic and forecast), air transport policy, airline management (strategy, operations, financing, marketing & sales etc.), air cargo transport, airports and air traffic control systems.		
Learning outcomes: Students will understand the dynamics and interdependencies of the global aviation industry. They learn about the characteristics of airline management in various areas.		
Prerequisites: Formal: - Recommended: -		
Obligatory registration: no		Further Information on registration: -
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam (45 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Borislav Bjelicic	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

Module: OPM 544 Advanced Supply Chain Planning**Contents:**

Supply chain management involves the coordination of different parties within and across companies, such as sales and marketing affiliates, manufacturing sites, logistics, suppliers, customers, and wholesalers. With increasing size of an organization and its supply chain structures, global supply chain management (SCM) requires adequate visibility and decision support. Furthermore SCM is today increasingly faced with the need of a new Demand-Driven operating model for the highly digital interlinked Supply Chains and the highly volatile and complex business environment becoming the New Normal. Advanced Planning Systems like SAP SCM APO and SAP IBP (Integrated Business Planning) are used to standardize global planning processes and to solve the required planning tasks, such as statistical forecasting, inventory and supply network planning. In many large corporations, they form the backbone of global supply chain planning today.

This course discusses how SCM and Demand-Driven Adaptive Planning Principles can be supported by integrated business planning systems. Key topics include demand planning, supply network planning, production planning & scheduling, as well as other related topics, such as global availability check, inventory & supply network replenishment.

Learning outcomes:

Students will understand the necessity and benefits of Demand-Driven Adaptive Supply Chain Planning Systems for corporate SCM. They will understand their structure, how these systems are applied and used within the Sales & Operations Process, and how they are implemented within various organizations. Students will also get an introduction into SAP SCM and SAP IBP, today's leading Advanced and Integrated Business Planning Systems in SCM.

Prerequisites:**Formal:**

-

Recommended: Participants should be familiar with the fundamentals of operations and supply chain management, as covered, e.g., in the modules OPM 501, OPM 502, and OPM 561.

Obligatory registration: yes	Further Information on the registration: "Student Portal" (more information about the registration process is available here)	
Courses	Hours per week	Self-study
Lecture	2 (blocked)	6
ECTS in total		4
Form of assessment	Written exam	
Preliminary course work	-	
Lecturer/Person in charge	Dr. Josef Packowski / Prof. Dr. Moritz Fleischmann	
Duration of module	3 days (blocked)	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	

Grade	graded
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ., M.Sc. Bus. Edu.

Module: OPM 561 Production Management: Lean Approaches and Variability**Contents:**

To match supply/capacity with demand, managers and planners have to consider different types of variability. We discuss sources for three dimensions of variability and analyze the effects on several operational performance measures. This course introduces planning tasks for the design and management of operations systems from the strategic to the operational level. The first part of the course deals with a classification of production systems and the characterization of design problems for flow production systems. The second part of the course covers control and scheduling decisions.

To manage and reduce variability we introduce classical approaches from lean management as well as modern business analytics tools. This course aims to provide insights into the key decisions regarding the design and management of lean production systems. For this purpose quantitative models for the performance analysis and optimization are discussed. Selected problems are implemented and solved using standard software for business analytics.

Learning outcomes:

Student will

- develop skills for quantitative planning in the field of production management,
- have an overview of requirements, objectives and key concepts in lean production management, and
- understand reasons and effects of variability in operations management

Prerequisites:

Formal: -

Recommended: Basic knowledge in operations management (e.g. BSc course “Produktion” or “OPM 301 Operations Management”), basic knowledge in mathematics (including Linear Programming) and in statistics (probability distributions)

Obligatory registration: no

Further Information on the registration: -

Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total		6
Form of assessment	Assignment(s)/work on case studies (individual and/or in groups, maximum 30 points), written exam (maximum 60 point)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Raik Stolletz	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	

Program-specific educational goals	LG 1, LG 3
Grade	graded
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.

Module: OPM 562 Business Analytics: Applications of Artificial Intelligence for Data-Driven Decision Making

Contents:

The increasing availability of data about customer behavior and operational processes calls for its systematic exploitation to improve decision-making in businesses. This course introduces descriptive, predictive, and prescriptive Artificial Intelligence (AI) approaches for different Operations Management problems. In particular, machine learning approaches for supervised and unsupervised learning are introduced. For example, Neural Networks are presented to predict and optimize the performance of operations systems based on data. Applications in the areas of maintenance, production management, and the control of automated guided vehicles are discussed in detail.

An introduction to the basics of programming with Python is provided. This is the basis for own applications and implementations of AI approaches by the students. Moreover, the students will leverage libraries of AI approaches. During the course, the students will work on several case studies and assignments (individually or in groups).

Learning outcomes:

After this course, students are familiar with the fundamental concepts of different AI approaches. Students learn how to select suitable AI techniques to obtain insights from big data sets of real-world problems to make business decisions supported by the data. The students will develop programming skills that allow them to implement and apply AI approaches. Moreover, students are familiar with interfaces to libraries of AI approaches and how to tailor these implementations to problem-specific needs.

Prerequisites:

Formal:

-

Recommended: Basic knowledge in operations management (e.g. BSc course "Produktion" or "OPM 301 Operations Management")

Obligatory registration: yes

Further information on registration:

Website of the chair / "Student Portal"

Courses	Hours per week	Self-study
Integrated Lecture and Exercise	4	8
ECTS in total		6
Form of assessment	Individual assignments, group assignments, and presentations	
Lecturer/Person in charge	Dr. Justus Arne Schwarz	
Duration of module	1 semester	
Offering	Spring semester 2020	
Language	English	
Program-specific educational goals	LG 2, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

Modul: OPM 565 Integrierte Produktentwicklung		
Lerninhalte: <ul style="list-style-type: none"> • Einführung in die Produktentwicklung • Methodische Grundlagen • Integrierte Produktentwicklung (IPE) und Integrated Design Engineering (IDE) • Prozess- und Projektmanagement • Management des Produktlebenszyklusses (PLM) • Produktintegration im IDE • Einführung in CAx-Systeme (CAD, CAP, CAM, CAQ, Simulation und Berechnung) • Bestimmen der Wirtschaftlichkeit 		
Lern- und Qualifikationsziele: Studenten sind in der Lage <ul style="list-style-type: none"> • unterschiedliche aber miteinander vernetzte Sichten auf ein Produkt verstehen und anwenden können, • Strategien, Methoden, Vorgehensweisen und Werkzeuge der Produktentwicklung kennen und anwenden können, • gegenseitige Beeinflussungen der unterschiedlichen Strategien, Methoden, Vorgehensweisen und Werkzeuge in der Produktentwicklung verstehen und synergetisch nutzen können, • integrierte Verfahren der Wirtschaftlichkeitsberechnung kennenlernen und auf beliebige Fragestellungen der Produktentwicklung anwenden können. 		
Voraussetzungen: Formal: - Inhaltlich: Interesse an Technik		
Anmeldepflicht: ja (max. 30 Teilnehmer)	Weitere Infos zur Anmeldung: Studierendenportal (Hinweise zur Anmeldung finden Sie hier)	
Lehrveranstaltungen und -form	Präsenzstudium	Selbststudium
Vorlesung	2	6
ECTS Modul insgesamt		4
Prüfungsform und -umfang	Mündliche oder schriftliche Prüfung (60%) und Gruppenpräsentation (40%)	
Vorleistungen	-	
Dozent(en)/Modulverantwortlicher	Prof. Dr. Sandor Vajna	
Dauer des Moduls	1 Semester	
Angebotsturnus	FSS	
Sprache	Deutsch	
Programmspezifische Lernziele	LG 1, LG 3, LG 5	
Note	benotet	
Verwendbarkeit	M.Sc. MMM, M.Sc. MMBR, M.Sc. Wipäd, M.Sc. Wirt. Inf., M.Sc. Wirt. Math., M.Sc. VWL	

Module: OPM 565 Integrated New Product Development**Contents:**

- Introduction to new product development
- Basic methods in the field of new product development
- Integrated New Product Development (INPD) and Integrated Design Engineering (IDE)
- Process and Project Management
- Product Lifecycle Management (PLM), Produktintegration im IDE
- Introduction to CAx-systems (CAD, CAP, CAM, CAQ, simulation)
- Evaluation of economic profitability

Learning outcomes:

By the end of the course students have

- an in depth understanding of different, but interrelated viewpoints regarding products,
- the ability to apply strategies, methods, best practices and tools of the new product development process,
- knowledge about interdependences between strategies, methods, best practices and tools and their respective synergies,
- the ability to apply general and integrated methods for the economic evaluation in the field of new product development.

Prerequisites:

Formal: -

Recommended: General interest in technology, fluent German language skills

Obligatory registration: Yes
(maximum of 30 participants)

Further Information on the registration:
"Student Portal" (more information about the registration process is available [here](#))

Courses	Hours per week	Self-study
Lecture	2	6
ECTS Modul insgesamt		4
Form of assessment	Oral or written exam (60%) and group presentations (40%)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Sandor Vajna	
Duration of module	1 semester	
Offering	Spring semester	
Language	German	
Program-specific educational goals	LG 1, LG 3, LG 5	
Grade	graded	

Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.
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Module: OPM 581 Service Operations Management**Contents:**

Services are the largest and fastest growing segment of our economy. However, services pose particular challenges to managers due to their intangible and experiential nature, time-sensitivity/perishability and high levels of customer involvement. Accordingly, managing services requires tight integration between operations, marketing, strategy, technology, and organizational issues from an integrated viewpoint with a focus on the customer. Therefore, it is important to understand both how services differ from manufacturing operations and to understand the potential and limitations of how traditional operations management techniques can be applied to services.

This course provides managerial concepts and selected analytical tools for effectively and efficiently managing service operations in face of these challenges. In particular, we will look at critical management decisions related to service strategy development, service operations design, process analysis, capacity management, service pricing and revenue management, service quality management, customer relationship management, etc.

For understanding and developing the managerial concepts underlying productive service systems, we will rely on fundamental theory, state-of-the-art research insights, and actual case studies of firms that have achieved long-term profitability in practice. Applications cover a broad range of service industries, such as transport and communication, retailing, hospitality, professional services, e-services, as well as service functions of the manufacturing sector.

Learning outcomes:

Students will 1) get familiarized with the challenging decisions and problems in service (operations) management, and 2) learn concepts, analytical tools and managerial insights to deal with these issues in order to gain competitive advantage through service operations.

The course should be useful for anyone with an intention of going into professional services such as consulting; into industry (service or manufacturing), where the importance of managing service processes is increasing every day; or with a desire to set up their own service business.

Prerequisites:

Formal: -

Recommended: Basic knowledge in operations management, basic knowledge in mathematics (including Linear Programming) and in statistics (probability distributions).

Obligatory registration: no

Further Information on the registration: -

Courses	Hours per week	Self-study
Lecture	2	6
Exercise	2	2
ECTS in total		6
Form of assessment	Written exam (90 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Cornelia Schön	
Duration of module	1 semester	
Offering	Spring semester	

Language	English
Program-specific educational goals	LG 1, LG 3
Grade	graded
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.

Module: OPM 582 Case Studies in Service Operations Management

Contents:

Services are the largest and fastest growing segment of our economy. However, services pose particular challenges to managers due to their intangible and experiential nature, time-perishability, and high levels of customer involvement. Accordingly, managing services requires tight integration between operations, marketing, strategy, technology, and organizational issues from an integrated viewpoint with a focus on the customer in order to gain competitive advantage.

This course reviews managerial concepts and selected analytical tools for effectively and efficiently managing service operations in face of these challenges. In particular, we will explore the theory by applying it to various cases studies of firms covering a broad range of service industries, such as transport and communication, retailing, hospitality, professional services, e-services, as well as service functions of the manufacturing sector.

Case topics will be allocated at the beginning of the course based on student preferences. Students will work in teams of two on the assigned case.

Learning outcomes:

Students will intensify their understanding of operations and service operations management by applying concepts and analytical tools in a broader, interdisciplinary and strategic context to practical case studies.

The course should be useful for anyone with an intention of going into professional services such as consulting; into industry (service or manufacturing), where the importance of managing service processes is increasing every day; or with a desire to set up their own service business.

Prerequisites:

Formal:

-

Recommended: Participants should be familiar with the fundamentals of operations management and service operations management. Furthermore, students need a basic knowledge in mathematics (including linear programming) and in statistics (probability distributions).

Obligatory registration: yes

Max. 20 participants

Further Information on the registration: "Student Portal" (more information about the registration process is available [here](#))

Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total		6
Form of assessment	Assignment(s)/work on case studies: final team report (60%), final presentation (30%), individual class participation (10%)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Cornelia Schön	
Duration of module	1 semester	
Offering	Fall semester	

Language	English
Program-specific educational goals	LG 1, LG 3, LG 4
Grade	graded
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.

Module: OPM 591 Strategic Procurement**Contents:**

During the last decades, the value sourced from suppliers and innovation stemming from the supply base have increased substantially in many industries. Consequently, purchasing's role has shifted from a clerical support role in the corporate hierarchy to a truly strategic and proactive role that drives growth, innovation, and value creation. Today, most organizations consider the management of their suppliers as a key strategic issue. Given its potential to contribute significantly to firm performance, the procurement function receives strong top management attention.

This module provides a broad survey of modern procurement theory and practice from a strategic perspective. Topics include the design and implementation of procurement strategies, processes, organizational structures, and performance measurement systems, as well as the management of supplier portfolios, buyer-supplier relationships, and supplier innovation to meet firms' strategic supply needs.

The module consists of regular lectures and exercise classes in which extended and short cases will be discussed. High-caliber guest speakers will serve as a rich source of practical insights.

Learning outcomes:

This course is recommended for anyone seeking an introduction to procurement and, more generally, a better understanding of upstream supply chain operations.

The main intended learning outcome is to obtain the basic knowledge that enables further steps in procurement research and practice. Based on current theories and a broad coverage of topics, participants will learn how to analyze, structure, and tackle strategic problems surrounding the procurement function.

Prerequisites:

Formal: -

Recommended: Basic knowledge in supply chain and/or operations management

Obligatory registration: no	Further Information on the registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total	6	
Form of assessment	Written exam (90 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Christoph Bode	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3, LG 4	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Math., M.Sc. Bus. Inf., M.Sc. Econ.	

Module: OPM 550 International Course – Operations Management			
Contents: depends on course taken abroad			
Learning outcomes: depends on course taken abroad			
Prerequisites: Formal: The course level equals a regular 500-level course or 600-level course in the Master in Management program. Recommended: The module can be taken during a study abroad term / semester and complements the Mannheim curriculum of the student.			
Course	Hours per week	Self-study	ECTS
International Course – Operations Management	depends on course taken abroad	depends on course taken abroad	depends on course taken abroad
ECTS in total: depends on course taken abroad			
Form of assessment	depends on course taken abroad		
Lecturer/Person in charge	Lecturer at the host university; in Mannheim the respective <i>Teaching Area</i> is responsible for assessment of course		
Duration of module	1 semester		
Offering	fall or spring semester		
Language	English preferred, but any other language possible if Mannheim faculty member is able to identify content and level		
Grade	graded		
Range of application	M.Sc. MMM, M.Sc. MMBR, other Master programs, depends on respective study regulations		

Module: OPM 601 Supply Chain Management**Contents:**

Fulfilling a customer order typically involves multiple parties, such as suppliers, manufacturers, wholesalers, and retailers, each of them having their own objectives. At the same time, all parties are dependent on each other to serve the final customer. Supply chain management addresses the interplay between individual objectives and overall supply chain performance. The key insight is that supply chain coordination can generate a win-win situation, benefiting all supply chain members. This course discusses the need for supply chain coordination and introduces several mechanisms for achieving it. Key topics include supply chain coordination, incentive alignment, supply chain contracts, and information asymmetries.

Learning outcomes:

Students will understand the potential of coordinated decision making along the supply chain. They will also be aware of obstacles that complicate this coordination. The students will get to know mechanisms for aligning incentives of different supply chain members, e.g. by means of appropriate contracts. They will be able to quantify the effects of these mechanisms by means of corresponding mathematical models.

Prerequisites:

Formal: At least one of the modules OPM 501, 502, 561, 581, 582, or 591 (parallel attendance possible); other modules may be accepted upon request.

Recommended: Participants should be familiar with the fundamentals of operations management and logistics. Specifically, the course builds on topics covered in the modules OPM 501 and OPM 502. Participants who have not attended these modules will require additional preparation. The course further assumes a basic knowledge in mathematics (including Linear Programming) and in statistics (probability distributions).

Obligatory registration: no

Further Information on registration: -

Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total		6
Form of assessment	Written exam (90 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Moritz Fleischmann	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

Module: OPM 661 Business Analytics: Robust Planning in Stochastic Systems		
Contents: A major driver of the performance of operations systems is stochastic variability. For example, production systems often operate in an uncertain environment due to uncertain demand, unreliable machines or random processing capacities. In order to support robust decisions we apply analytical solution approaches. The basic concepts of the analysis of Markovian queueing systems are developed in detail. Advanced topics such as queueing systems with general distributions, heterogeneities, and time-dependent input parameters are covered. Additionally, economies of scale and the value of flexible capacities are discussed. Several methods and performance measures of robust planning and optimization are introduced. Students become familiar with a tool for the analysis of stochastic systems. It is used to perform sensitivity analyses to develop managerial insights.		
Learning outcomes: Students learn to understand the impact of stochastic variability in operations systems. After this course students are familiar with the theory and practice of the analysis of stochastic systems. They learn to adapt and to apply analytical approximations and robust planning methods to support managerial decisions.		
Prerequisites: Formal: At least one of the modules OPM 501, 502, 561, 581, 582 or 591 (parallel attend- Recommended: Participants should be familiar with the fundamentals of production and operations management. The course further assumes a basic knowledge in mathematics (including linear programming) and in statistics (probability distributions).		
Obligatory registration: no	Further information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total	6	
Form of assessment	Written exam (maximum 70 points), case study (maximum 20 points)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Raik Stolletz	
Duration of module	1 semester	
Offering	Fall semester (irregular)	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.,	

Module: OPM 662 Business Analytics: Modeling and Optimization**Contents:**

This course introduces mathematical modeling approaches for planning and scheduling of operations. Operational and tactical planning tasks are formulated as linear and mixed-integer linear programming models. All lectures will be given in a computer lab, where the optimization models are implemented and solved using standard software. Different heuristic techniques to cope with high complexity are introduced and implemented. During the course the students will work on several case studies and assignments (individual and in groups).

Learning outcomes:

Students learn how to formulate production planning and scheduling problems as mixed-integer linear models and how to implement them in standard software to derive optimal plans/schedules. The students also learn to deal with the complexity of real-world problems (e.g., via aggregation, relaxation, and decomposition techniques) and how to perform sensitivity analyses in order to get useful managerial insights.

Prerequisites:

Formal: Module OPM 561 of the Area Operations Management; other modules may be accepted upon request.
Successful application as described at this course's website and the 'Student Portal'.

Recommended: The course assumes a basic knowledge in mathematics (including linear programming).

Obligatory registration: yes

Further information on registration:

Website of the chair and "Student Portal" (more information about the registration process is available [here](#))

Courses**Hours per week****Self-study**

Lecture / Exercise

4

8

ECTS in total

6

Form of assessment

Assignments and presentations (70%),
final practical or oral exam (30%)

Preliminary course work

-

Lecturer/Person in charge

Prof. Dr. Raik Stolletz

Duration of module

1 semester

Offering

Spring semester (irregular)

Language

English

Program-specific educational goals

LG 2, LG 3, LG 5

Grade

graded

Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.
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Module: OPM 682 Revenue Management

Contents:

In today's e-business environment, there is an increasing number of unlocked opportunities to increase profits through Revenue Management (RM). RM is a short-term planning instrument in order to effectively match supply and demand and thereby maximize profitability – by selling the right product to the right customer at the right time through the right channel for the right price. RM takes into account that on the supply side, resources to produce these products are usually constrained and often perishable, and therefore, the effectiveness of the abovementioned market-related decisions is highly interrelated with resource allocation decisions.

Today, RM is a large revenue generator for several major industries relying on sophisticated RM systems; Robert Crandall, former Chairman and CEO of American Airlines, has called RM "the single most important technical development in transportation management since we entered deregulation." While airlines have the longest history of development in RM, applications have rapidly diffused beyond airlines to industries such as retailing, hospitality, railways, car rental, telecommunications and financial services, internet service provision, electric utilities, broadcasting and even manufacturing.

For outside observers, RM may seem often like an art. But finally, the most important pillar of RM is analytics – including systematic data analysis, forecasting, and powerful optimization that allows taking all market- and supply-related profit drivers simultaneously into account. This course provides the key ideas, the underlying basic models and state-of-the-art methods of RM.

Learning outcomes:

Students will gain insights into practical applications of Revenue Management. The students get familiar with the underlying models and methods. The students furthermore enhance their analytical skills.

Prerequisites:

Formal: At least one of the modules OPM 501, 502, 561, 581, 582 or 591 (parallel attendance possible); further modules may be accepted by Professor upon request.

Recommended: Participants should be familiar with the fundamentals of Operations Management and Service Operations Management. Furthermore, students need a basic knowledge in mathematics (including linear programming) and in statistics (probability distributions).

Obligatory registration: no	Further Information on the registration: -	
Courses	Hours per week	Self-study
Lecture & Exercise class	2	6
Exercise class	2	2
ECTS in total		6
Form of assessment	Written exam, optional bonus assignment	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Cornelia Schön	
Duration of module	1 semester	

Offering	Spring semester
Language	English
Program-specific educational goals	LG 1, LG 3, LG 5
Grade	graded
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.

Module: OPM 691 Supply Risk Management**Contents:**

In many industries, the implementation of various efficiency- and/or responsiveness-seeking supply (chain) initiatives has created conditions for supply disruptions to become more widespread and severe. Recent examples have demonstrated that the occurrence of such events can result in substantial losses in shareholder value, sales, production, and reputation for the firms involved.

This module offers an introduction to the timely topic of supply risk management. After a discussion of the key theoretical concepts (risk, disruptions, risk sources, vulnerability) (first part of the module), students are exposed to specific risk management issues in the context of supply chain and purchasing operations (second part of the module). Topics include the different types of supply risks, qualitative and quantitative methods, instruments, and frameworks for risk analysis and monitoring, as well as strategies for managing supply chains under conditions of risk.

Learning outcomes:

The main intended learning outcome is a sound understanding of the key concepts and tools relevant to the management of risks in supply (chain) operations. Special emphasis is put on results from empirical research, practical tools, industry applications, and case studies that illustrate concepts and challenges.

Prerequisites:**Formal:** -**Recommended:** Good knowledge in supply chain management**Obligatory registration:** no**Further Information on the registration:** -

Courses	Hours per week	Self-study	ECTS
Lecture	2	6	
ECTS in total			4
Form of assessment	Written exam (60 min.; 70%) plus assignments and presentations (30%)		
Preliminary course work	-		
Lecturer/Person in charge	Prof. Dr. Christoph Bode		
Duration of module	1 semester		
Offering	Fall semester		
Language	English		
Program-specific educational goals	LG 1, LG 3, LG 4		
Grade	graded		
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Math., M.Sc. Bus. Inf., M.Sc. Econ.		

Module: OPM 692 Advanced Procurement**Contents:**

Looking back over the past twenty years, competitive purchasing approaches created significant value for firms by driving substantial cost savings to the bottom line. However, the widespread usage of professional procurement techniques has eroded the advantages that they had for pioneers in the 1990s and in the early years of the current century. In addition, environmental, competitive, geopolitical, and technological changes have created an uncertain business environment in which a mere focus on purchasing cost will not be sufficient to support sustainable competitive advantage.

Against this backdrop, this module covers advanced approaches in procurement that aim at creating “value beyond cost”. After a detailed analysis of the purchasing process, the module addresses the following core topics: pre-transaction issues (from need specification to supplier selection problems), contracts and contract management, negotiation tactics and strategies, advanced technical (e.g., product teardown analysis) and commercial levers (e.g., reverse auctions) for value optimization, special purchasing situations (e.g., commodities, services), global sourcing, and sustainability in the supply chain context.

The module consists of regular lectures and exercise classes in which extended and short cases will be discussed. Guest speakers from industry will share their management and consulting experiences in procurement.

Learning outcomes:

This course is of interest to students seeking more in-depth knowledge of advanced tools in procurement and more understanding of the mechanisms that build the foundation of procurement research and practice. For each topic covered, concepts, frameworks and analytic tools are presented.

Prerequisites:

Formal: -

Recommended: The module builds on topics covered in the module OPM 591. Participants who have not attended this module might require additional preparation.

Obligatory registration: no

Further Information on the registration:

<http://procurement.bwl.uni-mannheim.de>

Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	1	3
ECTS in total		6
Form of assessment	Written exam (90 min.)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Christoph Bode	
Duration of module	1 Semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	

Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Math., M.Sc. Bus. Inf., M.Sc. Econ.
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Module: OPM 701 Research Seminar Supply Chain Management		
Contents: The goal of this seminar is to introduce the participants to the conducting of scientific research. It thereby prepares them for the writing of their Master thesis. Participants will carry out a literature study on a given topic in the field of logistics and supply chain management and discuss the results in a written report and in an oral presentation.		
Learning outcomes: Students will learn how to analyze the academic literature on a given topic. They will become acquainted with the setup and composition of academic publications. They will also learn how to the present the results of their analysis.		
Prerequisites: Formal: At least one module OPM 6XX (Parallel attendance possible) or an equivalent module within an exchange program Recommended: Sound knowledge in logistics and supply chain management; sound quantitative skills; interest in scientific research		
Obligatory registration: yes (at the end of the preceding term)	Further Information on registration: Website of the chair	
Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6
Form of assessment	Presentation, active contribution to class discussion, written report	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Moritz Fleischmann	
Duration of module	1 semester	
Offering	Fall semester and spring semester	
Language	English / German	
Program-specific educational goals	LG 2, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

Module: OPM 761 Research Seminar Production Management		
Contents: The goal of this seminar is to introduce the participants to conducting scientific research. Thereby, it prepares the students for the writing of their Master thesis. Participants will independently carry out a literature study on a given topic or analyze a decision model in the field of production management using an optimization or simulation tool. The students discuss their findings in a written report and in an oral presentation.		
Learning outcomes: Students will learn how to analyze academic literature on a given topic in production management. They will become acquainted with the setup and composition of scientific publications. Additionally, they will learn how to present the results of their analysis.		
Prerequisites: Formal: At least one module OPM 6XX (or an equivalent module within an exchange program) Recommended: The topics are based on the modules OPM 661 or OPM 662; additional preparation is required if students did not attend those modules; sound knowledge in production management; sound quantitative skills; interest in scientific research		
Obligatory registration: yes (at the end of the preceding term)	Further information on registration: Website of the Chair	
Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total	6	
Form of assessment	Written report (60%), presentation (30%), active contribution to class discussion (10%)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Raik Stolletz	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 2, LG 3, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

Module: OPM 781 Research Seminar Service Operations		
Contents: The seminar introduces participants to scientific research in order to prepare them for writing their master thesis. Participants will carry out a literature research on a given topic in service operations management and analyze a related decision problem. Students will report their results in a paper and present their main findings in class.		
Learning outcomes: Students will learn how to analyze the academic literature on a given topic and thereby get prepared to independently analyze and solve a decision problem in a scientific manner within the management science field. Students will also learn how to the present the results of their analysis.		
Prerequisites: Formal: At least one module OPM 6XX (parallel attendance possible upon request) or an equivalent module within an exchange program. Recommended: Sound knowledge in Operations and Service Operations Management. Profound analytical skills. Interest in working scientifically.		
Obligatory registration: yes (at the end of the preceding term)	Further Information on the registration: Website of the chair	
Courses	Hours per week	Self-study
Seminar	2	10
ECTS in total		6
Form of assessment	Written report (60%), presentation (30%), active contribution to class discussion (10%)	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Cornelia Schön	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	English/German	
Program-specific educational goals	LG 1, LG 2, LG 3, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

Module: OPM 791 Research Seminar Procurement**Contents:**

This research seminar examines current procurement topics from a research perspective. Students will deepen their understanding of procurement and supply chain research and its implications for practice.

The main deliverables of this module are a research paper, which each participant prepares independently over the course of the semester, and a corresponding in-class presentation at the end of the module. The suggested topics will emphasize research rather than application and will be related to the current research interests of the Endowed Chair of Procurement. Participants will obtain an introduction to business research and to scientific writing in the context of supply (chain) management.

Learning outcomes:

The main intended learning outcome is to attain the competences for writing a high-quality master thesis about a topic in the broader procurement arena. Participants will learn how to structure a research question systematically and how to independently gather the knowledge of the foundations, structures, and methodologies underlying a given topic. In addition, participants will learn how to present research findings.

Prerequisites:

Formal: At least one module OPM 6XX (parallel attendance is possible) or an equivalent module within an exchange program

Recommended: OPM 591 and OPM 692 or equivalent modules within exchange programs

Obligatory registration: Yes (at the end of the preceding semester)

Further Information on the registration:
<http://procurement.bwl.uni-mannheim.de>

Courses	Hours per week	Self-study
Seminar	2	10
ECTS in total		6
Form of assessment	Paper, presentation, and contribution to in-class discussion	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Christoph Bode	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 2, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

Module: OPM 792 Applied Seminar Procurement**Contents:**

This applied seminar revolves around a field study and combines readings in procurement with the work as consultants to a business. Organized in small teams, participants will work on specific procurement-related problems, defined in collaboration with companies. At the end of the seminar, each team will present a solution to the specific problem, based on the relevant literature and their own analyses. Results are summarized in a written report and an oral presentation.

Learning outcomes:

The goal of the seminar is to provide participants with a unique learning experience in analyzing and solving procurement-related problems and in carrying out a practice-oriented project, rooted in the academic literature. In addition, participants will learn how to apply procurement knowledge and link it to a wide array of business disciplines, such as strategy, organization, marketing, or information systems. It thereby prepares them for the writing of a (practice-oriented) master thesis in the field of procurement.

Prerequisites:

Formal: At least one module OPM 6XX (parallel attendance is possible) or an equivalent module within an exchange program

Recommended: OPM 591 and OPM 692 or equivalent modules within exchange programs; project management skills

Obligatory registration: Yes (at the end of the preceding semester)

Further Information on the registration:
<http://procurement.bwl.uni-mannheim.de>

Courses	Hours per week	Self-study
Seminar / Project work	2	10
ECTS in total		6
Form of assessment	Written report and presentation	
Preliminary course work	-	
Lecturer/Person in charge	Prof. Dr. Christoph Bode	
Duration of module	1 semester	
Offering	Spring semester	
Language	English / German	
Program-specific educational goals	LG 1, LG 3, LG 5	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

3.7. Business Research

The credit points obtained for Ph.D.-level modules can only be transferred to the Master program after a successful application and admission into the “Business Research” program.

More detailed information is available at the Center for Doctoral Studies in Business (CDSB).

4. Elective

Students are free to choose an elective where they can collect up to 24 ECTS points - according to the requirements of the chosen elective. The number of ECTS points needed in “Business Administration” will then be reduced accordingly.

Instead of the elective the student may also select further “Business Administration” modules. Please note that you can only choose an elective listed in this chapter if it has not been part of your completed Bachelor degree. If any of the modules listed in this chapter were part of your Bachelor degree you may not choose the corresponding elective.

Please check the websites of the respective faculties for potential registration procedures.

4.1. English and American Studies

The elective in English and American Studies offers a choice between English Linguistics (Alternative I) or English and American Literature Studies (Alternative II).

4.1.1 English and American Studies for students without skills in humanities

English Linguistics (Alternative I)

All of the following modules have to be taken (15 ECTS).

Course	Formal prerequisites	Form of assessment	ECTS	Semester
Introduction to English Linguistics (lecture without tutorial)	-	Written exam	4	Fall/Spring
Lecture Series <i>Methods</i> (see Master program “Language and Communication”)	-	Written exam	4	Fall
Seminar to be chosen from the offering of the master program “Language and Communication”	Lecture <i>Introduction to English Linguistics</i>	Written exam or oral exam or term paper	7	Fall/Spring

English and American Literature Studies (Alternative II)

All of the following modules have to be taken, with the first module having an alternative (16 or 17 ECTS).

Course	Formal prerequisites	Form of assessment	ECTS	Semester
Introduction to English and American Literature Studies (lecture without tutorial) OR Lecture series <i>Theories of Modern Culture</i>	-	Written exam	4 / 5	Fall/Spring (lecture series only during Fall semester)
Lecture Literature Studies	Introduction to English and American Literature Studies or Lecture series Theoretical Basics	Written or oral exam	4	Fall/Spring
Seminar to be chosen from the offerings of the master-program "Transformation of Culture in the Modernity: Literature and Media"	Lecture Introduction to English and American Literature Studies or Lecture series Theories of Modern Culture	Written exam (90 min.) <i>or</i> oral exam <i>or</i> term paper	7	Fall/Spring

4.1.2. English and American Studies for students with skills in humanities

You find detailed information about the courses in the module catalogs (<https://www.phil.uni-mannheim.de/studium/masterstudiengaenge/>) and Portal2.

Module: English and American Literature Studies			
Course	Form of assessment	ECTS	
Regional Studies (from the offering of the MakuWi)	Exam	4	
Seminar taken from the thematic module of the master-program "Transformation of Culture in the Modernity: Literature and Media"	Written exam or oral exam or term paper	7	
Seminar to be chosen from the offerings of the master-program "Transformation of Culture in the Modernity: Literature and Media"	Written exam or oral exam or term paper	7	18 ECTS

Module: English Linguistics			
Course	Form of assessment	ECTS	
Regional Studies (from the offering of the MakuWi)	Exam	4	
Seminar to be chosen from the offering of the master program "Language and Communication"	Written exam or oral exam or term paper	7	
Seminar to be chosen from the offering of the master program "Language and Communication"	Written exam or oral exam or term paper	7	18 ECTS

4.2. Asian Studies

The elective „Asian Studies“ consists of 4 modules with a total of 14 ECTS in either Chinese or Japanese language. Depending on which language was chosen, basic or advanced country-specific knowledge and business terminology will be imparted.

The focus lies on improving communicative competences and linguistical skills in different contexts.

To be admitted to „Asian Studies“, basic knowledge of one of the languages is required. At the beginning of the module, your language skills will be tested and you will be assigned to a respective course.

The amount of places for this elective is limited.

Course	Semester	Language	ECTS
Chinese I* / Japanese I*	HWS	Chinese or Japanese	4
Chinese II* / Japanese II*	FSS	Chinese or Japanese	4
China-Seminar / Japan-Seminar	HWS	German	3
Guest Lecture	FSS	English	3
			14

*possibly you may be assigned to a different course that is offered by the business school (bachelor's course with an additional assessment). In this case please confer with Didi Zhang for Chinese (chinesisch.bwl@uni-mannheim.de) or Ryoko Aoyagi for Japanese (r-yagi@sol.dti.ne.jp).

4.2.1. Chinese

After completing these two courses the students will be able to achieve the A2-B1 level of the “Common European Framework of Reference for Languages” (CEFR) and can take part in the HSK-Test (Hànyǔ Shuǐpíng Kǎoshì), which is the globally accepted Chinese language test.

Furthermore, the courses are meant to help to understand and get accustomed to the Chinese culture and way of life during a possible exchange semester in China, a future job in China or a future job in a company with business relations with China.

Module: Chinese I
Contents: This course aims to improve the existing knowledge of the modern Chinese language regarding listening comprehension, speaking, reading, and writing. The focus is on the Chinese phonetic, characters and grammar. <ul style="list-style-type: none">• Acquiring proficient basic knowledge of the modern Chinese language• Learning of the Chinese characters• Ability to communicate in the daily live

Learning outcomes: Based on the existing knowledge of the participants, the students will work on their written and verbal communication skills, in order to be able to interact with colleagues in their daily live and at work.		
Prerequisites: Formal: - Recommended: Chinese language skills on A2 level		
Obligatory registration: yes	Further information on registration: Portal2	
Courses	Hours per week	Self-study
Lecture/Exercise class	4	4
ECTS in total		4
Form of assessment	Written and/or oral exam The exam registration is only possible for the first exam period.	
Lecturer/Person in charge	Didi Zhang	
Duration of module	1 semester	
Offering	HWS	
Language	Chinese and German	
Grade	graded	
Range of application	M.Sc. MMM	

Module: Chinese II
Contents: Based on the module Chinese I the general knowledge of the modern Chinese language regarding listening comprehension, speaking, reading, and writing will be further improved. Depending on the level of language skills of the students the course aims to improve the business language skills, as for example needed for applications, interviews, negotiations, newspaper articles and analysis of economic issues.
Learning outcomes: After successfully completing this module the students <ul style="list-style-type: none"> • will have improved their listening comprehension, their verbal expression, their reading comprehension, and their writing skill, • they will have extended their vocabulary, • improved their overall language skills, • reached the B1 level of the „Common European Framework of Reference for Languages“, • and acquired Chinese business language skills
Prerequisites: Formal: - Recommended: Chinese language skills on A2-B1 level

Obligatory registration: yes	Further information on registration: Portal2	
Courses	Hours per week	Self-study
Lecture/Exercise class	4	4
ECTS in total	4	
Form of assessment	Written and/or oral exam The exam registration is only possible for the first exam period.	
Lecturer/Person in charge	Didi Zhang	
Duration of module	1 semester	
Offering	FSS	
Language	Chinese and German	
Grade	graded	
Range of application	M.Sc. MMM	

4.2.2. Japanese

The language class Japanese consists of two consecutive modules. After completing these two courses the students will be able to achieve the B1 level of the “Common European Framework of Reference for Languages” (CEFR) and can take part in the JLPT-Test (N4-N3), which is the globally accepted Japanese language test.

Furthermore, the courses are meant to help to understand and get accustomed to the Japanese culture and way of life during a possible exchange semester in Japan, a future job in Japan or a future job in a company with business relations with Japan.

Module: Japanese I**Contents:**

The existing basic knowledge of modern Japanese language will be enhanced; listening comprehension, speaking, reading and writing skills will be improved. Japanese phonetics, writing and grammar are focused. There will be short presentations in Japanese.

- Deep understanding of grammar and vocabulary
- Basic knowledge of oral and written language
- Exercises for text production in different styles
- Enhancing verbal and non-verbal communication skills
- Improving Kanji-knowledge
- Studying and researching with PC / mobile devices:
 - exercise for input systems
 - online lexicons
 - pronunciation (playback, exercise)
 - search engines (google, wikipedia etc.)

Learning outcomes:

Based on their previous knowledge, the students work on their written and oral communication skills. The students are able to find and use subject-related information independently and to work with colleagues in everyday or professional situations.

The students will

- expand their vocabulary and acquire in-depth knowledge of Kanji,
- improve their listening comprehension for everyday situations,
- acquire knowledge about the Japanese honorific speech "Keigo" and be able to apply it practically,
- be able to use different IT tools,
- acquire the necessary skills for studying at a Japanese university

Prerequisites:

Formal: -

Recommended: Japanese A2

Obligatory registration: yes

Further Information on registration:

<https://jump.bwl.uni-mannheim.de/home/>
<https://www.facebook.com/FSKJapanisch.Mannheim>
"Student Portal"

Courses	Hours per week	Self-study
Exercise	4	4
ECTS in total		4
Form of assessment	Written exam (90 min.) and if necessary, housework, reports or essays	
Preliminary course work	-	
Lecturer/Person in charge	Ryoko Aoyagi	
Duration of module	1 semester	

Offering	Fall semester
Language	German / Japanese
Grade	graded
Range of application	M.Sc. MMM

Module: Japanese II		
<p>Contents:</p> <p>The existing basic knowledge of modern Japanese language will be enhanced. Listening comprehension, speaking, reading and writing skills will be improved. Japanese phonetics, writing and grammar are focused.</p> <p>Students learn how to use Japanese in a business related way (depending on their language level), for example through text interpretation and analyses as well as text production. The lecture is complemented by videos.</p> <p>There will be</p> <ul style="list-style-type: none"> • exercises for quick reading strategies, • exercises for text comprehension, • exercises for oral communication in various complex situations (assertion, respect for conversation partners, presentation etc.), • exercises for text production in different styles, • exercises of verbal and non-verbal communication, • exercises to deepen the knowledge of Kanji, • exercises for self-presentation and behavior in Japanese social network services (SNS), • short presentations in Japanese 		
<p>Learning outcomes:</p> <p>Based on their previous knowledge, the students work on their written and oral communication skills. The students are able to find and use subject-related information independently and to work with colleagues in everyday or professional situations.</p> <p>The students will</p> <ul style="list-style-type: none"> • expand their vocabulary and acquire in-depth knowledge of Kanji, • improve their listening comprehension skills in complex situations, • have an understanding of different registers, • be able to use different IT tools, • acquire the important literacies in “online-“ and “offline-situations” 		
<p>Prerequisites:</p> <p>Formal: -</p> <p>Recommended: Japanese I</p>		
Obligatory registration: yes	<p>Further Information on registration:</p> <p>https://jump.bwl.uni-mannheim.de/home/</p> <p>https://www.facebook.com/FSKJapanisch.Mannheim</p> <p>“Student Portal”</p>	
Courses	Hours per week	Self-study

Exercise	4	4
ECTS in total	4	
Form of assessment	Written exam (90 min.) and if necessary, housework, reports or essays	
Preliminary course work	-	
Lecturer/Person in charge	Ryoko Aoyagi	
Duration of module	1 semester	
Offering	Spring semester	
Language	German / Japanese	
Grade	graded	
Range of application	M.Sc. MMM	

4.2.3. Asia-Seminar & Guest Lecture

Besides the language courses Chinese I and Chinese II or Japanese I and Japanese II, either a China-Seminar or a Japan-Seminar as well as a guest lecture with a guest professor from China, Japan, or another country are part of the elective Asia Studies.

Module: China Seminar – A brief Introduction to China and the Communication Techniques		
Contents: The course covers communication skills, negotiation strategies, and difficulties in business relations with Chinese, in order to lead to a better understanding of the Chinese culture. Additionally, the students will learn about the culture, society, history and philosophy of China.		
Learning outcomes: With successfully completing this module the students <ul style="list-style-type: none"> • get an overview over China and the Chinese culture, • country specific and historical knowledge about China, • communication techniques and negotiation strategies 		
Prerequisites: Formal: - Recommended: -		
Obligatory registration: yes	Further information on registration: Portal2	
Courses	Hours per week	Self-study
Lecture & Exercise class	2	4
ECTS in total	3	
Form of assessment	Written and/or oral exam	
Lecturer/Person in charge	Didi Zhang	
Duration of module	1 semester	

Offering	HWS
Language	German
Grade	graded
Range of application	M.Sc. MMM

Module: Japan Seminar – Cultur and Society in Japan		
<p>Contents:</p> <p>The lecturer will speak about the historical and social backgrounds of Japan as well as the current situation. Each topic will be prepared and presented by one participant or a group of participants (in German). The participants will discuss the topics in a global context. Examples of topics (maybe as a guest lecture):</p> <ul style="list-style-type: none"> • Language (letters, grammar, phonetic, interpersonal relations and language) • School system and governmental <i>Curriculum Guideline</i> after world war II • Family and work • Religion: Shintoismus from the past until today • Habits at funerals and ideas about live and death 		
<p>Learning outcomes:</p> <p>With successfully completing this module the students</p> <ul style="list-style-type: none"> • got an overview over Japan and the society/culture of Japan • acquired country specific and historical basic knowledge as “East-Asia” experts in Europe and/or the home country • gained an understanding of Japan, in order to become „a source of information in Germany, Europe or the home country“ for Japan/East Asia • gained a deep understanding of an „exotic“ culture and developed the ability and flexibility to understand the daily live in Japan and tolerate it as part of the reality in Japan 		
<p>Prerequisites:</p> <p>Formal: -</p> <p>Recommended: -</p>		
Obligatory registration: yes	Further information on registration: Portal2	
Courses	Hours per week	Self-study
Lecture & Exercise class	2	4
ECTS in total		3
Form of assessment	Written and/or oral exam	
Lecturer/Person in charge	Ryoko Aoyagi	
Duration of module	1 semester	
Offering	HWS	
Language	German	
Grade	graded	

Range of application	M.Sc. MMM
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Modul: Guest Lecture		
Contents: The lecture will be held by a renowned, international guest professor from the area of Asian studies. Different areas in the business content will be approached, under considerations of the given business and research situations in Asia. Please keep in mind that the focus of this module differs from semester to semester because the lectures are given by different professors.		
Learning outcomes: The students got an overview over the current Chinese and/or Japanese issues in the areas of business, politics, and international relations.		
Prerequisites: Formal: - Recommended: -		
Obligatory registration: yes	Further information on registration: Portal2	
Courses	Hours per week	Self-study
Lecture	2	4
ECTS in total		3
Form of assessment	Written and/or oral exam	
Lecturer/Person in charge	Visiting professor	
Duration of module	1 semester	
Offering	FSS	
Language	English	
Grade	graded	
Range of application	M.Sc. MMM	

4.3. German Studies

The elective in German Studies offers a choice between German Linguistics (Alternative I) or German Literature Studies (Alternative II).

4.3.1. German Studies for students without skills in humanities

German Linguistics (Alternative I)

All of the following modules have to be taken (16 or 18 ECTS).

Course	Formal Prerequisites	Form of assessment	ECTS	Semester
Introduction to German synchronic linguistics (without tutorial)	-	Written exam	4	Fall/Spring
Lecture – <i>Developments of German standard language</i> OR Exercise Class – <i>Synchronic linguistics / diachronic linguistics</i>	-	Written exam (Lecture) / Term Paper (Exercise Class)	4/6	Fall/Spring
Seminar taken out of the Module „Language and Media“	Lecture: Introduction to synchronic linguistics	Term paper or oral exam	8	Fall/Spring

German Literature Studies (Alternative II)

All of the following modules have to be taken (16 ECTS).

German literature studies	Formal Prerequisites	Form of assessment	ECTS	Semester
Lecture, Introduction to modern/contemporary German literature studies, part 1	-	Written exam (60 min.)	4	Fall
German Literature Studies: <i>Proseminar</i> - Literature Studies	Lecture: Introduction to German Literature Studies	Term paper	5	Fall/Spring
German literature studies : Seminar to choose from the offering of the master	Lecture: Introduction to modern/contempo	Written exam (90 min.) or oral exam (20	7	Fall/Spring

program "Transformation of Culture in the Modernity: Literature and Media"	rary German literature studies	min.) or term paper (about 15-20 pages of written text)		
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4.3.2. German Studies for students with skills in humanities

Module: German literature studies			
Course	Form of assessment	ECTS	
Lecture Literature Studies	protocol	4	
Seminar in Literature Studies to be chosen from the offering of the master programs	oral exam or term paper	7	
Seminar in Literature Studies to be chosen from the offering of the master programs	oral exam or term paper	7	18 ECTS

Module: German Linguistics			
Course	Form of assessment	ECTS	
Lecture Linguistics	protocol	4	
Seminar in Linguistics to be chosen from the offering of the master programs	oral exam or term paper	7	
Seminar in Linguistics to be chosen from the offering of the master programs	oral exam or term paper	7	18 ECTS

4.4. History

This elective is made of 16 to 19 ECTS.

4.4.1. History for students without skills in humanities

Students have to attend a proseminar (8 ECTS) and either a lecture and exercise class (4 ECTS each) offered in the Bachelor program "History" or lectures offered in the Master program "History". Detailed information on courses can be found in the [course catalog](#) of the Master in History.

A successful attendance at a proseminar (PS) of history (PS Antiquity, PS Middle Ages, PS Early Modern Age, PS Modern Age, PS Economic and Social History) is required. Additionally, there are different combination possibilities to reach the required 16 or 19 ECTS. However, it is not possible to receive necessary credits attending two exercise classes.

Module: Elective History			
Course	Form of assessment	ECTS	
Proseminar: "Antiquity", "Middle Ages", "Early Modern Age", "Modern Age", or "Economic and Social History"	Presentation, written exam (min. 60 min.) and term paper	8	
Lecture: Economic History, History of Law and/or Political Contemporary History taken from the master-program "History"	Written exam	4-7	
Lecture: Pre-enlightenment, times of change and/or Modern Age taken from the bachelor-program "History"	Written exam	4	
Exercise class: Pre-enlightenment, times of change and/or Modern Age taken from the bachelor-program "History"	Presentation and written elaboration	4	16-19

4.4.2. History for students with skills in humanities

Module: History			
Course	Form of assessment	ECTS	
Seminar in Antiquity, Middle Ages, Early Modern Period, Modern Period or Economic/Social History	Presentation, and/or term paper and/or oral exam	8	
Lecture in Economic History, History of Law and/or Political Contemporary History taken from the master-program "History"	Written exam	4-7	
Lecture in Pre-Modern Period, Pre-enlightenment, times of change and/or Modern Age taken from the bachelor-program "History"	Written exam	4	
Exercise class in Pre-Modern Period, Pre-enlightenment, times of change and/or Modern Age taken from the bachelor-program "History"	Presentation and written elaboration	4	16-19 ECTS

4.5. Mathematics

4.5.1 Mathematics for students without skills in mathematics

2 out of the following 4 modules have to be passed for successful completion of the elective.

Module: Mathematics for students <u>without</u> skills in mathematics				
Course	Form of assessment	ECTS	Semester	
Analysis I	In advance (generally): successful participation in the exercise classes; Written (90 min.) or oral exam (30 min.)	10	Fall	
Analysis II	In advance (generally): successful participation in the exercise classes; Written (90min.) or oral exam (30 min.)	10	Spring	
Linear Algebra I	In advance (generally): successful participation in the exercise classes; Written (90min.) or oral exam (30 min.).	9	Fall	
Linear Algebra II	In advance (generally): successful participation in the exercise classes; Written (60 min.) or oral exam (30 min.).	9	Spring	18-20 ECTS

4.5.2 Mathematics for students with skills in mathematics

The elective Mathematics for students with prior skills can be taken flexibly within the range of 16 to 24 ECTS. All offered classes of the Bachelor of Science and Master of Science in Mathematics in Business and Economics at the University of Mannheim can be taken except lectures that have already been completed during the bachelor's degree and seminars of the program Mathematics in Business and Economics. Graduates from a mathematical degree courses are only allowed to take classes from the Bachelor of Science Mathematics in Business and Economics with the permission of the examining committee.

Additional information on the individual classes as well as their respective requirements is available under the following links:

<https://www.wim.uni-mannheim.de/studium/studienorganisation/b-sc-wirtschaftsmathematik/#c109923>

<https://www.wim.uni-mannheim.de/studium/studienorganisation/m-sc-wirtschaftsmathematik/#c109976>

In general, it is advised to get in touch with the scientific staff for Mathematics in Business and Economics (studienberatung@wim.uni-mannheim.de) or with the Manager of Degree Programs at the School of Business Informatics (wessa@wim.uni-mannheim.de) and Mathematics in Business and Economics (boldin@wim.uni-mannheim.de) in terms of course selection.

4.6. Philosophy

This module measures 16 ECTS. Students are free to choose one of the following two modules.

Module: Ethics, Society, Economy			
Course	Form of assessment	ECTS	
Hauptseminar: Ethics, Society, Economy	Written term paper (~ 20-25 pages)	8	
Hauptseminar: Ethics, Society, Economy	Written term paper (~ 20-25 pages)	8	16 ECTS

Module: History of Philosophy <i>Students starting the elective in spring 2019 or earlier</i>			
Course	Form of assessment	ECTS	
Hauptseminar: History of Philosophy	Written term paper (~ 20-25 pages)	8	
Hauptseminar: History of Philosophy	Written term paper (~ 20-25 pages)	8	16 ECTS

Module: History of Philosophy <i>Students starting the elective in fall 2019 or later</i>			
Course	Form of assessment	ECTS	
Hauptseminar: Language, Knowledge, Reality	Written term paper (~ 20-25 pages)	8	
Hauptseminar: Language, Knowledge, Reality	Written term paper (~ 20-25 pages)	8	16 ECTS

4.7. Political Science

For students who start the elective *Political Science* in fall 2015 or later: Students choose up to three courses in the field of political science.

Students can choose up to two introductory lectures and up to two advanced lectures.

Information about the course contents and the learning outcomes can be found in the module catalog of the B.A. Political Science (<https://www.sowi.uni-mannheim.de/en/academics/students/political-science/ba-in-political-science/#c40359/>).

The courses usually are taught in german. If they are taught in english, it will be announced by the lecturer or via Portal2 in time.

Introductory Lectures

Semester	Type of Course	Course	ECTS
Fall semester	Lecture	Introduction to Political Science	6
Fall semester	Lecture	Introduction to the Political System of the Federal Republic of Germany	6
Fall semester	Lecture	Introduction to Political Sociology	6
Spring semester	Lecture	Introduction to Comparative Government	6
Fall semester	Lecture	Introduction to International Relations	6

Students can choose **two** out of **five** lectures.

Advanced Lectures

Semester	Type of Course	Course	ECTS
Fall semester / Spring semester	Lecture	Selected Topics of Comparative Government	7
Fall semester / Spring semester	Lecture	Selected Topics of Political Sociology	7
Fall semester / Spring semester	Lecture	Selected Topics of International Relations	7

Students can choose **two** out of **three** lectures.

4.8. Computer Science

The student has to collect between 14 ECTS points and 24 ECTS points

Module: Computer Science					
Course	Form of assessment	ECTS	Semester	Formal Prerequisite	
Computer Science I	Participation at a tutorial, proven by minimum of handed in homeworks or presentation of a solution in class; Written exam (90 min.)	8	fall	-	
Computer Science II	Written exam (90 min.)	6	spring	-	
Algorithms and Data Structures	Preparatory assessment: generally, successful participation in the exercise classes; Written exam (90 min.) or two partial exams	8	fall	-	
Database Systems I	Preparatory assessment: generally, successful participation in the exercise classes; Written exam (90 min.) or two partial exams	8	fall	-	14 - 24 ECTS

4.9. Psychologie

The elective subject Psychology requires the completion of three of the following four lectures (12 ECTS).

Module: Psychologie				
Course	Form of assessment	ECTS	Semester	
L1: Industrial and Organizational Psychology (lecture)	Written exam (60 min.) in each lecture; The overall grade is calculated by averaging the ECTS points of all graded partial examinations.	4	Fall	
N1: Consumer Psychology (lecture)		4	Fall	
K1: Social Psychology I (lecture)		4	Spring	
K3: Social Psychology II (lecture)		4	Fall	12 ECTS

4.10. Romance Studies

For Romance Studies students can register for one of the languages and cultures offered in the module, namely French, Spanish or Italian. The elective in Romance Studies offers a choice between Romance Linguistics (Alternative I) or Romance Literature Studies (Alternative II).

4.10.1. Romance Studies for students without skills in humanities

Romance Linguistics (Alternative I)

The advanced seminars in linguistics and regional studies are to be taken alternatively. The other seminars complete the elective (16 ECTS).

Module: Romance Studies for students without skills in humanities, Alternative I: Linguistics				
Course	Form of assessment	ECTS	Semester	Formal Prerequisites
Lecture – Introduction to Linguistics and Media Studies of Romance Studies (without tutorial)	Written exam (max. 90 min.)	4	Fall & spring	-
Proseminar: Linguistics <u>ODER</u>	Presentation and written exam (max. 90 min.) <i>or</i> term paper (the	6	Fall & spring	<u>For PS Linguistics:</u> Lecture Introduction to

Proseminar: related to cultural areas	form of assessment depends on the lecturers)			<p>Linguistics and Media Studies of Romance Studies</p> <p><u>For PS related to cultural areas:</u> Lecture Introduction to Literature and Media Studies of Romance Studies and/or lecture Introduction to Linguistics and Media Studies of Romance Studies</p>
Exercise class Practical Language Level II	Written exam and exercises or oral exams throughout the semester	3	Fall & spring	Foreign language competence I and II in the chosen Romance language or proof of adequate language competence through placement tests
Exercise class Practical Language Level III (economics – economic alignment)	Written exam and exercises or oral exams throughout the semester	3	Fall & spring	Foreign language competence I and II in the chosen Romance language or proof of adequate language competence through placement tests

Romance Literature Studies (Alternative II)

The proseminars literature studies and regional studies are to be taken alternatively. The other seminars complete the elective (16 ECTS).

Module: Romance Studies for students without skills in humanities, Alternative I: Literature Studies				
Course	Form of assessment	ECTS	Semester	Formal prerequisites
Lecture – Introduction to Literature and Media Studies of Romance Studies	Written exam (max. 90 min.)	4	Fall & spring	-
Proseminar: Literature Studies ODER Proseminar: related to cultural areas	Presentation and written exam (max. 90 min.) <i>or</i> term paper (the form of assessment depends on the lecturers)	6	Fall & spring	<u>Proseminar Literature Studies:</u> Introduction to Literature and Media Studies of Romance Studies <u>Proseminar related to cultural areas:</u> Introduction to Literature and Media Studies of Romance Studies <u>and/or</u> lecture Introduction to Linguistics and Media Studies of Romance Studies
Exercise class practical language level II	Written exams and oral exams or exercises throughout the semester	3	Fall & spring	Foreign language competence I and II in the chosen Romance language or proof of adequate language competence through placement tests
Exercise class: Practical Language Level III (economics – economic alignment)	Written and oral exams or exercises throughout the semester	3	Fall & spring	Foreign language competence I and II in the chosen Romance language or proof of adequate language

				competence through placement tests
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4.10.2. Romance Studies for students with skills in humanities

Module: Romance Literature Studies			
Course	Form of assessment	ECTS	
Lecture: Theories of Culture and Modernism OR Seminar: Theories of Modernism and Modernization	exam written and/or oral exams	5 7	
Seminar to be chosen from the offerings of the master-program "Transformation of Culture in the Modernity: Literature and Media"	written and/or oral exams	7	
Exercise class: Practical Language Level IV (economics – economic alignment)	written exam and written and/or oral exercises throughout the semester	4	16/18 ECTS

Module: Romance Linguistics			
Course	Form of assessment	ECTS	
Lecture: Methods (Master program „Language and Communication“) OR Seminar to be chosen from the offerings of the master-program "Language and Communication"	exam written and/or oral exams	4 7	
Seminar to be chosen from the offerings of the master-program "Language and Communication"	written and/or oral exams	7	
Exercise class: Practical Language Level IV (economics – economic alignment)	written exam and written and/or oral exercises throughout the semester	4	15/18 ECTS

4.11. Sociology

For students who started their studies in fall semester 2015 or later: The elective in Sociology offers a choice between the following two modules. It measures 19 ECTS. Students choose one of the following two modules. The module grade consists of the examination grades weighted by the number of ECTS credits. You find the Contents and the Learning Outcomes of each course in the module catalog of the B.A. Sociology (<https://www.sowi.uni-mannheim.de/en/academics/students/sociology/ba-in-sociology/#c30659>). The courses usually are taught in German. If they are taught in English, the responsible lecturer will announce it on time.

4.11.1 Elective Sociology A: General and Specific Sociology

Semester	Type of Course	Course	ECTS
1. (fall semester)/ 3. (fall semester)	lecture	Fundamentals of Sociology	6
1. (fall semester)/ 3. (fall semester)	exercise class	Fundamentals of Sociology	4
2. (spring semester)/ 4. (spring semester)	lecture	General Sociology	6
2. (spring semester)/ 4. (spring semester)	exercise class	Specific Sociology	3
			19

4.11.2 Elective Sociology B: European Societies

Semester	Type of Course	Course	ECTS
1. (fall semester) / 3. (fall semester)	lecture	Social Structure in Germany in International Comparison	6
1. (fall semester) / 3. (fall semester)	exercise class	Social Structure in Germany in International Comparison	4
2. (spring semester)/ 4. (spring semester)	lecture	Comparative European Societies	6
2. (spring semester)/ 4. (spring semester)	exercise class	Current research topics	3
			19

4.12. Economics

In this elective module the students can collect up to 24 ECTS. Students are generally free to choose any elective course offered in the Master program of Economics. Detailed information on the courses and their respective prerequisites can be found under the following link: <https://www.vwl.uni-mannheim.de/studium/masterstudium/course-catalog/>. **We recommend you to contact the Program Management of the Department of Economics for advice which courses to choose to complete your studies** (Email: econgrad@uni-mannheim.de, Tel: 181-1763).

4.13. Business Education

A minimum of 16 ECTS points has to be earned in the listed modules from the course offer.
At least one course from the module Educational Management must be taken.

Module: Educational Management				
Course	Form of assessment	ECTS	Semester	
Educational Management I: Vocational Education	Academic paper, project work, oral presentation Referring to the examination regulations (§ 11 (6), the form of the assessment will be communicated at the latest at the start of the course.	4	Fall	
Educational Management II: Vocational Training		4	Spring	
Educational Management III: Learning culture in organizations		4	Fall	4-12 ECTS

Module: Development of Commercial Competences				
Course	Form of assessment	ECTS	Semester	
Development of commercial competences I	Academic paper and written exam (60 min.) Referring to the examination regulations (§ 11 (6), the form of the assessment will be communicated at the latest at the start of the course.	4	Fall	
Development of commercial competences II		4	Spring	0-8 ECTS

Module: Special Subject				
Course	Form of assessment	ECTS	Semester	
Quality Management at Educational Institutions	Referring to the examination regulations (§ 11 (2), the form of the assessment will be communicated at the latest at the start of the course.	4	Changing	
Evaluation Methods and Standards		4	Changing	
Ideas and History of vocational Training		4	Changing	
Current Didactical Problems		4	Changing	0-16 ECTS

4.14. Business Law

4.14.1 Elective Module: Employment Law and Social Security Law

In this elective module the students can collect 4 - 16 ECTS.

Module: Employment and Social Security Law			
Course content: Individual Employment Law, Collective Employment Law, Social Security Law, Human Resource Management in organizations from a judicial perspective.			
Learning outcomes: Students have knowledge of basic terms and principals of the German and European employment law, as well as the given jurisprudence of the supreme court. They understand the interaction between individual and collective legal instruments.			
Prerequisites: Formal: - Revommended: Basic knowledge of civil law.			
Courses and course structure:	Hours per week	Self-study	ECTS
Lecture/Excercise	4	ca. 8	6
Individual Employment Law			
Lecture	4	ca. 8	6
Collective Employment Law			
Lecture	2	ca. 6	4
Social Security Law			
Lecture	2	ca. 6	4
Labour Law and Human Resource Management			
Lecture	2	ca. 6	4
Coalition and Labour agreement law (Prerequisite: Lecture Collective Employment Law)			
Case Study	2	ca. 2	2
Human Rexources and Organization (Prerequisite: Lecture Labour Law and Human Resource Management)			
Total ECTS for module:			4-16
Form and extent of examination	Partial Examinations: Individual Employment Law, Collective Employment Law, Social Security Law: an oral exam or a (written) exam at the end of the semester. The person responsible for the module will announce the form of the examination at the beginning of the spring semester.		

	The grade for the module is computed out of the (arithmetic) average ECTS points of all graded partial examinations.
Lecturer/person responsible for module	Prof. Dr. Friedemann Kainer
Duration of module	1 year, Start: spring semester
Cycle of curriculum	spring semester: Individual Employment Law, Case Study fall semester: Collective Employment Law, Social Security Law
Language	German
Grade	graded
Range of application	M.Sc. MMM

4.14.2 Elective Module Commercial Law, Corporate and Partnership Law

In this elective, students can choose the following combinations: lecture Stock Corporation Law and/or the lecture Corporate Law collecting 2, 4, 6, or 8 ECTS or a total of 20 ECTS by choosing all course listed here.

Module: Commercial Law and Corporate and Partnership Law			
Contents: Commercial Law, Corporate and Partnership Law, Stock Corporation Law, Corporate Law.			
Educational and Qualification Objectives: Students know basic terms and principals of the German Commercial and Partnership Law, including Corporate Law. They will analyze facts of a case from this area and develop legal solutions.			
Prerequisites:			
Formal: -			
Recommended: Basic knowledge of civil law.			
Courses	Hours per week	Self-study	ECTS
Lecture Commercial Law	3	ca. 7	5
Lecture Corporate and Partnership Law	3	ca. 7	5
Tutorial Commercial Law/ Corporate and Partnership Law	2	ca. 2	2
Lecture Stock Corporation Law	2	ca. 4	4
Lecture Corporate Law	1	ca. 5	2

Lecture Transformation Law	2	ca. 2	2
Total ECTS for module:			max. 20
Form and extent of examination	Commercial, Corporate and Partnership Law (Lecture & Exercise): Two out of four exams in the tutorial for Commercial, Corporate and Partnership Law must be passed. Stock Corporation, Corporate and Transformation Law (Lecture): oral exams		
Lecturer/person responsible for module	Prof. Dr. Carsten Schäfer		
Duration of module	Depends on the individual student's study plan		
Cycle of curriculum	Fall semester: Commercial Law, Corporate Law Spring semester: Stock Corporation Law, Corporate Law, Tutorial Commercial Law, Corporate and Partnership Law, Transformation Law		
Language	German		
Grade	graded		
Range of application	M.Sc. MMM		

4.14.3. Elective Module Law of Financial Services

You can sign up for this elective as a whole. It measures 16 ECTS.

Module: Law of Financial Services			
Course content: Laws pertaining to capital market, Private Insurance Law I (Law of Insurance Contract), Banking Law, Private Insurance Law II (Insurance Company Law, Insurance Control Law).			
Educational Objectives: Students are familiar with basic – German and European – legal regulations of banking/capital markets/Insurance Law. They know the special meaning of 'General Terms and Conditions' and the jurisprudence of the supreme court in that field.			
Prerequisites:			
Formal: -			
Recommended: Basic knowledge of civil law.			
Courses and course structure:	Hours per week	Self-study	ECTS
Lecture Capital Market Law	2	ca. 6	4
Lecture Private Insurance Law I (law of insurance contract)	2	ca. 6	4

Lecture Banking Law	2	ca. 6	4
Lecture Private Insurance Law II (Insurance Company Law, Insurance Control Law - German and International)	2	ca. 6	4
Total ECTS for module:			16
Form and extent of examination	Partial examinations: There will be an oral exam in every course at the end of the semester. The grade for the module is computed out of the (arithmetic) average ECTS points of all graded partial examinations.		
Lecturer/responsible for module	Prof. Dr. Georg Bitter and Prof. Dr. Oliver Brand		
Duration of module	1 year, Start: Spring semester or fall semester		
Cycle of curriculum	Fall semester: Capital Market Law, Private Insurance Law II Spring semester: Banking Law, Private Insurance Law I		
Language	German		
Grade	graded		
Range of application	M.Sc. MMM		

4.14.4 Elective Module Public Business Law

You can sign up for his elective as a whole. It measures 17 ECTS.

Module: Public Business Law			
Course content: German Economic Constitutional Law, European Economic Constitutional Law, Basics of Economic Administrative Law			
Educational and Qualification Objectives: Students know the legal basics of our economic constitution and gain insight into Public Business Law including its references to European law. They broaden their knowledge in a seminar.			
Prerequisites: Formal: - Recommended: Basic knowledge of civil law.			
Courses and course structure:	Hours per week	Self-study	ECTS
Lecture (with study group) German Economic Constitutional Law	2 (+ study group = 4)	ca. 4	4

Lecture (with study group) European Economic Constitutional Law	2 (+ study group = 4)	ca. 4	4
Lecture (with study group) Basics of Economic Administrative Law	2 (+ study group = 4)	ca. 4	4
Seminar for Public Business Law	2	ca. 8	5
Total ECTS for module:			17
Form and extent of examination	Written exam (180 min.), which will test the content of the lecture and a term paper. The grade of the final exam measures 70% of the final module grade, the grade of the term paper measures 30%.		
Lecturer/person responsible for module	Prof. Dr. Thomas Puhl		
Duration of module	1 year, Start: fall semester		
Cycle of curriculum	Fall semester: German Economic Constitutional Law Spring semester: European Economic Constitutional Law, Basics of Economic Administrative Law Fall semester or spring semester (according to offering): seminar		
Language	German		
Grade	graded		
Range of application	M.Sc. MMM		

4.14.5 Elective Module Tax Law

In this elective module the students can collect 12 - 24 ECTS.

Additionally, the elective can be combined with courses of the elective module Commercial Law, Corporate and Partnership Law.

Module: Tax Law
Course content: Procedural Tax Law, Value Added Tax Law, Financial and Tax Accounting, Enterprise Tax Law, Penal Fiscal Law, European Tax Law, Inheritance Tax Law and Legal Valuation, Tax Reorganization Law, International Tax Law, Income Tax Law. Information about the course contents are available on the website of the chair: http://fetzer.jura.uni-mannheim.de/Steuerrecht/ .

Educational and Qualification Objectives:			
In addition to the modules in Business Taxation offered by the Areas Accounting and Taxation, students are familiar with basic regulations of Procedural Tax Law and the treated special tax laws. They are able to apply these regulations on facts of a case, taking the judicial methodology into account.			
Prerequisites:			
Formal: -			
Recommended: It is helpful to also enroll in the modules TAX 510 and 520 (respectively 530).			
Courses and course structure:	Hours per week	Self-study	ECTS
Procedural Tax Law (Fall semester)	2	ca. 6	4
Value Added Tax Law (Fall semester)	2	ca. 6	4
Financial and Tax Accounting (Fall semester)	2	ca. 6	4
Advanced Enterprise Tax Law (Fall semester)	2	ca. 6	4
Penal Fiscal Law (Fall semester)	2	ca. 6	4
European Tax Law (Fall semester, no offer in fall 2017!)	2	ca. 6	4
Inheritance Tax Law and Legal Valuation (Spring semester)	2	ca. 6	4
Tax Reorganization Law (Spring semester)	2	ca. 6	4
International Tax Law (Spring semester)	2	ca. 6	4
Enterprise Tax Law (Spring/Fall semester)	2	ca. 6	4
Income Tax Law (Spring semester)	2	ca. 10	6
Total ECTS for module:			12-24
Form and extent of examination	There is a written exam (90 min.) in every course, which can be substituted for an oral exam of 15 min. per candidate (according to the decision of the examining committee).		
Lecturer/person responsible for module	Prof. Dr. Thomas Fetzer		
Duration of module	1 year, Start: spring semester or fall semester		
Cycle of curriculum	Spring semester: Inheritance Tax Law and Legal Valuation, Tax Reorganization Law, International Tax Law, Enterprise Tax Law, Income Tax Law Fall semester: Procedural Tax Law, Value Added Tax Law, Financial and Tax Accounting, Penal Fiscal Law, European Tax Law (subject to alterations)		
Language	German		

Grade	graded
Range of application	M.Sc. MMM, LL.M.

4.14.6 Elective European and International Business Law

In this elective module students can collect up to 15 ECTS. A variety of courses taught in English is offered, of which students choose between two and five. Please register with Mrs. Meta Geisbüsch (mcbl@uni-mannheim.de).

Module: Elective European and International Business Law			
Course content: You find the Course content of each course at the module catalog of the Master of Comparative Business Law: https://www.jura.uni-mannheim.de/studium/master-of-comparative-business-law/mannheim-track/			
Educational and Qualification Objectives: You find the Educational and Qualification Objectives of each course at the module catalog of the Master of Comparative Business Law: https://www.jura.uni-mannheim.de/studium/master-of-comparative-business-law/mannheim-track/			
Prerequisites: Formal: - Recommended: Basic knowledge of civil law and public law			
Courses and course structure:	Hours per Week	Self-study	ECTS
European Market Freedoms (HWS)	2	ca. 4	3
European Competition Law (HWS)	2	ca. 4	3
International Trade Law (FSS)	2	ca. 4	3
International Business Transaction (FSS)	2	ca. 4	3
Law & Economics (FSS)	2	ca. 2	2
Total ECTS for module:			5-15
Form and extent of examination	There will be a written exam in every course at the end of the semester. Oral exams are possible.		
Lecturer/person responsible for module	Meta Geisbüsch (mcbl@uni-mannheim.de)		
Duration of module	flexible		
Cycle of curriculum	Spring and Fall Semester		
Language	English		
Grade	graded		
Range of application	M.Sc. MMM, M.C.B.L.		

5. Master's Thesis

Module: Master Thesis		
Contents: Students work independently on a research topic from the field of their specialized area. Students identify a relevant research problem, conduct a thorough review of relevant literature, and apply an appropriate methodological approach to develop a solution using academic methods.		
Learning outcomes: Students are able to identify a problem and independently come up with a solution using academic methods. In particular, students are capable to find, analyze, evaluate, select and integrate high-quality information using various sources. The students can structure and write a scientific research work and have an in-depth knowledge in their specialized area.		
Prerequisites: Formal: Prerequisites for every single chair are listed at the end of the Module Catalog Recommended: -		
Obligatory registration: -	Further Information on the registration: Websites of the chairs	
Courses	Hours per week	Self-study
-	-	-
ECTS in total		24
Form of assessment	Master Thesis (preparation time: 4 months)	
Preliminary course work	-	
Lecturer/Person in charge	Respective Supervisors	
Duration of module	1 semester	
Offering	Spring & Fall Semester	
Language	German or English	
Program-specific educational goals	LG 5	
Grade	graded	
Range of application	M.Sc. MMM	

This section gives an overview over the prerequisites for writing a Master's Thesis at the Chairs of Business Administration.

5.1. Area „Accounting and Taxation“

Chair	Prerequisites for the Master's Thesis
<p>Prof. Dr. Jannis Bischof Chair of Business Administration & Accounting /</p> <p>Prof. Dr. Holger Daske Chair of Accounting & Capital Markets /</p> <p>Jun.-Prof. Reeyarn Zhiyang Li Assistant Professor of Accounting & Taxation /</p> <p>Prof. Dr. Dirk Simons Chair of Business Administration & Accounting /</p> <p>Prof. Dr. Jens Wüstemann Chair of Business Administration, Accounting & Auditing</p>	<p>ACC 750</p> <p>Acceptance of other seminars upon individual agreement in specific circumstances.</p> <p>If you already passed a seminar from the accounting area before fall 2019, the prerequisites of the module catalog 2018 are applicable for you.</p>
<p>Prof. Dr. Stefan Reichelstein Chair of Business Administration /</p> <p>Jun.-Prof. Dr. Nikolas Wölfig Assistant Professor of Accounting /</p>	<p>ACC 750</p> <p>If you already passed a seminar from the accounting area before fall 2019, the prerequisites of the module catalog 2018 are applicable for you.</p> <p>Acceptance of seminars from other chairs possible after consulting Prof. Dr. Stefan Reichelstein / Jun.-Prof. Dr. Nikolas Wölfig</p>

Chair	Prerequisites for the Master's Thesis
Prof. Dr. Philipp Dörrenberg Chair of Business Administration and Taxation	TAX 730 (Acceptance of seminars from other chairs after consulting Prof. Dr. Christoph Spengel / Prof. Dr. Philipp Dörrenberg)
Prof. Dr. Christoph Spengel (Chair of International Taxation) / Prof. Dr. Katharina Nicolay (Assistant Professor of Accounting & Taxation, especially Business Taxation)	TAX 730 (Acceptance of seminars from other chairs after consulting Prof. Dr. Christoph Spengel / Prof. Dr. Philipp Dörrenberg)
Prof. Dr. Johannes Voget Chair of Taxation & Finance	CC 502, according to prior agreement

5.2. Area „Banking, Finance, and Insurance“

Chair	Prerequisites for the Master's Thesis
Prof. Dr. Peter Albrecht Chair of Risk Theory, Portfolio Management & Insurance	<p>Option 1: Allocation via the chair</p> <p>FIN 560 <u>and</u> FIN 760 <u>or</u> FIN 561 <u>and</u> FIN 760 <u>or</u> FIN 660 <u>and</u> FIN 760</p> <p>Option 2: Allocation via the coordinated allocation process of the Finance area</p> <p>FIN 5XX and one seminar from the Finance area</p>
Prof. Ernst Maug, Ph.D. Chair of Corporate Finance	FIN 5XX <u>and</u> one seminar from the Finance area
Prof. Dr. Alexandra Niessen-Ruenzi Chair of Corporate Governance	

Prof. Dr. Stefan Ruenzi Chair of International Finance	
Prof. Dr. Oliver Spalt Chair of Finance and Financial Institutions	
Prof. Dr. Erik Theissen Chair of Finance	
Prof. Dr. Martin Weber Senior Professorship of Finance & Banking	

5.3. Area „Information Systems“

Chair	Prerequisites for the Master's Thesis	
Prof. Dr. Christian Becker (Chair of Information Systems II) / Prof. Dr. Armin Heinzl (Chair of General Management and Information Systems I) / Prof. Dr. Hartmut Höhle (Chair of Enterprise Systems)	IS 7XX	<p>Any one of the seminar modules IS 702, IS 712, IS 722, IS 742, IS 751 is accepted at any one of the IS chairs. However, it is recommended to write the Master thesis at the same chair at which the seminar module was taken. This allows for an early integration into the respective research and work projects of the chair.</p> <p>Seminars from other areas may be accepted if the supervising professor confirms how it fits to the area of Information Systems.</p>

5.4. Area „Management“

Chair	Prerequisites for the Master's Thesis
Prof. Dr. Torsten Biemann Chair of Business Administration, HRM & Leadership	MAN 640 <u>and</u> MAN 741/742 <u>or</u> MAN 641 <u>and</u> MAN 741/742 <u>or</u> MAN 642 <u>and</u> MAN 741/742 <u>or</u> MAN 644 <u>and</u> MAN 741/742 <u>or</u> MAN 645 <u>and</u> MAN 741/742 <u>or</u>

	MAN 646 <u>and</u> MAN 741/742 <u>or</u> MAN 647 <u>and</u> MAN 741/742 <u>or</u> MAN 648 <u>and</u> MAN 741/742 <u>or</u> MAN 649 <u>and</u> MAN 741/742 Other seminars could be accepted in exceptional cases.
Prof. Dr. Matthias Brauer Chair of Strategic & International Management	MAN 654 <u>and</u> MAN 750 <u>or</u> MAN 655 <u>and</u> MAN 750 <u>or</u> MAN 656 <u>and</u> MAN 750 <u>or</u> MAN 657 <u>and</u> MAN 750
Prof. Dr. Laura Marie Edinger-Schons Chair of Corporate Social Responsibility	MAN 761 Other seminars could be accepted in exceptional cases.
Prof. Dr. Bernd Helmig Chair of Business Administration, Public & Nonprofit Management	MAN 617 <u>and</u> MAN 710/711/712 <u>or</u> MAN 619 <u>and</u> MAN 710/711/712 <u>or</u> MAN 637 <u>and</u> MAN 710/711/712 <u>or</u> MAN 674 <u>and</u> MAN 710/711/712 <u>or</u> MAN 675 <u>and</u> MAN 710/711/712 <u>or</u> MAN 676 <u>and</u> MAN 710/711/712 <u>or</u> MAN 679 <u>and</u> MAN 710/711/712 <u>or</u> MAN 680 <u>and</u> MAN 710/711/712
Prof. Dr. Karin Hoisl Chair of Organization & Innovation	MAN 690 <u>and</u> MAN 721 <u>or</u> MAN 691 <u>and</u> MAN 721 <u>or</u> MAN 692 <u>and</u> MAN 721 <u>or</u> MAN 693 <u>and</u> MAN 721 <u>or</u> MAN 658 <u>and</u> MAN 721
Prof. Dr. Michael Woywode Chair of Small & Medium Sized Enterprises & Entrepreneurship	MAN 630 <u>and</u> MAN 770 <u>or</u> MAN 631 <u>and</u> MAN 770 <u>or</u> MAN 632 <u>and</u> MAN 770 <u>or</u> MAN 633 <u>and</u> MAN 770 Other seminars could be accepted in exceptional cases.

5.5. Area „Marketing and Sales“

Chair	Prerequisites for the Master's Thesis
<p>Prof. Dr. Dr. h.c. mult. Christian Homburg (Chair of Business-to-Business Marketing, Sales & Pricing) /</p> <p>Prof. Dr. Florian Kraus (Dr. Werner Jackstädt Endowed Chair of Sales & Services Marketing) /</p> <p>Prof. Dr. Sabine Kuester (Chair of Marketing & Innovation) /</p> <p>Prof. Dr. Florian Stahl (Chair of Quantitative Marketing & Consumer Analytics)</p>	<p>MKT 510 (or Bachelor Course Marketing Fundamentals MKT 301) and MKT 520 (parallel attendance possible) and MKT 7X0</p> <p>Any one of the seminar modules MKT 710, MKT 720, MKT 730 and MKT 740 entitles students to write their Master thesis at any one of the Marketing departments. However, it is recommended to write the Master thesis at the same department at which the seminar module was taken. This allows for an early integration into the respective research and work projects at the department.</p>

5.6. Area „Operations Management“

Chair	Prerequisites for the Master's Thesis
<p>Prof. Dr. Christoph Bode (Endowed Chair of Procurement) /</p> <p>Prof. Dr. Moritz Fleischmann (Chair of Logistics & Supply Chain Management) /</p> <p>Prof. Dr. Cornelia Schön (Chair of Service Operations Management) /</p>	<p>At least one module OPM 6XX <u>and</u> OPM 701 <u>or</u> at least one module OPM 6XX <u>and</u> OPM 761 <u>or</u> at least one module OPM 6XX <u>and</u> OPM 781 <u>or</u> as least one module OPM 6XX <u>and</u> OPM 791 <u>or</u> as least one module OPM 6XX <u>and</u> OPM 792 <u>or</u> an equivalent module within an exchange program <u>and</u> OPM 701//761/781/791/792</p> <p>The Area Operations Management recommends that the seminar and the Master's Thesis are written at the same chair. However, seminars from another chair within the area are accepted.</p>

Prof. Dr. Raik Stoltetz (Chair of Production Management)	
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5.7. Elective

The Master's Thesis can be written in an elective if the thesis includes business-related aspects.