

Module Catalog

„Mannheim Master in Management“

(M.Sc.)

University of Mannheim

(Last update: 11.02.2016)

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:

- Empirical methods – Students understand the underlying logic of scientific empirical studies. They have the necessary skills to conduct basic empirical research projects and interpret their results. (LG 1)
- Analyzing and solving decision problems – Students are familiar with methods of rational decision making and know the differences between normative and descriptive decision analysis. (LG 2)
- Corporate Social Responsibility – Students are able to deal with ethical questions in business. (LG 3)
- Global understanding – Students have a global understanding of business. (LG 4)
- Application of knowledge and basic research skills – Students are able to apply and adapt knowledge to solve an unfamiliar problem in a specialized field in business. They are able to apply basic research methods. (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	G ⁴	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. Regular Course Offer

3.1.1. Area “Accounting and Taxation“

Level 500 courses

No. of module	Name of module	ECTS	HWS	FSS
ACC 511	Group Accounting	6	E	
ACC 512	Financial Accounting	6		G
ACC 513	Group Accounting in Practice	4	G	G
ACC 515	IFRS Reporting and Capital Markets	6		E
ACC 531	Company Valuation	6	G	

¹ HWS: fall semester

² FSS: spring semester

³ E: language of instruction: English

⁴ G: language of instruction: German

ACC 532	Security Valuation & Financial Statement Analysis	6		E
TAX 510	Basics of Business Taxation	6	G	
TAX 520	Taxation of Companies	6	G	
TAX 521	Case Studies in Company Taxation	4		G
TAX 530	Taxation of Businesses and Individuals	6	E	
ACC/TAX550	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	G	
ACC 623	Accounting Theory	6	E	
ACC 624	Company Valuation Practice	8		G
ACC 630	Integrated Controlling 1	4	G	
ACC 631	Integrated Controlling 2	4		G
ACC 635	Value based Risk-Controlling and -Management in Banking	4	G	
ACC 636	Case Studies in the context of Value based Risk-Controlling and -Management in Banking	4		G
TAX 610	International Business Taxation (German)	6		G
TAX 611	Case Studies in International Company Taxation	4	G	
TAX 630	International Business Taxation (English)	6		E
TAX 650	European Business Taxation	4		E
TAX 660	Tax Planning	6	G	
TAX 670	International Tax Planning	6	E	

Level 700 courses

No. of module	Name of module	ECTS	HWS	FSS
ACC 712	Master-Colloquium Prof. Simons	-	G/E	G/E

ACC 714	Master-Colloquium Prof. Wüstemann	-	G/E	G/E
ACC 761	Seminar in Accounting and Capital Markets	6	G/E	G/E
ACC 762	Master-Colloquium Prof. Daske	-	G/E	G/E
TAX 730	Seminar in Business Taxation	6	G/E	G/E
TAX 740	Master-Colloquium	-	G/E	G/E

3.1.2. Area “Banking, Finance, and Insurance“

Level 500 courses

No. of module	Name of module	ECTS	HWS	FSS
FIN 500	Investments	6	E	
FIN 520	Banking	12	G	
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 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 620	Behavioral Finance	6		E
FIN 630	Corporate Governance	6	E	
FIN 640	Corporate Finance II (Mergers, Acquisitions and Divestitures)	10		E

Level 700 courses

No. of module	Name of module	ECTS	HWS	FSS
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FIN 703	Seminar „Financial Markets“	6	G/E	G/E
FIN 704	Colloquium „Financial Markets“	-	G/E	G/E
FIN 720	Seminar in Banking and Behavioral Finance	6	G/E	G/E
FIN 721	Master-Colloquium in Banking and Behavioral Finance	-	G/E	G/E
FIN 740	Seminar in Corporate Finance	6		(E)
FIN 760	Seminar in Seminar in Risk Management and Insurance	6	G	G
FIN 761	Master Colloquium in Insurance	-	G	G
FIN 780	Seminar in Asset Management & International Finance	6	E	E
FIN 781	Master-Colloquium in Asset Management & International Finance	-	E	E

3.1.3. Area “Information Systems“

Level 500 courses

No. of module	Name of module	ECTS	HWS	FSS
IS/MAN 500	Information Systems in Organizations	6		E
IS 510	Process Management	6		E
IS 511	Information Resource Management	6		E
IS 540	Management of Enterprise Systems	6	E	
IS 541	Methods and Theories in Information Systems	6		E
IS 553	System Software	6	E	
IS 554	Computational Thinking	8	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 Management Support Systems	6	E	
IS 613	Applied Project in Design Thinking and Lean	6	E	

	Software Development			
IS 614	Corporate Knowledge Management	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 711	Master-Colloquium Prof. Heinzl	-	E	E
IS 712	Seminar Prof. Heinzl	6	E	E
IS 721	Master-Colloquium Prof. Becker	-	E	E
IS 722	Seminar Trends in Distributed Systems	6	E	E
IS 741	Master-Colloquium Prof. Mädche	-	E	E
IS 742	Seminar Prof. Mädche	6	E	E
IS 751	E-Government Adoption	6	E	

3.1.4. Area “Management“

Level 500 courses

No. of module	Name of module	ECTS	HWS	FSS
IS/MAN 500	Information Systems in Organizations	6		E
MAN 550	International Course – Management	x	x	x

Level 600 courses

No. of module	Name of module	ECTS	HWS	FSS
MAN 630	Introduction to Entrepreneurship	6	E	
MAN 632	Advanced Entrepreneurship	6		E
MAN 645	Leadership and Motivation	6	E	
MAN 646	HR Analytics	6	G	
MAN 647	Strategic and International Human Resource Management	6		E

MAN 648	Incentives and Performance	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 690	Innovation Management	6		E
MAN 691	Selected Topics in Organizational Behavior	4		E

Level 700 courses

No. of module	Name of module	ECTS	HWS	FSS
MAN 721	Research Seminar Organization and Innovation	6	G/E	G/E
MAN 741	Research Seminar on Human Resource Management and Leadership	6	G/E	G/E
MAN 750	Seminar Corporate Strategy & Governance	6	E	E
MAN 761	CSR Research Seminar	6	E	E
MAN 770	Research Seminar	6	G/E	G/E

3.1.5. Area “Marketing“

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	E
MKT 540	Marketing Strategy	8	E	
MKT 545	Customers, Markets and Firm Strategy	6		E
MKT 560	Services Marketing	4	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	4	E	
MKT 612	Business-to-Business-Marketing	2	E	
MKT 614	Communication Management	2		E
MKT 621	Global Marketing	4	E	E
MKT 622	Country Manager	2	E	E

Level 700 courses

No. of module	Name of module	ECTS	HWS	FSS
MKT 710	Research Seminar	6	G/E	G/E
MKT 720	Marketing Seminar	6	G/E	G/E
MKT 730	Marketing Seminar Prof. Kuester	6	G/E	G/E
MKT 740	Research Seminar	6	E	E

3.1.6. 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		G
OPM 504	Transportation II - Aviation	4	G	
OPM 561	Lean Production Management	6	E	
OPM 581	Service Operations Management	6		E
OPM 582	Case Studies in Service Operations Management	6	E	
OPM 583	Decision-making with Limited Information	4		E
OPM 591	Strategic Procurement	6	E	
OPM 599	Procurement Governance and Compliance	4		E

OPM 550	International Course – Operations Management	x	x	x
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Level 600 courses

No. of module	Name of module	ECTS	HWS	FSS
OPM 601	Supply Chain Management	6		E
OPM 660	Simulation of Manufacturing Systems	4		E
OPM 661	Robust Planning in Stochastic Manufacturing Systems	6		E
OPM 662	Modeling and Optimization of Operations Scheduling	8	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	6	G/E	G/E
OPM 702	Master-Colloquium	-	G/E	G/E
OPM 761	Research Seminar Production Management	6	G/E	G/E
OPM 762	Master Colloquium Production Management	-	G/E	G/E
OPM 763	Basics of scientific writing for final theses	-	G/E	G/E
OPM 765	Introduction to scientific writing and presentation for term papers	-	G/E	G/E
OPM 781	Research Seminar Service Operations	6	G/E	G/E
OPM 782	Master Colloquium Service Operations	-	G/E	G/E
OPM 783	Operations Research Lab for Thesis Work	-	G/E	G/E
OPM 790	Master Colloquium Procurement	-	G/E	G/E

3.2. Changing Course Offer

3.2.1. Area “Accounting and Taxation“

Level 500 courses

No. of module	Name of module	ECTS	HWS	FSS
ACC 514	International Financial Reporting & Analysis	4	(E)	
ACC 516	DCF and residual income as valuation devices	6	(G)	
ACC 571	Instruction to Auditing	4	G	
ACC 572	Quality and Risk Management in Auditing Practice	4		G
ACC 573	Selected Issues in IFRS Accounting	4	G	

Level 600 courses

No. of module	Name of module	ECTS	HWS	FSS
ACC 621	Earnings Management	8		E
ACC 626	Transaction Accounting	4		G
ACC 627	Case Studies “Consulting in financial services”	8	G	G
ACC 671	Audit Theory	6		E
ACC 672	Corporate Governance Theory	6	(G) ⁵	
ACC 674	Disclosure Theory	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 711	Seminar	6	G/E	G/E
ACC 713	Seminar	6	G/E	G/E

3.2.2. Area “Banking, Finance, and Insurance“

Level 600 courses

No. of module	Name of module	ECTS	HWS	FSS
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⁵ (): Please check on the Chair's website whether the course is actually offered during the semester as planned.

FIN 603	Empirical Finance	8		E
FIN 660	Quantitative Risk Management	4	G	G
FIN 681	Derivatives II – Advanced Pricing and Risk Management Applications	6	(E)	
FIN 682	International Asset Management	6		E

Level 700 courses

No. of module	Name of module	ECTS	HWS	FSS
FIN 731	Seminar Experimental Finance	6		E
FIN 750	Seminar in Financial Systems and Development Financ	6		D/E

3.2.3. Area “Information Systems“

Level 500 courses

No. of module	Name of module	ECTS	HWS	FSS
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Level 600 courses

No. of module	Name of module	ECTS	HWS	FSS
IS 615	Design Thinking and Lean Development in Enterprise Software Development	6	E	

3.2.4. Area “Management“

Level 600 courses

No. of module	Name of module	ECTS	HWS	FSS
MAN 619	Nonprofit Marketing	4		E
MAN 631	Creativity and Entrepreneurship in Practice	6	E	
MAN 635	Social Entrepreneurship: Targeting Social Capital through Ecopreneurship	6	E	
MAN 636	International Entrepreneurship and Managing Change	6		E

MAN 653	Strategic Innovation Management	6	E	
MAN 674	Current Issues in Public Management	4	E	
MAN 675	Selected Challenges in Nonprofit Management	6		E
MAN 676	Selected Challenges in Public Management	6		G

Level 700 courses

No. of module	Name of module	ECTS	HWS	FSS
MAN 710	Research Seminar Public & Nonprofit Management	6	G/E	
MAN 711	Research Seminar “Doing Qualitative Research in Public & Nonprofit Management”	6		G/E

3.2.5. Area “Marketing“

Level 600 courses

No. of module	Name of module	ECTS	HWS	FSS
MKT 613	Negotiation Management	2	G	
MKT 632	Value-Based Marketing	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	

3.2.6. Area “Operations Management“

Level 500 courses

No. of module	Name of module	ECTS	HWS	FSS
OPM 544	Advanced Planning in Supply Chains	4	E	
OPM 545	Cases on Current Issues in Supply Chain Management	4		E
OPM 565	Integrated New Product Development	4		G

Level 700 courses

No. of module	Name of module	ECTS	HWS	FSS
OPM 741	Applied Seminar Supply Chain Management	6		G/E
OPM 791	Research Seminar Procurement	6	E	
OPM 792	Applied Seminar Procurement	6		G/E

3.3. 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).

Accounting and Taxation**Level 800 courses**

ACC 801	Applied Methods & Tools in Accounting and Finance	8
ACC 802	Analytical Accounting Research	8
TAX 801	Business Taxation	8

Level 700 courses

E 700	Mathematics for Economists	6
E 701	Advanced Microeconomics	8

Finance**Level 800 courses**

FIN 801	Discrete-Time Finance	8
FIN 802	Continuous-Time Finance	8
FIN 803	Corporate Finance	8

Level 700 courses

E 700	Mathematics for Economists	6
E 701	Advanced Microeconomics	8

Management

Level 800 courses

MAN 801	Advances in Entrepreneurship and Management Research.	8
MAN 802	Fundamentals of Non-Profit Management Science	8
MAN 803	Applied Econometrics in Management and Entrepreneurship Research	8
MAN 804	Advances in Strategic Management	8

Level 700 courses

E 700	Mathematics for Economists	6
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Marketing**Level 800 courses**

MKT 801	Fundamentals of Marketing Research	8
MKT 802	Marketing Theories	8
MKT 803	Consumer Behavior	8

Level 700 courses

E 700	Mathematics for Economists	6
E 701	Advanced Microeconomics	8

Operations and Information Systems**Level 800 courses**

OPM 801	Optimization and Heuristics	8
OPM 802	Dynamic and Stochastic Models in Supply Chain Research	8
OPM 803	Selected Topics in Nonlinear Optimization	8
OPM 806	Empirical Research in Operation Management	8
IS 801	Fundamentals of Design Science Research	8

Level 700 courses

E 700	Mathematics for Economists	6
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4. Elective

4.1. Business Education

Educational Management	12
Special Subject	4/8

4.2. Computer Science

Computer Science I	8
Computer Science II	8
Algorithms und Data Structures	8
Database Systems I	8

4.3. Business Law

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

4.4. Politics

Einführung in die Politikwissenschaft	6
Einführung in die Politische Soziologie	6
Einführung in die Internationalen Beziehungen	6
Einführung in die Vergleichende Regierungslehre	6

4.5. Mathematics

Analysis I	10
Analysis II	10
Linear Algebra I	9
Linear Algebra II	9

4.6. Psychology

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

4.7. English and American Studies

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

4.8. German Studies

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

4.9. Romance Studies

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

4.10. History

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

4.11. Philosophy

Ethics, Society, Economy	16
History of Philosophy	16

4.12. Sociology

Sociology A	18
Sociology B	18

4.13. Economics

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

4.14. Theology

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 decision trees and decision matrices.			
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 behavioral findings that conflict with the prescriptive methods.			
Prerequisites: Required: none Recommended: Every student participating in this course should have completed the 2-semester finance module of the Mannheim Bachelor program (or equivalent courses). The lecture generally assumes basic knowledge in mathematics (calculus, optimization) and statistics (mean, variance, standard deviation).			
Obligatory registration: yes for the exercise class		Further information on registration: Portal2	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6
Form of assessment	Final exam (90 min., 80%) Case study (20%)		
Lecturer/Person in charge	Prof. Dr. Irem Demirci		
Duration of module	1 semester		
Offering	Fall semester and Spring semester		
Language	English		
Program-specific educational goals	LG 2, LG 4		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., M.Sc. Business Mathematics		

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: <ul style="list-style-type: none"> • 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: Required: 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	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6
Form of assessment	Written exam (90 minutes)		
Lecturer/Person in charge	Anna Raute, Ph.D.		
Duration of module	1 semester		
Offering	Fall semester		
Language	English		
Program-specific educational goals	LG 1, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education		

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: <ul style="list-style-type: none"> - 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: Required: do not take Module CC 502 Recommended: none			
Obligatory registration: no		Further information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	1	3	2
ECTS in total			6
Form of assessment	Written exam of 90 minutes		
Lecturer/Person in charge	Prof. Dr. Arnd Vomberg		
Duration of module	1 Semester		
Offering	Fall semester and Spring semester		
Language	German in Fall semester; Spring semester English		
Program-specific educational goals	LG 1		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, M.A: K&W		

Module: CC 504 Corporate Social Responsibility			
Contents: The lecture deals with the topic “Corporate Social Responsibility” (CSR) and its related backgrounds. The focus is on the discussion about the relation between profits and responsibility. For this purpose, theoretical CSR foundations as well as practical CSR competencies are imparted. It is presented that CSR is an investment in the conditions of long-term business success. One of the central questions is how CSR can be managed under competitive pressure. Managerial challenges in the field of CSR are illustrated by case studies.			
Learning outcomes: The lecture sensitizes participants for 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. The imparted competencies allow students to structure and to handle ethical challenges in management.			
Prerequisites: Required: none Recommended: none			
Obligatory registration: no		Further information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
ECTS in total			4
Form of assessment	Written examination (60 min.)		
Lecturer/Person in charge	Dr. Laura Marie Schons		
Duration of module	1 Semester		
Offering	Fall semester and Spring semester		
Language	English		
Program-specific educational goals	LG 3, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, 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: <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: Required: None Recommended: Knowledge of introductory microeconomics at bachelor level			
Obligatory registration: no		Further information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6
Form of assessment	Written exam (90 minutes)		
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		
Range of application	Mannheim Master in Management, M.Sc. Business Education		

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: <ul style="list-style-type: none"> • 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: Required: None Recommended: Knowledge of introductory microeconomics at bachelor level, BE 510			
Obligatory registration: no		Further information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6
Form of assessment	Written exam (90 minutes)		
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	Spring semester		
Language	English		
Program-specific educational goals	LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education		

3. Business Administration

In what follows, you find the core 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. Furthermore, there are additional changing modules you can attend which can be found in the 'Varying Course Offer' in chapter 3.2. 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 thesis.

3.1. Regular Course Offer

3.1.1. Area “Accounting and Taxation“

Module: ACC 511 Group Accounting			
Contents: The course covers the preparation and interpretation of consolidated financial statements based on IFRS and German GAAP. All consolidation and elimination entries necessary to combine the separate balances and to eliminate the inter company transactions are introduced. In addition, models explaining the occurrence of groups from an economic perspective and the effects of international accounting harmonization on the efficiency of capital markets are 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: Required: none Recommended: <ul style="list-style-type: none">• Thorough understanding of financial statements and underlying accounting rules and accounting theory,• Knowledge of accounting and measurement principles,• Principles of book keeping.			
Obligatory registration: no		Further information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6
Form of assessment	Written exam (90 min.) or oral exam		
Lecturer/Person in charge	Prof. Dr. Dirk Simons		

Duration of module	1 semester
Offering	Fall semester
Language	English
Program-specific educational goals	LG 4, LG 5
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., LL.M., M.Sc. Econ.

Module: ACC 512 Financial Accounting			
Contents: After an overview of the concept and system of German GAAP, the course describes the capitalization, passivation and valuation norms of the system. In the exercise class, the norms are discussed by means of case studies.			
Learning outcomes: Students are able to describe and critically analyze the capitalization, passivation and valuation norms of German GAAP. They can apply these norms to an accounting problem.			
Prerequisites: Required: none Recommended: Bachelor-knowledge of financial accounting			
Obligatory registration: no		Further information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6
Form of assessment	Solving and presenting a case study, 30%; written exam (60 min.), 70% To pass the overall module, each examination must be separately evaluated with a minimum grade of 4,0		
Lecturer/Person in charge	Prof. Dr. Jens Wüstemann		
Duration of module	1 semester		
Offering	Spring semester		
Language	German		
Program-specific educational goals	LG 2, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., LL.M.		

Module: ACC 513 Group Accounting in Practice			
Contents: The course complements 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. Finally, the steps and achievements of the business combination project, a joint project of IASB and FASB, are presented. The course is enriched by discussions on the latest changes in accounting regulations with respect to consolidated financial statements, e.g. the consolidation of special purpose entities.			
Learning outcomes: Students learn to see consolidation from a company law perspective and are able to evaluate consolidation form a normative point of view. Furthermore, students are able to compare and evaluate accounting regulations, especially with respect to subsequent measurement of goodwill.			
Prerequisites: Required: none Recommended: <ul style="list-style-type: none"> Principles of group accounting and profound knowledge of accounting under German GAAP, German Tax Code and IFRS, Principles of book keeping, Interest in issues arising from company law specifications. 			
Obligatory registration: no		Further information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
ECTS in total			4
Form of assessment	Written exam (45 min.) or oral exam		
Lecturer/Person in charge	Prof. Oser / Prof. Dr. Dirk Simons		
Duration of module	1 semester		
Offering	Fall semester and Spring semester		
Language	German		
Program-specific educational goals	LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., LL.M., M.Sc. Econ.		

Module: ACC 515 IFRS Reporting and Capital Markets

Contents:

Key element of the lecture is the analysis of relevant IFRS standards against the background of their informational impact on the capital market. Therefore, we will shortly discuss the internationalization of accounting, the relevance of IFRS in this context and the effect of internationalization and IFRS on capital markets. After this introduction we will touch highly important aspects of accounting – e.g. revenue recognition, recognition and measurement of assets or financial instruments. We will also have an insight into the basics of group accounting. All accounting topics discussed will be analyzed with respect to their capital market relevance. We will illustrate the effects using current accounting practices of multinational entities, go into major findings in research concerning the link between accounting and capital markets' effects and apply the knowledge in case studies discussed and solved in seminar classes. The schedule will be concluded by an assessment of the importance of accounting for corporate governance and controlling (inside perspective) and capital-market-oriented financial statement analysis (outside perspective).

Learning outcomes:

By the end of the module students should

- 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,
- understand the main IFRS accounting rules and their implication on an entity's financial statement,
- be able to analyze a financial statement from an inside and an outside view,
- demonstrate orally and in writing their comprehension in the solution of case studies.

Prerequisites:

Required: none

Recommended: Bachelor-knowledge of financial accounting

Obligatory registration: no

Further Information on the registration:

Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Excercise class	2	2	2
ECTS in total			6

Form of assessment	Solving and presenting of a case study, 30%; written exam (60 min.), 70% To pass the overall module, each examination must be separately evaluated with a minimum grade of 4,0
Lecturer/Person in charge	Prof. Dr. Jens Wüstemann
Duration of module	1 semester
Offering	Spring semester
Language	English
Program-specific educational goals	LG 5

Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Bus. Adm., LL.M., M.Sc. Econ.
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Module: ACC 531 Company Valuation			
Contents: The course gives an overview of valuation methods and principles as well as the valuation of companies on the capital market. The course focuses on the discounted cash flow method (shareholder value-approach). In addition to the scientific theory, the implementation in praxis is discussed.			
Learning outcomes: Students are able to describe and discuss valuation methods. They can apply their theoretical knowledge of company valuation principles on case studies.			
Prerequisites: Required: none Recommended: Bachelor-knowledge of financial accounting and finance			
Obligatory registration: yes		Further information on registration: Website of the chair / “Student Portal”	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6
Form of assessment	Solving and presenting of a case study, 30%; written exam (60 min.), 70% To pass the overall module, each examination must be separately evaluated with a minimum grade of 4,0		
Lecturer/Person in charge	Prof. Dr. Jens Wüstemann		
Duration of module	1 semester		
Offering	Fall semester		
Language	German		
Program-specific educational goals	LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., LL.M.		

Module: ACC 532 Security Valuation & Financial Statement Analysis			
Contents: This course teaches advanced principals of corporate valuation and economics-based financial statement analysis. The focus of this course is thus on capital-market participants' and financial analysts' valuation methods, as well as on tools to support investment decisions. In the first part, concepts necessary to derive inputs into valuation models, such as the modelling of projected financial statements or the derivation of expected rates of returns from capital markets-based data are covered. Those inputs are then utilized to derive equity (or entity) values using either cash-flow based (DDM, FTE, WACC, APV) or earnings-based valuation models (RIV, AEG). In the second part of the class, we will introduce commonly suggested methods of financial statement analysis and put those recommendations to an economic test using available methods from the related empirical accounting and finance literature.			
Learning outcomes: The students should get an in-depth understanding of the conceptual approaches and methods available for valuing firms. 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 of implementing them in practical (computer-based) applications.			
Prerequisites: Required: none Recommended: Bachelor level knowledge of financial accounting and finance			
Note: Literature collection for self-study is provided			
Obligatory registration: no		Further information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6
Form of assessment	Written exam (90 min.)		
Lecturer/Person in charge	Prof. Dr. Holger Daske		
Duration of module	1 semester		
Offering	Spring semester		
Language	English		
Program-specific educational goals	LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Informatics, Diplom Bus. Adm., LL.M., M.Sc. Econ.		

Module: TAX 510 Basics of Business Taxation			
Contents: <ul style="list-style-type: none"> - Income tax and corporate income tax, - trade tax, - property tax, - capital transfer tax, - property transfer tax and, - value added tax. 			
Learning outcomes: <ul style="list-style-type: none"> - Students know the basics of the most important business taxes. - Students understand the structure of these taxes and are able to assess taxes in simple cases. - Most notably, students understand how income taxes, property taxes and the value added tax impact both on business decisions and on the tax burden of businesses. 			
Prerequisites:			
Required: not taken the Module 530			
Recommended: Basic knowledge of German financial accounting			
Obligatory registration: no Further information on registration:			
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6
Form of Assessment	Written exam (90 min.)		
Lecturer/Person in charge	Prof. Dr. Ulrich Schreiber		
Duration of module	1 semester		
Frequency	Fall semester		
Language	German		
Program-specific educational goals	LG 2, LG 5		
Range of Application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., LL.M., M.Sc. Econ.		

Module: TAX 520 Taxation of Companies			
Contents: <ul style="list-style-type: none"> • Taxation of sole proprietors and partnerships, • taxation of corporations, • group taxation, • taxation of hybrid legal forms, • reorganizations. 			
Learning outcomes: <ul style="list-style-type: none"> • Students understand the relevance as well as the consequences of the transparency principle and the separation principle. • Students assess the tax burden on profits as well as on shareholder compensations dependent on the legal form of the business. • Most notably, students understand and evaluate the tax planning opportunities created by business tax law. 			
Prerequisites: Required: not taken the Module 530 Recommended: TAX 510			
Obligatory registration: no		Further information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6
Form of Assessment	Written exam (90 min.)		
Lecturer/Person in charge	Prof. Dr. Ulrich Schreiber		
Duration of module	1 semester		
Frequency	Fall semester		
Language	German		
Program-specific educational goals	LG 2, LG 5		
Range of Application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., LL.M., M.Sc. Econ.		

Module: TAX 521 Case Studies in Company Taxation			
Contents: <ul style="list-style-type: none"> • Tax planning for partnerships, • Tax planning for corporations, • Real estate transfer tax, • Changes of corporate form and reorganizations, • Business acquisitions. 			
Learning outcomes: <ul style="list-style-type: none"> • 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 tax solutions. 			
Prerequisites:			
Required: none			
Recommended: Basic knowledge of company taxation			
Obligatory registration: no Further information on registration:			
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
ECTS in total			4
Form of assessment	Written exam (90 min.)		
Lecturer/Person in charge	Prof. Dr. Rogall/ Prof. Dr. Ulrich Schreiber		
Duration of module	1 semester		
Frequency	Spring semester		
Language	German		
Program-specific educational goals	LG 2, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., 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:**Required:** not taken the Modules TAX 510 and TAX 520**Recommended:** Basic knowledge of financial accounting**Obligatory registration:** no**Further information on registration:**

Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise	2	2	2
ECTS in total			6
Form of assessment	70 % Written exam (90 min.), 30 % individual assignment and group presentation		
Lecturer/Person in charge	Prof. Dr. Christoph Spengel		
Duration of module	1 semester		
Frequency	Fall semester		
Language	English		
Program-specific educational goals	LG 2, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, 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: none Required: 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		
Range of application	Mannheim Master in Management, other Master programs, depends on respective study regulations		

Module: ACC 620 Accounting for Financial Instruments & Financial Institutions			
Contents: The course addresses conceptual issues in accounting for financial instruments and by financial institutions currently discussed by standard setters (FASB, IASB) and bank regulators. It covers the discussion of the distinction between equity and financial liabilities, derecognition of financial assets, measurement of financial instruments and on the accounting for hedging transactions. Finally, risk disclosure requirements under IFRS and the Basel-Framework are discussed.			
Learning outcomes: The course aims at developing the skills to critically analyze and evaluate proposals of standard setters and regulators in the field of accounting for financial instruments and financial institutions. Students will get an in-depth understanding of the current and proposed accounting rules and understand the underlying conceptual discussions surrounding their development.			
Prerequisites: Required: none Recommended: Basic knowledge of IFRS accounting.			
Obligatory registration: no		Further information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	1	3	2
ECTS in total			6
Form of assessment	Written exam		
Lecturer/Person in charge	Prof. Dr. Holger Daske		
Duration of module	1 semester		
Offering	Fall semester		
Language	German		
Program-specific educational goals	LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., LL.M., M.Sc. Econ.		

Module: ACC 623 Accounting Theory			
Contents: The module critically examines the broader implications of financial accounting beyond the methodology and practice of accounting dealt with in the modules ACC 511 and ACC 512. The module aims at making students familiar with the most important impacts of financial reporting on capital markets, underlying economic foundations and concepts.			
Learning outcomes: By the end of the module students are able to <ul style="list-style-type: none"> • demonstrate an advanced understanding of the contribution of normative and positive accounting theory respectively to the field of accounting; • understand and demonstrate (orally or in writing) the role of accounting in the context of capital markets conditional on the information efficiency; • discuss financial reporting as contracting mechanism and its capacity to mitigate principal-agent conflicts when information asymmetries exist; • critically evaluate different measurement concepts (including their assumptions) in order to provide decision useful information to current and potential investors; • understand the economics and politics of standard setting and apply it to the special case of the European Union and the IASB; and to • demonstrate orally and in writing their comprehension in the solution of case studies 			
Prerequisites: Required: none Recommended: Bachelor-knowledge of financial accounting			
Obligatory registration: no		Further information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6
Form of assessment	Solving and presenting of a case study, 30%; written exam (60 min.), 70% To pass the overall module, each examination must be separately evaluated with a minimum grade of 4,0		
Lecturer/Person in charge	Prof. Dr. Jens Wüstemann		
Duration of module	1 semester		
Offering	Fall semester		
Language	English		
Program-specific educational goals	LG 1, LG 2, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., LL.M., M.Sc. Econ.		

Module: ACC 624 Company Valuation Practice (Case Study M&A)			
Contents: In this course offered in cooperation with KPMG four groups of three to four members simulate the M&A process of a company. The four groups represent the consultants of a bidder interested in the acquisition of the company. Competing with each other, every group seeks to prepare the best M&A concept. The case is based on an actual transaction. Hence, students are granted access to original documents.			
Learning outcomes: It is the objective of the course to familiarize students with a M&A process and to present a practical, project based company valuation. The course consists of six components.			
Prerequisites: Required: Module ACC 531 <u>or</u> Module ACC 532 <u>or</u> Modul FIN 540 <u>or</u> equivalent course (decision has to be taken individually by the chair) Recommended: not specified			
Obligatory registration: yes		Further information on registration: http://daske.bwl.uni-mannheim.de/164.html	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	6	2	4
ECTS in total			8
Form of assessment	Group work and oral examination		
Lecturer/Person in charge	Prof. Dr. Daske, Dr. Wagner		
Duration of module	1 semester		
Offering	Spring semester (minimum 9 registered participants)		
Language	German		
Program-specific educational goals	LG 3, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., LL.M., M.Sc. Econ.		

Module: ACC 630 Integrated Controlling 1 – Planning and Budgeting

Contents:

The module examines systems and instruments of corporate planning and budgeting with the focus on operative planning. The planning and budgeting systems presented have a solid theoretical background and are widely used as state of the art in corporate practice. Today they have become key elements of successfully implemented controlling systems of large and medium-sized corporations.

The integrated financial planning system for the corporate level is the first focal point of the module. This system, founded on an integrated view on financial and management accounting, is the basis for the formulation of main key performance indicator (KPI) target values based on a value based management approach.

The second focal point of the lecture are the budgeting systems for segments and profit centers below the corporate level. Besides the usual management accounting techniques, also non-monetary and market-related parameters are taken into account. This will be illustrated further by examples and case studies based on experiences in the real corporate world.

Learning Outcomes:

By attending the class, students will gain in-depth knowledge in the structure and the application of modern planning and budgeting systems. This will enable them to broaden their skills gathered in basic management accounting and controlling lectures. Furthermore, significant problematic issues in implementing planning systems in corporate practice will be shown and approaches to solving them will be presented.

Prerequisites:

Required: none

Recommended: Bachelor knowledge of management accounting

Obligatory registration:
no

Further information on registration:

Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
ECTS in total			4
Form of assessment	Written exam (60 min.)		
Lecturer/Person in charge	Prof. Dr. Dieter Truxius		
Offering	Fall Semester		
Language	German		
Program specific educational goals	LG 2, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Bus. Adm., LL.M., M.Sc. Econ.		

Modul: ACC 631 Integriertes Controlling 2 – Reporting und Performancesteuerung

Contents:

The module examines modern concepts of management accounting and controlling to arrive at a reliable performance measurement and the optimization of key performance indicators (KPI's) as well as the design of adequate management reporting systems.

Today, value based management techniques and related KPI's are increasingly used in the core areas of the controlling function. These systems are often based on an integrated view on financial and management accounting.

The basic economic elements of modern KPI concepts will be explained and their advantages as well as their limits in practical application will be illustrated by examples and case studies based on experiences in the real corporate world.

Besides well-known and widely implemented single period KPIs, also multiperiod approaches for a financially sustainable growth of companies, e.g. the Sustainable Growth Rate (SGR), will be presented. Multiperiod analyses play an increasing role in actual corporate practice.

Learning Outcomes:

By attending the class, students will gain in-depth knowledge in the structure and the application of modern controlling and management reporting systems. This will enable them to broaden their skills gathered in basic management accounting and controlling lectures.

Furthermore, significant problematic issues in implementing controlling systems in corporate practice will be shown and approaches to solving them will be presented.

Prerequisites:

Required: none

Recommended: Bachelor knowledge of management accounting

Obligatory registration:

no

Further information on registration:

Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
ECTS in total			4
Form of assessment	Written exam (60 min.)		
Lecturer/Person in charge	Prof. Dr. Dieter Truxius		
Offering	Spring Semester		
Language	German		
Program specific educational goals	LG 2, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Bus. Adm., LL.M., M.Sc. Econ.		

Module: ACC 635 Value based Risk-Controlling and -Management in Banking**Aim of module:**

Initially, 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. Besides an introduction on how to measure and account for those risks we will show how they can be proactively managed in an overall strategic context. Therefore, various case studies will be used.

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:

After the course you should be able to differentiate between bank business models and know their main determinants. Moreover you should be able to describe major risks and how to deal with them in the context of value based management.

Prerequisites:

Formal: None

Recommended: Accounting basics

Obligatory registration: no

Further Information on the registration:
[Website of the chair / "Student Portal"]

Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4

ECTS in total 4

Form of assessment Written exam (60 min.)

Lecturer/Person in charge Dr. Wilhelm Schmundt

Duration of module 1 term

Offering Fall term

Language German

Program-specific educational goals LG 2, LG 5

Range of application M.Sc. Mannheim Master in Management, Mannheim Master in Management, M.Sc. Wirtschaftspädagogik, M.Sc. Wirtschaftsinformatik, Diplom BWL, LL.M., M.Sc. VWL

Module: ACC 636 Case Studies in the context of Value based Risk-Controlling and - Management in Banking

Aim of module:

The module is split into two parts:

In the first part (“1st block”) 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 (“2nd block”) the students will prepare and present case studies. They 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:

After the course you should be able to differentiate between bank business models and know their main determinants. Moreover you should be able to describe major risks, put them in context to selected case studies during the financial crisis, and know how to deal with them in the context of value based management.

Prerequisites:

Formal: None

Recommended: Accounting basics

Obligatory registration: no

Further Information on the registration:
[Website of the chair / “Student Portal”]

Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
ECTS in total			4

Form of assessment	Preparation and presentation of case study
Lecturer/Person in charge	Dr. Wilhelm Schmundt
Duration of module	1 term
Offering	Spring/Summer term
Language	German
Program-specific educational goals	LG 2, LG 5
Range of application	M.Sc. Mannheim Master in Management, Mannheim Master in Management, M.Sc. Wirtschaftspädagogik, M.Sc. Wirtschaftsinformatik, Diplom BWL, LL.M., M.Sc. VWL

Module: TAX 610 International Business Taxation			
Contents: <ul style="list-style-type: none"> • Basics of international business taxation, • taxation of inbound investments, • taxation of outbound investments, • transfer pricing, • cross-border reorganisations. 			
Learning outcomes: <ul style="list-style-type: none"> • 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: Required: not taken module TAX 630 Recommended: Knowledge of contents of Module TAX 510 <u>and</u> Module TAX 520 <u>or</u> Module TAX 530			
Obligatory registration: no		Further information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6
Form of Assessment	Written exam (90 min.)		
Lecturer/Person in charge	Prof. Dr. Ulrich Schreiber		
Duration of module	1 semester		
Frequency	Spring semester		
Language	German		
Program-specific educational goals	LG 2, LG 3, LG 4, LG 5		
Range of Application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., LL.M., M.Sc. Econ.		

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: <ul style="list-style-type: none"> • 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: Required: none Recommended: Knowledge of contents of Module TAX 510 <u>and</u> Module TAX 520 <u>or</u> Module TAX 530			
Obligatory registration: no		Further information on registration: Two consecutive lectures every two weeks	
Courses	Hours per week	Self-study	ECTS
Lecture	2	4	4
ECTS in total			4
Form of assessment	Written examination (45 min.)		
Lecturer/Person in charge	Dr. Stefan Brunsbach/Prof. Dr. Ulrich Schreiber and Prof. Dr. Christoph Spengel		
Duration of module	1 semester		
Frequency	Fall semester		
Language	German		
Program-specific educational goals	LG 2, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., LL.M., M.Sc. Econ.		

Module: TAX 630 International Business Taxation			
Contents: <ul style="list-style-type: none"> • Basics of international business taxation, • taxation of inbound investments, • taxation of outbound investments, • transfer pricing, • cross-border reorganisations. 			
Learning outcomes: <ul style="list-style-type: none"> • 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: Required: not taken module TAX 610 Recommended: Knowledge of contents of Module TAX 510 <u>and</u> Module TAX 520 <u>or</u> Module TAX 530			
Obligatory registration: no		Further information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6
Form of Assessment	70 % Written exam (90 min.), 30 % individual assignment and group presentation		
Lecturer-in-charge	Prof. Dr. Christoph Spengel		
Duration of module	1 semester		
Frequency	Spring semester		
Language	English		
Program-specific educational goals	LG 2, LG 4, LG 5		
Range of Application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., LL.M., M.Sc. Econ.		

Module: TAX 650 European Business Taxation			
Contents: <ul style="list-style-type: none"> • Taxation of sole proprietors, partnerships and corporations in Europe, • European tax law (EC treaty and directives), • European corporate tax planning, • European tax planning and the case law of the European Court of Justice (ECJ), • Corporate tax harmonisation in the European Union. 			
Learning outcomes: <ul style="list-style-type: none"> • Students understand business tax systems in the EU - member states as well as the basic structures of the relevant European law. • Students understand the impact of the European Court of Justice' rulings on the tax planning opportunities of European companies. • Most notably, students focus on possible ways to harmonise company taxation within the European Union as well as on the European Commissions proposal of a common consolidated corporate tax base (CCCTB). 			
Prerequisites: Required: none Recommended: Knowledge of contents of Module TAX 510 <u>and</u> Module TAX 520 <u>or</u> Module TAX 530			
Obligatory registration: no		Further information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
ECTS in total			4
Form of Assessment	Written exam (90 min.)		
Lecturer/Person in charge	Prof. Dr. Ulrich Schreiber		
Duration of module	1 semester		
Frequency	Spring semester		
Language	English		
Program-specific educational goals	LG 2, LG 3, LG 4, LG 5		
Range of Application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., LL.M., M.Sc. Econ.		

Module: TAX 660 Tax Planning			
Contents: <ul style="list-style-type: none"> • Impact of taxes on net present value and return on investment, • tax neutrality, • financing decisions and decisions concerning the legal form, • mergers and acquisitions, • foreign direct investment. 			
Learning outcomes: <ul style="list-style-type: none"> • Students know how taxes impact on economic decisions. • Students determine the nominal as well as the effective tax burden of investments and understand the conditions of tax neutrality. • Most notably, students analyse in depth how decisions respond to taxes in crucial fields as investments, financing, legal form, mergers and acquisitions and foreign direct investment. 			
Prerequisites: Required: none Recommended: Knowledge of contents of Module TAX 510, TAX 520 or TAX 530 and TAX 610 or TAX 630			
Obligatory registration: no		Further information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6
Form of Assessment	Written exam (90 min.)		
Lecturer/Person in charge	Prof. Dr. Ulrich Schreiber		
Duration of module	1 semester		
Frequency	Fall semester		
Language	German		
Program-specific educational goals	LG 2, LG 3, LG 4, LG 5		
Range of Application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., LL.M., M.Sc. Econ.		

Module: TAX 670 International Tax Planning			
Contents: <ul style="list-style-type: none"> • Impact of taxes on net present value and return on investment, • Tax neutrality, • Foreign direct investments (choice of legal group structure, holding activities, financing activities, intellectual property management, supply chain management) • Anti-avoidance rules, • Tax optimisation and effective tax rate. 			
Learning outcomes: <ul style="list-style-type: none"> • Students know how taxes influence economic decisions. • Students determine the nominal as well as the effective tax burden of different kinds of foreign activities. • Most notably, students analyse in detail tax planning opportunities as well as risks for companies which are engaged in cross-border activities. 			
Prerequisites: Required: none Recommended: Knowledge of contents of Module TAX 610 <u>or</u> Module TAX 630			
Obligatory registration: no		Further information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6
Form of Assessment	70 % Written exam (90 min.), 30 % individual assignment and group presentation		
Lecturer/Person in charge	Prof. Dr. Christoph Spengel		
Duration of module	1 semester		
Frequency	Fall semester		
Language	English		
Program-specific educational goals	LG 2, LG 4, LG 5		
Range of Application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, LL.M., M.Sc. Econ.		

Module: ACC 712 Master-Colloquium Prof. Simons		
Contents: The Master-Colloquium which is usually carried out after about 2 months of writing the Master Thesis allows students to present the outline and specific topics of their theses and to discuss the contents with the members of the chair and other Master students. For the presentation, it is recommended to focus on the structure of the analysis and on key points. Theoretical background which is essential to understand the analysis shall only be presented very briefly.		
Learning outcomes: Students are able to present complex issues in a structured way. The aim of the Master's Kolloquium is to support students writing their theses and to identify possible issues at an early stage.		
Prerequisites: Required: Module ACC 711 Acceptance of seminars from other chairs after consulting Prof. Simons Recommended: <ul style="list-style-type: none"> • Profound knowledge of accounting, • Interest in scientific research. 		
Note: A research assistant supports participants in preparing the thesis.		
Obligatory registration: yes		Further information on registration: Website of the chair
Courses	Hours per week	ECTS
Colloquium	2	
Exercise class	2	
ECTS in total		
Form of assessment	Presentation and thesis	
Lecturer/Person in charge	Prof. Dr. Dirk Simons	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German or English	
Program-specific educational goals	LG 5	
Range of application	Mannheim Master in Management, M.Sc. Bus. Ed., Diplom Bus. Adm.	

Module: ACC 714 Master-Colloquium Prof. Wüstemann		
Contents: Students are able to present complex issues in a structured way. The aim of the Master-Colloquium is to support students in writing their thesis and to identify possible issues at an early stage.		
Learning outcomes: In the Master-Colloquium students discuss the structure and particular issues of their thesis.		
Prerequisites: Required: Module ACC 713 Recommended: <ul style="list-style-type: none"> • Profound knowledge of accounting • Interest in scientific research 		
Note: Students are supported by a research assistant during the Master thesis.		
Obligatory registration: yes		Further information on registration: Website of the chair
Courses	Hours per week	ECTS
Exercise class	2	
ECTS in total		
Form of assessment	Thesis	
Lecturer/Person in charge	Prof. Dr. Jens Wüstemann	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German or English	
Program-specific educational goals	LG 5	
Range of application	Mannheim Master in Management, Diplom Bus. Adm., M.Sc. Bus. Ed.	

Module: ACC 761 Seminar in Accounting and Capital Markets			
Contents: The seminar in Accounting and Capital Markets introduces students to research in financial accounting and capital markets. Students learn to solve problems autonomously and to approach a research question scientifically. The results of the thesis are presented in the seminar.			
Learning outcomes: Students know how to pursue research in financial accounting. They are able to analyze a research question and to structure and write a scientific thesis. They can present and discuss the main findings of their analysis in the seminar.			
Prerequisites: Required: none			
Recommended: <ul style="list-style-type: none"> • Profound knowledge of financial accounting and/or finance • In addition, good knowledge of English language and of basic statistical and econometric techniques can be beneficial • Interest in scientific research 			
Note: A research assistant supports participants in preparing the thesis.			
Obligatory registration: yes		Further information on registration: http://daske.bwl.uni-mannheim.de/107.html	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Tutorial (intensive)	2	2	2
ECTS Modul total	4		6
Form of assessment	The overall grade is composed of the written seminar thesis (60%) and the seminar presentation (40%).		
Lecturer/Person in charge	Prof. Dr. Holger Daske		
Duration of module	1 semester		
Offering	Fall semester and/or Spring semester		
Language	German or English		
Program-specific educational goals	LG 5		
Range of application	Mannheim Master in Management, Diplom Bus. Adm., M.Sc. Bus. Ed.		

Module: ACC 762 Master-Colloquium Prof. Daske		
Contents: In the Master-Colloquium students discuss the structure and particular issues of their thesis.		
Learning outcomes: Students are able to present complex issues in a structured way. The aim of the Master-Colloquium is to support students in writing their thesis and to identify possible issues at an early stage.		
Prerequisites: Required: ACC 761 Acceptance of seminars from other chairs after consulting Prof. Dr. Holger Daske		
Recommended: <ul style="list-style-type: none"> • Profound knowledge of financial accounting, finance or capital markets • In addition, good knowledge of English language and of basic statistical and econometric techniques can be beneficial • Interest in scientific research 		
Note: A research assistant supports participants in preparing the thesis.		
Obligatory registration: yes		Further information on registration: http://daske.bwl.uni-mannheim.de/113.html
Courses	Hours per week	ECTS
Lecture	2	-
Tutorial (intensive)	2	-
ECTS Modul total		
Form of assessment	Presentation and thesis	
Lecturer/Person in charge	Prof. Dr. Holger Daske	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German or English	
Program-specific educational goals	LG 5	
Range of application	Mannheim Master in Management, Diplom Bus. Adm., M.Sc. Bus. Ed.,	

Module: TAX 730 Seminar in Business Taxation			
Contents: The seminar focuses in depth on selected cross-module topics in taxation			
Learning outcomes: <ul style="list-style-type: none"> • 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:			
Required: none			
Recommended: Knowledge of contents of Module TAX 510 and Module TAX 520 <u>or</u> Module TAX 530			
Obligatory registration: yes		Further information on registration: Website of the chair	
Courses	Hours per week	Self-study	ECTS
Seminar	2	10	6
ECTS in total			6
Form of assessment	70 % Essay (15 pages), 30 % presentation		
Lecturer/Person in charge	Prof. Dr. Ulrich Schreiber and Prof. Dr. Christoph Spengel		
Duration of module	1 semester		
Frequency	Fall semester and Spring semester		
Language	German or English		
Program-specific educational goals	LG 5		
Range of Application	Mannheim Master in Management, M.Sc. Business Education, Diplom Bus. Adm.		

Module: TAX 740 Master-Colloquium		
Contents: The master-colloquium includes the presentation of different master-theses and their discussion.		
Learning outcomes: By presenting their master-thesis, students will have the possibility to discuss their topic and to get feedback.		
Prerequisites: Required: Seminar Recommended: not specified		
Obligatory registration: yes		Further information on registration: Website of the chair
Courses	Hours per week	ECTS
Lecture	2	-
ECTS in total		-
Form of assessment	Thesis	
Lecturer/Person in charge	Prof. Dr. Ulrich Schreiber/Prof. Dr. Christoph Spengel	
Duration of module	1 semester	
Frequency	Fall semester and Spring semester	
Language	German and English	
Program-specific educational goals	LG 5	
Range of Application	Mannheim Master in Management, M.Sc. Business Education, Diplom Bus. Adm.	

3.1.2. 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: Required: none 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	ECTS
Lecture	2	6	4
Exercise class	1	3	2
ECTS in total			6
Form of assessment	written exam (closed book, 60 minutes)		
Lecturer/Person in charge	Dr. Ingrid van den Bongard, Dr. Erik Fernau		
Duration of module	1 Semester		
Offering	Fall semester		
Language	English		
Program-specific educational goals	LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., M.Sc. Business Mathematics, M.Sc. Econ.		

Module: FIN 520 Banking			
Contents: The lectures include the theoretical foundations of all topics relevant to (commercial) banking. Institutional conditions including legal foundations and regulations are discussed for banks in Germany. This discussion is complemented by a survey of the organization and legal foundations of banks in other countries. Moreover specific management accounting tools for banks as well as financial accounting regulations are presented.			
Learning outcomes: After completing this module, students will be able to understand theories explaining the existence of financial intermediaries. They will understand the institutional and legal background of banks. Moreover students will be able to use standard management tools to handle different types of risks banks face due to their activities. The courses impart knowledge necessary for a career in a bank, insurance company, auditing and advisory firm or in a finance department of any company.			
Prerequisites: Required: none Recommended: Every student participating in this module should have completed the 2-semester finance module of the Mannheim Bachelor program (or equivalent courses). The lectures generally assume basic knowledge in accounting (balance sheets, income statements, financial ratios), mathematics (calculus, optimization) and statistics (mean, variance, standard deviation).			
Obligatory registration: no		Further information on registration: Website of the chair	
Courses	Hours per week	Self-study	ECTS
Lectures Banking I	2	6	4
Lectures Banking II	2	6	4
Exercise class Banking I	1	3	2
Exercise class Banking II	1	3	2
ECTS in total	6		12
Form of assessment	Final exam (120 min.)		
Lecturer/Person in charge	Prof. Dr. Martin Weber		
Duration of module	1 semester: 1st half Banking I, 2nd half Banking II		
Offering	Fall semester		
Language	German		
Program-specific educational goals	LG 2, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., M.Sc. Business Mathematics, M.Sc. Econ.		

Module: Module: FIN 540 Corporate Finance I - Lecture (Capital Structure, Cost of Capital and Valuation)			
Aim of module: 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: none 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, <i>Corporate Finance</i> , (McGraw-Hill, 10th edition, 2010), chapters 1-19.			
Obligatory registration: no		Further Information on the registration: Website of the chair	
Courses	Hours per week	Self-study	ECTS
Lecture	2	8	5
ECTS in total			5
Form of assessment		Final exam (100%)	
Lecturer/Person in charge		Prof. Ernst Maug, Ph.D.	
Duration of module		1 semester	
Offering		Fall semester	
Language		English	
Program-specific educational goals		LG 5	
Range of application		Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., M.Sc. Business Mathematics, M.Sc. Econ.	

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

Aim of module:

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: none

Recommendation: Parallel completion of FIN 540 Corporate Finance I

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

Courses	Hours per week	Self-study	ECTS
Case seminar	1	7	4
Exercise sessions (Excel)	1	1	1
ECTS in total			5

Form of assessment	Case write-ups (75%), class participation in case discussions (25%)
Lecturer/Person in charge	Prof. Ernst Maug, Ph.D.
Duration of module	1 semester
Offering	Fall semester
Language	English
Program-specific educational goals	LG 5
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., M.Sc. Business Mathematics, 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: Required: none 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	ECTS
Lecture	3	9	6
Exercise class	1	3	2
ECTS in total			8
Form of assessment	Written exam (90 min.)		
Lecturer/Person in charge	Prof. Dr. Peter Albrecht		
Duration of module	1 semester		
Offering	Fall semester		
Language	German		
Program-specific educational goals	LG 2, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., M.Sc. Business Mathematics, 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: Required: none 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	ECTS
Lecture	3	9	6
Exercise	1	3	2
ECTS in total			8
Form of assessment	Written exam (90 min.)		
Lecturer/Person in charge	Prof. Dr. Peter Albrecht		
Duration of module	1 semester		
Offering	Spring semester		
Language	German		
Program-specific educational goals	LG 2, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., M.Sc. Business Mathematics, 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: Required: none 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	ECTS
Lecture	2	6	4
Exercise class	1	3	2
ECTS in total			6
Form of assessment	Written Exam (60 min)		
Lecturer/Person in charge	PD Dr. Maximilian Wimmer		
Duration of module	1 semester		
Offering	Fall semester		
Language	English		
Program-specific educational goals	LG 2, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., M.Sc. Business Mathematics, 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: none Required: 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 – 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		
Range of application	Mannheim Master in Management, other Master programs, depends on respective study regulations		

Module: FIN 601 Bond Markets			
Contents: This course builds on FIN500 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: Required: none Recommended: Students should have attended FIN500 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	ECTS
Lecture	2	6	4
Exercise class	1	3	2
ECTS in total			6
Form of assessment	written exam (closed book, 60 minutes)		
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 3, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., M.Sc. Business Mathematics, 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: Required: Module CC 501 <u>and</u> Module FIN 5XX 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: no		Further information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	1	3	2
ECTS in total			6
Form of assessment	Final exam (60 min.)		
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		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., M.Sc. Business Mathematics		

Module: FIN 630 Corporate Governance			
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: Required: not specified 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	ECTS
Lecture / Exercise	3	9	6
ECTS in total			6
Form of assessment	Written exam (60 min.)		
Lecturer/Person in charge	Prof. Dr. Alexandra Niessen-Ruenzi		
Duration of module	1 semester		
Offering	Fall semester		
Language	English		
Program-specific educational goals	LG 1, LG 3, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, M.Sc. Business Mathematics, Diplom Bus. Adm., M.Sc. Econ.		

Module: FIN 640 Corporate Finance II (Mergers, Acquisitions and Divestitures)			
Aim of module: 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, <i>Corporate Finance</i> , (McGraw-Hill, 10th edition, 2010), chapters 1-19, and in Berk and DeMarzo, <i>Corporate Finance</i> , (Pearson, 2nd edition, 2009) chapters 2, 9, 12, 14, 17-19, 23.			
Obligatory registration: yes		Further Information on the registration: Website of the chair	
Courses	Hours per week	Self-study	ECTS
Lecture	2	8	5
Case discussion	1	9	5
ECTS in total			10
Form of assessment	Final exam (40%), case write-ups (45%), oral participation in case discussions (15%)		
Lecturer/Person in charge	Prof. Ernst Maug, Ph.D.		
Duration of module	1 semester		
Offering	Spring semester		
Language	English		
Program-specific educational goals	LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., M.Sc. Business Mathematics, M.Sc. Econ.		

Module: FIN 703 Seminar “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: Required: 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	ECTS
Seminar	2	10	6
ECTS in total			6
Form of assessment	Seminar paper (2/3), Presentation and discussion (1/3)		
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 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, Diplom Bus. Adm.		

Module: FIN 704 Colloquium “Financial Markets”		
Contents: During the colloquium students will present and discuss the objectives and the outline of their thesis with the supervisor and the chair.		
Learning outcomes: The main objective of the colloquium is to provide guidance for students who are writing their thesis. The colloquium serves to identify potential problems in an early stage and to discuss improvements. On a more general level, students learn how to structure and write a research paper and how to present it.		
Prerequisites: Required: Only students who are writing their (master or diploma) thesis at the chair Recommended: not specified		
Obligatory registration: yes Further information on registration:		
Courses	Hours per week	ECTS
Colloquium	1	-
ECTS in total		-
Form of assessment	Master / diploma thesis	
Lecturer/Person in charge	Prof. Dr. Erik Theissen	
Duration of module	1 Semester	
Offering	Fall semester and Spring semester	
Language	German or English	
Program-specific educational goals	LG 5	
Range of application	Mannheim Master in Management, Diplom Bus. Adm., M.Sc. Bus. Ed.,	

Module: FIN 720 Seminar in Banking and Behavioral Finance			
Contents: Within this seminar students get the possibility to deeply deal with relevant topics in Banking and Behavioral Finance. The seminar is scheduled as a block seminar. We will discuss several topics. Students have to write a seminar thesis on a specific topic in advance. In addition they have to make a presentation on one of the topics in class and to actively participate in the discussion.			
Learning outcomes: Students will be capable of independent academic work. The writing of a seminar thesis is excellent training for the master thesis. During the seminar students practice their presentation and discussion skills.			
Prerequisites: Required: Module FIN 5XX Recommended: Further prerequisites will be announced by the chair 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 chair's internet site.			
Obligatory registration: yes		Further information on registration: Website of the chair	
Courses	Hours per week	Self-study	ECTS
Seminar	2	10	6
ECTS in total			6
Form of assessment	Seminar thesis: 2/3, Presentation and Discussion: 1/3		
Lecturer/Person in charge	Prof. Dr. Martin Weber		
Duration of module	1 semester		
Offering	Fall semester and Spring semester		
Language	German or English		
Program-specific educational goals	LG 1, LG 2, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, Diplom Bus. Adm.		

Module: FIN 721 Master-Colloquium in Banking and Behavioral Finance		
Contents: In the Master-Colloquium students discuss their outline and selected core elements of their Master-Thesis with the adviser and the professor.		
Learning outcomes: Students will be capable of independent academic work. They are able to present complex issues in a structured way. The Master-Colloquium shall help the students to write their thesis. Potential problems can be pointed out at an early stage.		
Prerequisites: Required: Module FIN 720 Other seminars offered in the Area “Banking, Finance, and Insurance” are accepted. Recommended: not specified		
Note: The participation in the Master-Colloquium is linked to the writing of a Master-Thesis at the chair of Prof. Dr. Martin Weber.		
Obligatory registration: yes		Further information on registration: Website of the chair
Courses	Hours per week	ECTS
Colloquium	1	-
Support	1	-
ECTS in total		
Form of assessment	Master / Diploma thesis	
Lecturer/Person in charge	Prof. Dr. Martin Weber	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German or English	
Program-specific educational goals	LG 5	
Range of application	Mannheim Master in Management, Diplom Bus. Adm., M.Sc. Bus. Ed.	

Module: FIN 740 Corporate Finance Seminar			
Contents: The purpose of this seminar is to prepare students for an empirical master thesis in the field of Corporate Finance. With regard to content, students will gain an overview of diverse current research topics in empirical Corporate Finance and become acquainted with one topic in depth. With regard to methodology, the course will introduce students to basic econometric concepts that are applied in research in empirical Corporate Finance.			
Learning outcomes: At the end of the course, students will be familiar with the statistics software STATA and have learned to use commercial finance databases such as Worldscope, Datastream, CRSP, or Compustat. In addition, they will have gained access to state-of-the art methods and current topics in empirical Corporate Finance.			
Prerequisites: Required: Module FIN 5XX Recommended: If you intend to apply for a seminar thesis at our chair, we advise you to follow Corporate Finance I and II since these lectures form the conceptual basis for several topics discussed in the seminar. However, participation in these courses is no formal requirement for seminar access. Basic knowledge of statistics and econometrics is assumed and participants must be motivated to undertake empirical work. A sound reading and writing knowledge of English is also required as the seminar is conducted in English.			
Obligatory registration: yes		Further information on registration: Website of the chair	
Courses	Hours per week	Self-study	ECTS
Seminar	2	10	6
ECTS in total			6
Form of assessment	Participation (15%), oral presentation (15%), seminar paper (70%)		
Lecturer/Person in charge	Prof. Ernst Maug, Ph.D..		
Duration of module	1 semester		
Offering	Spring semester, registration in Fall semester (not in spring '16)		
Language	English		
Program-specific educational goals	LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, Diplom Bus. Adm.		

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: <ul style="list-style-type: none"> • 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:			
Required: Module FIN 560 <u>or</u> Module FIN 561 <u>or</u> Module FIN 660			
Recommended: not specified			
Obligatory registration: yes		Further information on registration: Website of the chair/Student Portal	
Courses	Hours per week	Self-study	ECTS
Seminar	2	10	6
ECTS in total			6
Form of assessment	essay, active participation, presentation		
Lecturer/Person in charge	Prof. Dr. Peter Albrecht		
Duration of module	1 semester		
Offering	Fall semester and Spring semester		
Language	German		
Program-specific educational goals	LG 1, LG 2, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, Diplom Bus. Adm.		

Module: FIN 761 Master Colloquium in Insurance		
Contents: During the colloquium, students will discuss the research question and the main outline of their Master's or Diploma thesis with their supervisor and the chair as well as other students writing their thesis at the chair for insurance in the same semester. They will present their research proposal and their main results during the colloquium. They will also participate in the discussion of other student's proposals.		
Learning outcomes: Feedback during the colloquium presentations and discussions will provide guidance for students that are currently writing their thesis. During presentations, potential problems can be identified and corrected at an early stage. Furthermore, students learn how to work on a larger research project independently and how to structure and present results.		
Prerequisites: Required: None Recommended: Not specified		
Note: Only students who are writing their (master or diploma) thesis at the chair can participate.		
Obligatory registration: no	Further Information on the registration:	
Courses	Hours per week	ECTS
Colloquium	3	-
ECTS in total		-
Form of assessment	2 presentations during the semester, participation in the whole colloquium, Master/Diploma-thesis.	
Lecturer/Person in charge	Prof. Dr. Peter Albrecht	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German	
Program-specific educational goals	LG 5	
Range of application	Mannheim Master in Management, M.Sc. Business Education, Diplom Bus. Adm.	

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. In the seminar, students will present their own paper as well as a discussion on another student's 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's thesis. Furthermore, students learn how to present research results and how to contribute to scientific discussions.			
Prerequisites: Required: At least one FIN 5XX Module Recommended: Further prerequisites will be announced by the Department 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	ECTS
Seminar	2 (blocked)	10	6
ECTS in total			6
Form of assessment	Paper: 50%, Presentation: 25%, Discussion of other student's paper: 15%, Oral participation: 10%		
Lecturer/Person in charge	Dr. Tatjana Puhon, PD Dr. Maximilian Wimmer		
Duration of module	1 semester		
Offering	FALL SEMESTER and SPRING SEMESTER		
Language	English		
Program-specific educational goals	LG 1, LG 2, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education; Diplom Bus. Adm.		

Module: FIN 781 Master Colloquium in Asset Management & International Finance		
Contents: During the colloquium, students will discuss the research question and the main outline of their Master's or Diploma thesis with their supervisor and the chair as well as other students writing their thesis at the chair for international finance in the same semester. They will present their research proposal and their main results during the colloquium. They will also participate in the discussion of other student's proposals.		
Learning Outcomes: Feedback during the colloquium presentations and discussions will provide guidance for students that are currently writing their thesis. During presentations, potential problems can be identified and corrected at an early stage. Furthermore, students learn how to work on a larger research project independently and how to structure and present results.		
Prerequisites: Required: Module FIN 780 Other seminars offered in the Area "Banking, Finance, and Insurance" are accepted. Recommended: Not specified		
Note: Only students who are writing their (master or diploma) thesis at the chair can participate.		
Obligatory registration: yes Further information on registration: Website of the chair		
Courses	Hours per week	ECTS
Colloquium	2	-
ECTS in total		-
Form of assessment	2 presentations during the semester, participation in the whole colloquium, Master/Diploma-thesis.	
Lecturer/Person in charge	PD Dr. Maximilian Wimmer	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	English	
Program-specific educational goals	LG 5	
Range of application	Mannheim Master in Management, M.Sc. Bus. Ed., Diplom Bus. Adm.	

3.1.3. Area “Information Systems“

Module: IS / MAN 500 Information Systems in Organizations			
Contents: <p>The lecture “Information Systems and Organizations” (ISO) aims at enabling students to better understand the impact of information systems (IS) on organizations. Many businesses rely extensively on IS to plan, execute, and manage what they do in order to generate value. Beyond such obvious examples of e-enabled business as ebay, Amazon, or Google, this is true for many traditional businesses as well. Examples here range from the coordination of supply processes in the manufacturing industry to companies that have implemented almost their entire value chain in IS. Banks and insurances provide good cases as IS are woven intimately into the very fabric of these organizations. While many organizations leverage the capabilities of these systems to increase their value proposition, the past has shown that such an intimate interplay between IS and organizations is not without risk.</p> <p>Given this background, ISO is designed to introduce students to this exciting field of business studies and provide insights that help them manage how organizations leverage IS to transform themselves. Based on an introduction of foundational concepts of organization and IS, students gain insights into methods and theories for managing change and IS in organizations. These allow students from both a business and an IT background to build a better understanding of the adoption, adaptation, and appropriation of organizational and technological change in business. ISO provides students with the opportunity to apply and hone their skills by introducing industry cases and discussing examples. Moreover, the course invites industry experts to provide a practical perspective and convey their experiences to the students. This allows students to build the necessary conceptual understanding and gain in-depth understanding of how business processes, information, and technology interact.</p>			
Learning outcomes: <ul style="list-style-type: none"> ▪ Know basic concepts of organization and information systems ▪ Understand how organizational structures, business processes and IS shape each other ▪ Analyze organizations as complex socio-technical systems ▪ Identify facilitating and inhibiting effects of technology in organizational change <ul style="list-style-type: none"> ○ Organizational change as a source of technological change ○ Technological change as a source of organizational change ▪ Able to manage both organizational and technological facets of change projects 			
Prerequisites: Required: none Recommended: IS 540 (Management of Enterprise Systems)			
Obligatory registration: yes		Further Information on the registration: http://eris.bwl.uni-mannheim.de	
Courses	Hours per week	Self-study	ECTS
Lecture	2	10	6
ECTS in total			6
Form of assessment		30% Written Summaries of Mandatory Readings 70% Case Study Report	
Lecturer/Person in charge		Dr. Benjamin Müller	
Duration of module		1 semester	

Offering	Spring semester
Language	English
Program-specific educational goals	LG 2, LG 3, LG 5
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Business Administration., Diploma Business Informatics

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 highly relevant 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 <ul style="list-style-type: none"> • recognize the significance of process management • desing and improve business processes by using particular techniques and tools • analyze the structure and behaviour of dynamic objects in processes • understand how business process can be supported with information technology • control business process from time, capacity, and cost perspective 			
Prerequisites: Required: - Recommended: Fundamentals of Information Systems			
Obligatory registration: yes		Further Information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	8	5
Exercise class	1	1	1
ECTS in total			6
Form of assessment	80% written exam (60 min) 20% group assignment and presentation (mandatory)		
Lecturer/Person in charge	Prof. Dr. Armin Heinzl		
Duration of module	1 semester		
Offering	Spring semester		
Language	English		
Program-specific educational goals	LG 2, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Business Administration, Diploma Business Informatics, M.Sc. Econ.		

Module: IS 511 Information Resource Management**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 a globalizing environment. 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 information resource 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 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 information resource management concepts and practices. Information resources encompass information systems, the information infrastructure and the respective professionals. Information resource 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:**Required: -****Recommended: -****Obligatory registration:** yes**Further Information on registration:**

Courses	Hours per week	Self-study	ECTS
Lecture	2	10	6
Exercise class	(integrated)		
ECTS in total			6
Form of assessment	80% written exam (60 min) 20% group assignment and presentation (mandatory)		
Lecturer/Person in charge	Dr. Thomas Kude		
Duration of module	1 semester		
Offering	Spring semester		
Language	English		
Program-specific educational goals	LG 2, LG 4, LG 5		

Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Business Administration, Diploma Business Informatics, M.Sc. Econ.
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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:

- 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 (exercises with software and case study)

Prerequisites:**Required: -****Recommended:** IS / MAN 500 (Information Systems in Organizations)**Obligatory registration:** yes**Further Information on the registration:**<http://eris.bwl.uni-mannheim.de>

Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class / Case Study	1	3	2
ECTS in total			6

Form of assessment	Assignments and Examination (60 min.)
Lecturer/Person in charge	Prof. Dr. Alexander Mädche
Duration of module	1 semester
Offering	Fall semester
Language	English
Program-specific educational goals	LG 1, LG 2, LG 3, LG 4, LG 5
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Business Administration, Diploma Business Informatics, M.Sc. Econ.

Module: IS 541 Methods and Theories in Information Systems			
Contents: <p>This course will provide an introduction and overview of scientific research in Information Systems. It will discuss elementary scientific principles of research, explore key decisions around theorizing and theory development, research design and methods, and discuss challenges in paper writing and publishing.</p> <p>The course will be taught in a seminar style where we jointly discuss learnings, critique articles, attempt to apply what we have learned to improve and extend our own research and publications, and work together to reach a deeper understanding of how to produce significant Information Systems research. The course will feature readings, lectures as well as student presentations and discussions in the classroom.</p>			
Learning outcomes: <ul style="list-style-type: none"> • Ability to prepare, plan, and execute own research endeavor (e.g., master thesis) • Knowledge on the relevance of methods and theories in meaningful research • Understanding quality criteria and corresponding means to improve research design • Overview of most common methods and theories with examples from IS research 			
Prerequisites: Formal: - Recommended: -			
Obligatory registration: yes		Further Information on the registration: http://eris.bwl.uni-mannheim.de	
Courses	Hours per week	Self-study	ECTS
Lecture	2	7	6
ECTS in total			6
Form of assessment	Mini-quizzes (10%), presentation (30%). Written critique of an assigned research paper (60%) (please note that the form of assessment has changed in spring semester due to a new lecturer)		
Lecturer/Person in charge	Prof. Jan Recker (PhD)		
Duration of module	1 semester		
Offering	Spring semester		
Language	English		
Program-specific educational goals	LG 1, LG 3, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, 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: none Required: - Recommended: -			
Obligatory registration: no		Further Information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	4	8	6
Exercise class	2	2	2
ECTS in total			8
Form of assessment	Written (90 min.) or oral examination		
Lecturer/Person in charge	Prof. Dr.Christian Becker		
Duration of module	1 semester		
Offering	Fall semester		
Language	English		
Program-specific educational goals	LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, Diploma Business Administration		

Module: IS 550 International Course – Information Systems			
Contents: depends on course taken abroad			
Learning outcomes: depends on course taken abroad			
Prerequisites: none Required: 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		
Range of application	Mannheim Master in Management, other Master programs, depends on respective study regulations		

Module: IS 602 Business Intelligence and Management Support 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.			
Learning outcomes: <ul style="list-style-type: none"> • 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: Required: - Recommended: IS 540 (Management of Enterprise Systems)			
Obligatory registration: no		Further Information on the registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Case study		4	2
ECTS Modul insgesamt			6
Form of assessment	Assignments and Examination (60 min.)		
Lecturer/Person in charge	Prof. Dr. Alexander Mädche		
Duration of module	1 semester		
Offering	Fall semester		
Language	English		
Program-specific educational goals	LG 1, LG 2, LG 3, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Business Administration, Diploma Business Informatics, M.Sc. Econ.		

Module: IS 613 Applied Project in Design Thinking and Lean Software Development			
Contents: <p>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.</p> <p>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.</p>			
Learning outcomes: <ul style="list-style-type: none"> • Learn 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: Required: - Recommended: This course is designed for master students of management or information systems. A basic understanding of how to program information systems is helpful. Participating in lecture IS 615 is highly recommended but no formal prerequisite.			
Obligatory registration: yes		Further Information on registration: http://heinzl.bwl.uni-mannheim.de/	
Courses	Hours per week	Self-study	ECTS
Lecture	2	10	6
Exercise class	(integrated)		
ECTS in total			6
Form of assessment	Software development term project		
Lecturer/Person in charge	Dr. Tobias Hildenbrand		
Duration of module	1 Semester		
Offering	Fall semester		
Language	English		
Program-specific educational goals	LG 2, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Business Administration, Diploma Business Informatics, 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 identification, acquisition, organization, storage, distribution, and use of knowledge can be supported with the help of information technology and where the limits of such efforts are.

Learning outcomes:

Course participants will be able to acquire knowledge with respect to the following themes:

- Introduction - What is Knowledge Management?
- Knowledge creation
- Knowledge storage and retrieval
- Knowledge transfer
- Strategic planning of integrated knowledge management systems (IKMS)
- Architectures of integrated knowledge management systems
- Implementation of integrated knowledge management systems
- Evaluation of the success of integrated knowledge management systems

Prerequisites:

Required: -

Recommended: -

Obligatory registration: no

Further Information on registration:

Courses	Hours per week	Self-study	ECTS
Lecture	2	10	6
Exercise class	(integrated)		
ECTS in total			6
Form of assessment	80% written exam (60 min) 20% group assignment and presentation (mandatory)		
Lecturer/Person in charge	Prof. Dr. Armin Heinzl		
Duration of module	1 Semester		
Offering	Fall semester		
Language	English		
Program-specific educational goals	LG 1, LG 2, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Business Administration, Diploma Business Informatics, 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: Required: - Recommended: IS 554, Java programming			
Obligatory registration: no		Further Information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6
Form of assessment	Written (60 min.) or oral examination		
Lecturer/Person in charge	Prof. Dr.Christian Becker		
Duration of module	1 semester		
Offering	Spring semester		
Language	English		
Program-specific educational goals	LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Business Administration, Diploma Business Informatics, 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: <ul style="list-style-type: none"> • Introduction into Self-organizing distributed systems and their architecture • Leader election and clustering protocols • Consensus in distributed systems • Biologically inspired adaptive systems (e.g. Ant computing, Swarm Intelligence) • Machine Learning, e.g. Learning Classifier and Neural Networks • Implementation of self-organizing systems. 			
Prerequisites: Required: - Recommended: IS 554, Java programming			
Obligatory registration: no		Further Information on the registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6
Form of assessment	Written (60 min.) or oral examination		
Lecturer/Person in charge	Prof. Dr.Christian Becker		
Duration of module	1 semester		
Offering	Fall semester		
Language	English		
Program-specific educational goals	LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Business Administration, Diploma Business Informatics, 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:

- Learn 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:

Required: -

Recommended: IS 540 (Management of Enterprise Systems)

Obligatory registration:

Further Information on the registration:

Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Case study		4	2
ECTS in total			6

Form of assessment	Written exam & Case Study
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Lecturer/Person in charge	Prof. Dr. Alexander Mädche
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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 2, LG 3, LG 4, LG 5
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Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Business Administration, Diploma Business Informatics, M.Sc. Econ.
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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:

- Understanding and delineating basic terms in e-Business
- The ability to independently and scientifically analyze behavioral implications of e-Business technologies
- Understanding of basic features of IT adoption theory

Prerequisites:

Required: -

Recommended: -

Obligatory registration: no

Further Information on registration:

Courses	Hours per week	Self-study	ECTS
Vorlesung	2	4	4
ECTS Modul insgesamt			4
Form of assessment	Written exam (60 min.)		
Lecturer/Person in charge	Prof. Dr. Julia Krönung		
Duration of module	1 Semester		
Offering	Fall Semester		
Language	English		
Program-specific educational goals	LG1, LO1-3; LG2; LG5		
Range of application	Mannheim Master in Management, M.Sc Wirtschaftsinformatik		

Module: IS 711 Master-Colloquium Prof. Heinzl		
Contents: The Master-Colloquium allows students to present the outline and specific topics of their thesis and to discuss the contents with other Master students and members of the chair. The aim is to support the thesis development process and to identify possible issues at an early stage.		
Learning outcomes: <ul style="list-style-type: none"> • Academic presentation skills • Strengthening of critical thinking with respect to scholarly work • Knowledge of important challenges within the research process 		
Prerequisites: Required: IS 712. Seminars of other colleagues in the area IS are also accepted (IS 7XX). Recommended: Profound knowledge of IS topics and principles of scientific research		
Obligatory registration: no Further Information on registration:		
Courses	Hours per week	ECTS
Lecture	2	-
Exercise class		
ECTS in total		-
Form of assessment	Thesis and presentation	
Lecturer/Person in charge	Prof. Dr. Armin Heinzl	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	English	
Program-specific educational goals	LG 5	
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Business Administration, Diploma Business Informatics	

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: <ul style="list-style-type: none"> • Basic knowledge on the principles of academic writing • Ability to independently and systematically explore a research topic • Readiness to take on a master thesis project in IS 			
Prerequisites: Required: - 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	ECTS
Lecture	2	10	6*
ECTS in total			6*
Form of assessment	Seminar paper, presentation, and discussion		
Lecturer/Person in charge	Prof. Dr. Armin Heinzl		
Duration of module	1 semester		
Offering	Fall semester and Spring semester		
Language	English		
Program-specific educational goals	LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Business Administration, Diploma Business Informatics		

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

Module: IS 721 Master-Colloquium		
Contents: This module is a seminar where students present and discuss their master project		
Learning outcomes: Students will learn and train presentation competence and discuss their findings of the Master's thesis.		
Prerequisites: Required: IS 722. Seminars of other colleagues in the area IS are also accepted (IS 7XX). Recommended: IS 554		
Obligatory registration: no Further Information on registration:		
Courses	Hours per week	ECTS
Lecture	2	-
Exercise class		
ECTS in total		
Form of assessment	Written and oral contribution (report and presentation)	
Lecturer/Person in charge	Prof. Dr.Christian Becker	
Duration of module	1 semester	
Offering	Spring semester and fall semester	
Language	English	
Program-specific educational goals	LG 5	
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Business Administration, Diploma Business Informatics	

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: Required: - Recommended: IS 554			
Obligatory registration: yes		Further Information on registration: http://becker.bwl.uni-mannheim.de	
Courses	Hours per week	Self-study	ECTS
Lecture	2	10	6*
ECTS in total			6*
Form of assessment	Written and oral contribution (report and presentation)		
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		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Business Administration, Diploma Business Informatics		

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

Module: IS 741 Master-Colloquium		
Contents: This module is a seminar where students present and discuss their master project		
Learning outcomes: Students will learn and train presentation competence and discuss their findings of the Master's thesis.		
Prerequisites: Required: IS 742. Seminars of other colleagues in the area IS are also accepted (IS 7XX). Recommended: IS 742		
Obligatory registration: no		Further Information on registration: http://eris.bwl.uni-mannheim.de
Courses	Hours per week	ECTS
Lecture	2	-
Exercise class		
ECTS in total		-
Form of assessment	Written and oral contribution (report and presentation)	
Lecturer/Person in charge	Prof. Dr. Alexander Mädche	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	English	
Program-specific educational goals	LG 5	
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Business Administration, Diploma Business Informatics	

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: Required: - Recommended: IS 540			
Obligatory registration: yes		Further Information on registration: http://eris.bwl.uni-mannheim.de	
Courses	Hours per week	Self-study	ECTS
Lecture	2	10	6*
ECTS in total			6*
Form of assessment	Written and oral contribution (report and presentation)		
Lecturer/Person in charge	Prof. Dr. Alexander Mädche		
Duration of module	1 semester		
Offering	Fall semester and Spring semester		
Language	English		
Program-specific educational goals	LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Business Administration, Diploma Business Informatics		

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

Module: IS 751 E-Government Adoption

Contents:

E-Government broadly refers to electronic internal and external business processes in the public sector. Examples are websites of public institutions or municipalities, or all kind of electronic services provided by public institutions for the business sector or individual citizens. This comprises also democratic activities that are carried out via electronic channels. The purpose of such e-Government projects and incentives can in general be traced down to expected increases in efficiency and decreases of costs. However, in many cases these expected outcomes are not realized because of rejection or non-usage behaviors by the targeted user groups. This phenomenon which is referred to as „resistance“ or „non-adoption“ behavior occurs unusually frequent in relation to the public sector. The specificities of the public sector that potentially lead to these behavioral phenomena represent the research objective that is investigated within this seminar by applying multiple viewpoints and analysis approaches.

Literatur:

Alryalat, M., Dwivedi, Y., and Williams, M. 2013. “A Conceptual Model for Examining E-Government Adoption in Jordan,” International Journal of Electronic Government Research (8:2), p. 31.

Cenfetelli, R. T. 2004. “Inhibitors and Enablers as Dual Factor Concepts in Technology Use,” Journal of the Association for Information Systems (5:11-12), pp. 472–492.

Chen, Y.-C. 2010. “Citizen-Centric E-Government Services: Understanding Integrated Citizen Service Information Systems,” Social Science Computer Review (28:4), pp. 427–442.

Learning outcomes:

- Write a scientific essay independently
- Recognize and analyze the specificities of the public sector with respect to IT adoption behaviors
- Obtain an understanding for the importance of user resistance and inertia within the public sector
- Analyze and specify essential differences of the public and private sector with respect to user behaviors

Prerequisites:

Required: -

Recommended: Fundamentals in IS at Bachelor level

Obligatory registration: yes

The seminar is limited to the number of 10 students

Further Information on registration:

To apply for the seminar, please send an email with actual performance record, a short motivation, and the subject „E-Government Adoption“ to kroenung@bwl.uni-mannheim.de. Emails that are sent later than 31.08.2014 will be disregarded

Courses	Hours per week	Self-study	ECTS
Lecture	2	10	6*
ECTS in total			6*

Form of assessment	Scientific paper with the required length of 12 pages (70%) and 15-min presentation (30%)
Lecturer/Person in charge	Prof. Dr. Julia Krönung
Duration of module	1 semester
Offering	Fall semester
Language	English
Program-specific educational goals	LG1; LG 5
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Business Administration, Diploma Business Informatics

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

3.1.4. Area “Management“

Module: IS / MAN 500 Information Systems in Organizations			
Contents: <p>The lecture “Information Systems and Organizations” (ISO) aims at enabling students to better understand the impact of information systems (IS) on organizations. Many businesses rely extensively on IS to plan, execute, and manage what they do in order to generate value. Beyond such obvious examples of e-enabled business as ebay, Amazon, or Google, this is true for many traditional businesses as well. Examples here range from the coordination of supply processes in the manufacturing industry to companies that have implemented almost their entire value chain in IS. Banks and insurances provide good cases as IS are woven intimately into the very fabric of these organizations. While many organizations leverage the capabilities of these systems to increase their value proposition, the past has shown that such an intimate interplay between IS and organizations is not without risk.</p> <p>Given this background, ISO is designed to introduce students to this exciting field of business studies and provide insights that help them manage how organizations leverage IS to transform themselves. Based on an introduction of foundational concepts of organization and IS, students gain insights into methods and theories for managing change and IS in organizations. These allow students from both a business and an IT background to build a better understanding of the adoption, adaptation, and appropriation of organizational and technological change in business. ISO provides students with the opportunity to apply and hone their skills by introducing industry cases and discussing examples. Moreover, the course invites industry experts to provide a practical perspective and convey their experiences to the students. This allows students to build the necessary conceptual understanding and gain in-depth understanding of how business processes, information, and technology interact.</p>			
Learning outcomes: <ul style="list-style-type: none"> • Know basic concepts of organization and information systems • Understand how organizational structures, business processes and IS shape each other • Analyze organizations as complex socio-technical systems • Identify facilitating and inhibiting effects of technology in organizational change <ul style="list-style-type: none"> ◦ Organizational change as a source of technological change ◦ Technological change as a source of organizational change • Able to manage both organizational and technological facets of change projects 			
Prerequisites: Required: none Recommended: IS 540 (Management of Enterprise Systems)			
Obligatory registration: yes		Further Information on the registration: http://eris.bwl.uni-mannheim.de	
Courses	Hours per week	Self-study	ECTS
Lecture	2	10	6
ECTS in total			6
Form of assessment		30% Written Summaries of Mandatory Readings 70% Case Study Report	
Lecturer/Person in charge		Dr. Benjamin Müller	

Duration of module	1 semester
Offering	Spring semester
Language	English
Program-specific educational goals	LG 2, LG 3, LG 5
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Business Administration., Diploma Business Informatics

Module: MAN 550 International Course – Management			
Contents: depends on course taken abroad			
Learning outcomes: depends on course taken abroad			
Prerequisites: none Required: 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		
Range of application	Mannheim Master in Management, other Master programs, depends on respective study regulations		

Module: MAN 630 Introduction to Entrepreneurship

Contents:

Bill Gates of Microsoft, Michael Dell of Dell Computers, Fred Smith of FedEx, and Dietmar Hopp of SAP, 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, and how well does the typical start-up perform? Why do people start businesses? What characteristics does the typical entrepreneur have? How do entrepreneurs finance the typical start-up? What is the role of networks for launching and running new businesses?

These are questions that will be answered in the course *MAN 630 Introduction to Entrepreneurship*, which consists of two parts, namely *Part I "Lectures"* and *Part II "Case Studies."* This course combines both classical methods of teaching (lecturing) and interactive methods of teaching (case studies). More exactly, theories presented in the first part will be followed by demonstrating real-life cases in the second part. Additionally, guest speakers, i.e. entrepreneurs and/or academics, will be invited to shed light on specific topics of interest.

The purpose of this course is to provide students with both theoretical knowledge of entrepreneurship and practical skills for setting up businesses. Dealing with current and classical theories and recent empirical evidence on entrepreneurship, Part I aims at giving students a solid insight into entrepreneurship research. Part II gives the possibility to put oneself in the shoes of an entrepreneur and to train entrepreneurial skills, thus giving a more practical understanding on decisions on founding and operating start-ups.

Learning outcomes:

- By the end of this course, students will have gained fundamental perspectives in theoretical and practical entrepreneurial mechanisms.
- They will have acquainted practice in case study training.

Prerequisites:

Required: None

Recommended: not specified

Obligatory registration: yes

Further Information on the registration:

www.ifm.uni-mannheim.de / "Student Portal"

Courses	Hours per week	Self-study	ECTS
Lecture	2	10	6
ECTS in total			6
Form of assessment	100% Written final examination		
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 2, LG 3, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, M.A. K&W, M.Sc. Econ., LL.M., M.Sc. Econ.		

Module: MAN 632 Advanced Entrepreneurship**Contents:**

Successful entrepreneurs who have pursued new business opportunities demonstrate managerial capabilities in which they lead their start-up to long-term profitability. How did they manage the market entry and growth of their enterprises? What type of strategies did they implement to achieve sustainable competitive advantage? These are the questions that will be addressed in MAN 632 "Advanced Entrepreneurship."

Theoretical foundations of the course will lie in theories on managerial aspects of entrepreneurship. It is structured into two parts: First, "A Life Cycle View on High-Tech Entrepreneurship" which will present a dynamic capabilities approach to entrepreneurial management. Entrepreneurial managers need to have an in-depth understanding of the ongoing challenges in key functional areas such as finance, innovation and technology management, human resource management, firm succession, strategic management, management of internationalization, and management of (fast) growth. Second, in the part "Industry Studies" topics such as innovation in biotech industry, innovation in the software industry, and the role of regional clusters will be addressed. Both researchers and guest presenters will give an insight into entrepreneurial management.

Learning outcomes:

- By the end of this module, students will have gained fundamental theoretical and practical knowledge in managing entrepreneurial ventures successfully.

Prerequisites:

Required: None

Recommended: not specified

Obligatory registration: yes

Further Information on the registration:

www.ifm.uni-mannheim.de / "Student Portal"

Courses	Hours per week	Self-study	ECTS
Lecture	2	10	6
ECTS in total			6
Form of assessment	100% written final examination		
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 2, LG 3, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, M.A. K&W, 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: Required: None Recommended: Not specified			
Obligatory registration: yes		Further Information on the registration: Website of the chair / "Student Portal"	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6
Form of assessment	Written examination (60 min.), Assignment		
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 3, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Bus. Adm., 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:

Required: None

Recommended: Module MAN 645 or MAN 647

Obligatory registration: yes

Further Information on the registration:

Website of the chair / "Student Portal"

Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6

Form of assessment	Written examination (60 min.): 75% Coursework: 25%
Lecturer/Person in charge	Prof. Dr. Torsten Biemann
Duration of module	1 semester
Offering	Fall semester
Language	German
Program-specific educational goals	LG 1, LG 2, LG 5
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Bus. Adm., 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: Required: None Recommended: Not specified			
Obligatory registration: yes		Further Information on the registration: Website of the chair / "Student Portal"	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6
Form of assessment	Written examination (60 min.): 75% Coursework: 25%		
Lecturer/Person in charge	Prof. Dr. Torsten Biemann / Dr. Korff		
Duration of module	1 semester		
Offering	Spring semester		
Language	English		
Program-specific educational goals	LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Bus. Adm., M.A. K&W, LL.M., M.Sc. Econ.		

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: Required: None Recommended: Module MAN 645 or MAN 647			
Obligatory registration: yes		Further Information on the registration: Website of the chair / "Student Portal"	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6
Form of assessment	Written examination (60 min.): 75% Coursework: 25%		
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 2, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Bus. Adm., M.Sc. Econ.		

Module: Module: MAN 654 Corporate Restructuring			
Aim of module: 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: <ul style="list-style-type: none"> • 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		Further Information on the registration: Website of the chair / “Student Portal”	
Courses	Hours per week	Self-study	ECTS
Lecture	2	8	6
Exercise class	2		
ECTS in total			6
Form of assessment	Exam and presentations in exercise classes; attendance required		
Lecturer/Person in charge	Prof. Dr. M. Brauer		
Duration of module	1 semester		
Offering	Spring term		
Language	English		
Program-specific educational goals	LG 3, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Informatics, Business Education, LL.M., M.Sc. Econ., M.A. K&W		

Module: MAN 655 Corporate Strategy: Managing Business Groups			
Aim of module: 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: <ul style="list-style-type: none"> • 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:			
Required:			
Recommended: Knowledge in strategic management			
Obligatory registration: yes	Further Information on the registration: Website of the chair / “Student Portal”		
Courses	Hours per week	Self-study	ECTS
Lecture	2	8	6
Exercise class	2		
ECTS in total			6
Form of assessment	Exam and assignment/presentation; attendance required		
Lecturer/Person in charge	Prof. Dr. Matthias Brauer		
Duration of module	1 semester		
Offering	Spring semester		
Language	English		
Program-specific educational goals	LG 3, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Informatics, Business Education, LL.M., M.Sc. Econ., M.A. K&W		

Module: MAN 656 Mergers & Acquisitions			
Aim of module: 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: <ul style="list-style-type: none"> • 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: yes		Further Information on the registration: Website of the chair / “Student Portal”	
Courses	Hours per week	Self-study	ECTS
Lecture	2		
		8	6
Exercise class	2		
ECTS in total			6
Form of assessment	Exam and assignment/presentation; attendance required		
Lecturer/Person in charge	Prof. Dr. M. Brauer		
Duration of module	1 semester		
Offering	Fall term		
Language	English		
Program-specific educational goals	LG 1, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Informatics, Business Education, LL.M., M.Sc. Econ., M.A. K&W, Diplom BWL		

Module: MAN 657 Global Strategic Management			
Aim of module: 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: <ul style="list-style-type: none"> • 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"	
Courses	Hours per week	Self-study	ECTS
Lecture Global Strategic Mgt.	2	8	6
Exercise class	2		
ECTS in total			6
Form of assessment	Exam and assignment/presentation; attendance required		
Lecturer/Person in charge	Prof. Dr. Matthias Brauer		
Duration of module	1 semester		
Offering	Fall term		
Language	English		
Program-specific educational goals	LG 3, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Informatics, Business Education, LL.M., M.Sc. Econ., M.A. K&W, Diplom BWL		

Module: MAN 690 Innovation Management			
Aim of module: 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: Students, who attended the lecture Strategic Innovation Management (MAN 658) during the Fall Semester 2015, are not eligible to take this course. Recommended: Basic bachelor-level knowledge on organization and management			
Obligatory registration: nein		Further Information on registration: Website of the chair / “Student Portal”	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6
Form of assessment	Written exam (60 Min.), assignment (mini-case), group presentation		
Lecturer/Person in charge	Prof. Karin Hoisl		
Duration of module	1 semester		
Offering	Spring Semester (FSS)		
Language	English		
Range of application	M.Sc. Mannheim Master in Management, Diploma Business Administration, M.Sc. Business Informatics, M.Sc. Business Education, LL.M., M.Sc. Econ.		

Modul: MAN 691 Selected Topics in Organizational Behavior			
Aim of module: 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: Limited number of participants Recommended: Basic bachelor-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	ECTS
Lecture	2	6	4
ECTS in total			4
Form of assessment	Written exam (60 Min.)		
Lecturer/Person in charge	Prof. Karin Hoisl		
Duration of module	1 semester		
Offering	Spring Semester (FSS)		
Language	English		
Range of application	M.Sc. Mannheim Master in Management, Diploma Business Administration, M.Sc. Business Informatics, M.Sc. Business Education, LL.M., M.Sc. Econ.		

Module: MAN 721 Research Seminar Organization and Innovation			
Aim of module: 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 or diploma thesis at the Chair of Organization and Innovation.			
Prerequisites: Formal: <ul style="list-style-type: none"> - Innovation Management (MAN 690), Organizational Behavior (MAN 691) (parallel attendance possible), Strategic Innovation Management (MAN 658) Spring term 2016: acceptance of successfully attended lectures from other chairs: Corporate Strategy: Managing Business Groups (MAN 655), Strategic and International Human Resource Management (MAN 647), Nonprofit Management (MAN 672), Introduction to Entrepreneurship (MAN 630), Advanced Entrepreneurship (MAN 632) (Acceptance of seminars from other chairs after consulting Prof. Hoisl) <ul style="list-style-type: none"> - Limited number of participants 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	ECTS
Seminar	2	10	6
ECTS Modul insgesamt			6
Form of assessment	Written seminar thesis (70 %), presentation (30%)		
Lecturer/Person in charge	Prof. Karin Hoisl		
Duration of module	1 semester		
Offering	Spring Semester (FSS), fall semester (HWS)		
Language	German <i>[The seminar papers may be written and the presentation be held in English (prerequisite for English tracks). However, prerequisite for applying is a sufficient knowledge of the German language to understand German presentations and discussions.]</i>		
Range of application	M.Sc. Mannheim Master in Management, M.Sc. Business Education, Diploma Business Administration		

Module: MAN 750 Seminar Corporate Strategy & Governance			
Aim of module: 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: <ul style="list-style-type: none"> • 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: not specified			
Obligatory registration: yes		Further Information on the registration: Website of the chair / "Student Portal"	
Courses	Hours per week	Self-study	ECTS
Compact course ("Blockseminar")	2	10	6
ECTS in total			6
Form of assessment	Portfolio (depends on the form/focus of the seminar); compulsory attendance		
Lecturer/Person in charge	Prof. Dr. Matthias Brauer		
Duration of module	1 semester		
Offering	Spring and fall term		
Language	English		
Program-specific educational goals	LG 1, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education		

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). Depending on the specific topic, students either work on the subject individually or in small teams. If you have further questions, please contact Inken Blatt (inken.blatt@bwl.uni-mannheim.de).			
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: Required: Recommended: Participants should have visited the lecture “Corporate Social Responsibility” (CC504), 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	6
ECTS in total			6
Form of assessment	Presentation + research paper		
Lecturer/Person in charge	Jun.-Prof. Dr. Laura Marie Schons		
Duration of module	1 semester		
Offering	Fall semester and spring semester		
Language	English		
Program-specific educational goals	LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education		

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. 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: Required: MAN 630 <u>or</u> MAN 631 <u>or</u> MAN 632 Recommended For participation in the seminar of our chair we recommend to follow the lectures of the chair. In particular, we recommend to have heard module CC 502 Applied Econometrics, is this is the methodological basis for some of the topics covered in the seminar. Fundamental statistical/econometrical knowledge is regarded as a prerequisite and we also expect the motivation to work empirically. Sound knowledge of English language is a prerequisite, as the seminar is kept in English language.			
Obligatory registration: yes		Further Information on registration: Homepage of the chair	
Courses	Hours per week	Self-study	ECTS
Research seminar (block course also possible)	2	10	6
ECTS in total			6
Form of assessment	Participation, oral presentation, written (empirical) assignment		
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 5		
Range of application	Mannheim Master in Management, Diplom-BWL, M.Sc. Business Education		

3.1.5. Area “Marketing“

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, <ul style="list-style-type: none"> - 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: Required: none Recommended: Basic marketing knowledge on Bachelor level / B.Sc. Business Administration			
Obligatory registration: no		Further Information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	1	3	2
ECTS in total			6
Form of assessment	Written exam (60 min.)		
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 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., 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:

Required: none

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	ECTS
Lecture	2	6	4
Exercise class	1	3	2
ECTS in total			6

Form of assessment	Written exam (60 min)
Lecturer/Person in charge	Prof. Dr. Dr. h.c. mult. Christian Homburg
Duration of module	1 semester
Offering	Spring semester
Language	English
Program-specific educational goals	LG 1, LG 4, LG 5
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., 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: The students are able to critically discuss and apply models and theories of consumer behavior.			
Prerequisites: Required: 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	ECTS
Lecture	2	6	4
ECTS in total			4
Form of assessment	Written exam (60 min)		
Lecturer/Person in charge	Prof. Dr. Florian Stahl		
Duration of module	1 semester		
Offering	Fall semester and Spring Semester		
Language	English		
Program-specific educational goals	LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., M.A. K&W, M.Sc. Econ., LL.M.		

Module: MKT 540 Marketing Strategy			
Contents: Strategies in marketing have changed enormously over the last decades. With so many messages bombarding customers in the marketplace today, it is now more difficult than ever to establish customer loyalty. Companies without marketing as a dominant functional strategy are at a disadvantage in today's business world. Those who are still centered on their products, rather than their customers, are likely to fail. This course builds on this understanding and helps students to develop a capacity for analyzing complex marketing and business situations and to formulate marketing strategies that enable the company to establish long lasting customer relationships. A particular focus will be placed on analytical tools and strategic decision making.			
Learning outcomes: At the end of this module students will be able to develop and critically evaluate the marketing strategy for a product innovation. Also, this module will enable students to apply advanced frameworks, concepts, and methods for marketing strategic choices at the business level.			
Prerequisites: Required: none Recommended: not specified			
Obligatory registration: yes		Further Information on registration: Website of the chair	
Courses	Hours per week	Self-study	ECTS
Lecture / Case Studies	2		4
Exercise class / Marketing Plan Project	2	12	4
ECTS in total			8
Form of assessment	Exam (60 min.): 50% Marketing Plan Project: 50%		
Lecturer/Person in charge	Prof. Dr. Sabine Kuester, Sergej von Janda		
Duration of module	1 semester		
Offering	Fall semester		
Language	English		
Program-specific educational goals	LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, M.A. K&W, M.Sc. Econ., LL.M.		

Module: MKT 545 Customers, Markets and Firm Strategy			
Aim of the module: This modules 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: Students are able to execute industry analyses and develop competitive strategies.			
Prerequisites: Required: 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	ECTS
Lecture	2	6	4
Exercise class	1	3	2
ECTS in total			6
Form of assessment	Written exam (60 min.)		
Lecturer/Person in charge	Prof. Dr. Florian Stahl		
Duration of module	1 semester		
Offering	Spring semester		
Language	English		
Program-specific educational goals	LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., M.A. 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 preparation and presentation.			
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 preparation and presentation.			
Prerequisites: Required: none Recommended: basic marketing knowledge on Bachelor level			
Obligatory registration: no		Further Information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
ECTS in total			4
Form of assessment	Case Study Preparation and Presentation: 40% of final grade; written exam (60 min.): 60% of final grade		
Lecturer/Person in charge	Prof. Dr. Florian Kraus		
Duration of module	1 semester		
Offering	Fall semester		
Language	English		
Program-specific educational goals	LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm.		

Module: MKT 550 International Course – Marketing			
Contents: depends on course taken abroad			
Learning outcomes: depends on course taken abroad			
Prerequisites: none Required: 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		
Range of application	Mannheim Master in Management, other Master programs, depends on respective study regulations		

Module: MKT 611 Sales Management and Customer Relationship Management			
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: Required: not taken MKT 610 Recommended: Module MKT 510			
Obligatory registration: no		Further Information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
ECTS in total			4
Form of assessment	Written Exam (60 minutes): 80%, Group work (Cases): 20% (minimum grade for passing is 4.0 in both parts)		
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 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm.		

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: At the end of the course, students should be able to adapt marketing strategy, concepts and instruments to business-to-business environments.			
Prerequisites: Required: not taken MKT 610 Recommended: Module MKT 510			
Obligatory registration: no		Further Information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	1	3	2
ECTS in total			2
Form of assessment	Written exam (45 min.)		
Lecturer/Person in charge	Prof. Dr. Florian Kraus		
Duration of module	1 semester		
Offering	Fall semester		
Language	English		
Program-specific educational goals	LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm.		

Module: MKT 614 Communication Management**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:

Required: 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	ECTS
Lecture	1	3	2
ECTS in total			2

Form of assessment	Written exam (45 min)
Lecturer/Person in charge	Prof. Dr. Florian Stahl
Duration of module	1 semester
Offering	Spring semester
Language	English
Program-specific educational goals	LG 4, LG 5
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., M.A. K&W, M.Sc. Econ., LL.M.

Module: MKT 621 Global Marketing			
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 global market setting and pays special attention to the issue of standardization versus adaptation of marketing programs.			
Learning outcomes: Students will be able to apply their knowledge of marketing concepts to actual international business situations. At the end of the course, students will be able to identify and evaluate opportunities in global markets, to adapt marketing programs for specific markets, and to develop global marketing strategies and programs.			
Prerequisites: Required: not taken MKT 620 Recommended: Knowledge on Marketing Strategy and Marketing Mix			
Obligatory registration: yes		Further Information on registration: Website of the chair	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
ECTS in total			4
Form of assessment	Exam (60 min.): 60%, Case Presentation: 40%		
Lecturer/Person in charge	Dr. Schuhmacher		
Duration of module	1 semester		
Offering	Fall semester and Spring semester		
Language	English		
Program-specific educational goals	LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., 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 setting 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: Required: not taken MKT 620 Recommended: Understanding of International Marketing			
Obligatory registration: yes		Further Information on registration: Website of the chair	
Courses	Hours per week	Self-study	ECTS
Simulation Country Manager	1	3	2
ECTS in total			2
Form of assessment	Simulation result: 50%, strategy outline: 25%, final report: 25% Pro Semester wird ein Prüfungstermin angeboten.		
Lecturer/Person in charge	Prof. Dr. Sabine Kuester, Sergej von Janda		
Duration of module	1 semester		
Offering	Fall semester and Spring semester		
Language	English		
Program-specific educational goals	LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., M.A. K&W, M.Sc. Econ., 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: Required: Enrollment in fall 2009: Modules MKT 520 <u>and</u> MKT 530/531 Enrollment in fall 2010: Modules MKT 510 <u>and</u> MKT 520 <u>and</u> MKT 530/531 Enrollment in fall 2012: Modules MKT 510 <u>and</u> MKT 520 <u>and</u> MKT 531/MKT 532 (MKT 614)/MKT 540/MKT 560 Enrollment in fall 2013: Modules MKT 510 <u>and</u> MKT 520 <u>and</u> MKT 531/MKT 540/MKT 545/MKT 560 (not valid MKT 550, IS/MKT 500) (parallel attendance possible) Recommended: not specified			
Obligatory registration: yes		Further Information on registration: Website of the chair	
Courses	Hours per week	Self-study	ECTS
Seminar	2	10	6
ECTS in total			6
Form of assessment	Written paper: 70%, presentation: 30% (minimum grade for passing is 4.0 in both parts)		
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		
Range of application	Mannheim Master in Management, M.Sc. Business Education, Diplom Bus. Adm.		

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: Required: Enrollment in fall 2009: Modules MKT 520 <u>and</u> MKT 530/531 Enrollment in fall 2010: Modules MKT 510 <u>and</u> MKT 520 <u>and</u> MKT 530/531 Enrollment in fall 2012: Modules MKT 510 <u>and</u> MKT 520 <u>and</u> MKT 531/MKT 532 (MKT 614)/MKT 540/MKT 560 Enrollment in fall 2013: Modules MKT 510 <u>and</u> MKT 520 <u>and</u> MKT 531/MKT 540/MKT 545/MKT 560 (not valid MKT 550, IS/MKT 500) (parallel attendance possible) Recommended: not specified			
Obligatory registration: yes		Further Information on registration: Website of the chair / “Student Portal”	
Courses	Hours per week	Self-study	ECTS
Seminar	2	10	6
ECTS in total			6
Form of assessment	Written paper: 70%, presentation: 30% (minimum grade for passing is 4.0 in both parts)		
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		
Range of application	Mannheim Master in Management, M.Sc. Business Education, Diplom Bus. Adm.		

Module: MKT 730 Marketing Seminar Prof. Kuester			
Contents: 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.			
Learning outcomes: The seminar introduces students to academic work related to current topics and challenges regarding relevant and interesting issues in marketing.			
Prerequisites: Required: Enrollment in fall 2009: Modules MKT 520 <u>and</u> MKT 530/531 Enrollment in fall 2010: Modules MKT 510 <u>and</u> MKT 520 <u>and</u> MKT 530/531 Enrollment in fall 2012: Modules MKT 510 <u>and</u> MKT 520 <u>and</u> MKT 531/MKT 532 (MKT 614)/MKT 540/MKT 560 Enrollment in fall 2013: Modules MKT 510 <u>and</u> MKT 520 <u>and</u> MKT 531/MKT 540/MKT 545/MKT 560 (not valid MKT 550, IS/MKT 500) (parallel attendance possible) Recommended: not specified			
Obligatory registration: yes		Further Information on registration: Website of the chair	
Courses	Hours per week	Self-study	ECTS
Seminar	2	10	6
ECTS in total			6
Form of Assessment	The paper will account for 60% of the overall grade; the presentation will account for 40% of the overall grade. Students have to pass the paper before their presentation.		
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		
Range of application	Mannheim Master in Management, M.Sc. Business Education, Diplom Bus. Adm.		

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: Required: Enrollment in fall 2009: Modules MKT 520 <u>and</u> MKT 530/531 Enrollment in fall 2010: Modules MKT 510 <u>and</u> MKT 520 <u>and</u> MKT 530/531 Enrollment in fall 2012: Modules MKT 510 <u>and</u> MKT 520 <u>and</u> MKT 531/MKT 532 (MKT 614)/MKT 540/MKT 560 Enrollment in fall 2013: Modules MKT 510 <u>and</u> MKT 520 <u>and</u> MKT 531/MKT 540/MKT 545/MKT 560 (not valid MKT 550, IS/MKT 500) (parallel attendance possible) Recommended: not specified			
Obligatory registration: yes		Further Information on registration: Homepage of the chair	
Courses	Hours per week	Self-study	ECTS
Seminar	2	10	6
ECTS in total			6
Form of assessment	Written paper: 70% of the final grade, presentation: 30% of the final grade (minimal grade for passing is 4.0 in both parts)		
Lecturer/Person in charge	Prof. Dr. Florian Kraus		
Duration of module	1 semester		
Offering	Fall semester and Spring semester		
Language	English		
Program-specific educational goals	LG 1, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, Diplom Bus. Adm.		

3.1.6. 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: Required: none 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	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6
Form of assessment	Written exam (90 min)		
Lecturer/Person in charge	Prof. Dr. Moritz Fleischmann		
Duration of module	1 semester		
Offering	Fall semester		
Language	English		
Program-specific educational goals	LG 2, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, M.Sc. Business Mathematics, Diplom Bus. Adm., 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:

Required: None

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	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6

Form of assessment	Written exam (90 min)
Lecturer/Person in charge	Prof. Dr. Moritz Fleischmann
Duration of module	1 semester
Offering	Fall semester
Language	English
Program-specific educational goals	LG 2, LG 4, LG 5
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, M.Sc. Business Mathematics, Diplom Bus. Adm., 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: none

Required: none

Recommended: not specified

Obligatory registration: no

Further Information on registration:

Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
ECTS in total			4

Form of assessment	Written examination (45 min)
Lecturer/Person in charge	Prof. Bjelicic
Duration of module	1 semester
Offering	Spring semester
Language	German
Program-specific educational goals	LG 4, LG 5
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, M.Sc. Business Mathematics, Diplom Bus. Adm., 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: none Required: none Recommended: not specified			
Obligatory registration: no		Further Information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
ECTS in total			4
Form of assessment	Written examination (45 min)		
Lecturer/Person in charge	Prof. Bjelicic		
Duration of module	1 semester		
Offering	Fall semester		
Language	German		
Program-specific educational goals	LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, M.Sc. Business Mathematics, Diplom Bus. Adm., M.Sc. Econ.		

Module: OPM 561 Lean Production Management

Contents:

This course introduces planning tasks for the design and management of production systems from the strategic to the operational level. The first part of the course deals with a classification of different production systems and the characterization of their design problems. We discuss lean production principles and the influence of variability on performance measures. The second part of the lecture discusses basic principles of hierarchical planning. It covers control and scheduling decisions for the same production systems introduced in the first part.

This course aims to provide insights into the key decisions regarding the design and management of lean production systems. For this purpose, quantitative decision models for the performance analysis and optimization of such production systems are discussed, as well as several solution approaches for different planning tasks are covered. Selected problems are implemented and solved using standard software.

Learning outcomes:

After this course the student will

- have an overview of requirements, objectives and key concepts in lean production management.
- have an understanding of characteristics and advantages of different production systems.
- develop skills for hierarchical planning in the field of production management.

Prerequisites:

Required: none

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	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6

Form of assessment	Assignment(s)/work on case studies (individual and/or in groups), written exam (60 min)
Lecturer/Person in charge	Prof. Dr. Raik Stolletz
Duration of module	1 semester (only first half of the semester)
Offering	Fall semester
Language	English
Program-specific educational goals	LG 2, LG 5
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, M.Sc. Business Mathematics, M.Sc. Econ., Diplom Bus. Adm.

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:

Required: none

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	ECTS
Lecture	2	6	4
Exercise	2	2	2
ECTS in total			6

Form of assessment	Written exam (90 min)
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Lecturer/Person in charge	Prof. Dr. Cornelia Schön
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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 2, LG 5
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, M.Sc. Business Mathematics, Diplom Bus. Adm., 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:

Required: Successful application as described at this course's website.

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:

Courses	Hours per week	Self-study	ECTS
Lecture & Exercise class	2	6	4
Exercise class	2	2	2
ECTS in total			6

Form of assessment	Assignment(s)/work on case studies (in teams), final presentation, class participation
Lecturer/Person in charge	Prof. Dr. Cornelia Schön
Duration of module	1 semester
Offering	Fall semester
Language	English
Program-specific educational goals	LG 2, LG 4, LG 5

Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, M.Sc. Business Mathematics, Diplom Bus. Adm., M.Sc. Econ.
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Module: OPM 583 Decision-making with Limited Information**Contents:**

Decision-making can be considered in two different contexts: making decisions with complete information, and making decisions based on partial information. The nature of many practical problems is such that decisions have to be made with incomplete or limited information. This could be because some event has not yet occurred, or obtaining missing or incomplete information requires an action, e.g., by an algorithm.

This course is concerned with online optimization whose most important feature is the complete independence from statistical assumptions. In the field of Operations Research (OR), the majority of analytical methods for decision-making are not able to escape the necessity of probability distributions or sophisticated stochastic approaches. But in many real-world situations, for a variety of reasons, the application of these models and problem-solving techniques is problematic since data patterns might deviate substantially from past history. In particular, information relevant to take an optimal decision is revealed step by step over time, and not known beforehand. This calls for robust methods that do not heavily rely on stochastic approaches.

Online optimization relies on competitive analysis, and provides algorithms that are robust because they guarantee a certain performance level under all possible scenarios. The key idea is that performance guarantees on algorithms for sequential decision making are given that hold without the need of stochastic assumptions. The objective of this course is to discuss this alternative form of optimal decision-making. Especially, problems from the OR application fields revenue management, inventory management, scheduling, and financial decision-making (which all are inherently online) are addressed.

Learning outcomes:

Students will gain insights into practical applications where decisions have to be taken in an “online fashion”, get familiar with the underlying models and methods and enhance their analytical skills.

Prerequisites:

Required: none

Recommended: The course assumes a basic knowledge in mathematics.

Obligatory registration: no

Further Information on the registration:

Courses	Hours per week	Self-study	ECTS
Lecture & Exercise Class	2	6	4
ECTS in total			4

Form of assessment	Assignment(s)/work in teams (on a specific application), final presentation, class participation
Lecturer/Person in charge	Dr. Esther Mohr
Duration of module	1 semester
Offering	Spring term
Language	English
Program-specific educational goals	LG 2, LG 5
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, M.Sc. Business Mathematics, Diplom Bus. Adm., M.Sc. Econ.

Module: OPM 591 Strategic Procurement**Aim of module:**

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: None

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

Obligatory registration: No

Further Information on the registration:

Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6

Form of assessment	Written exam (90 minutes)
Lecturer/Person in charge	Prof. Dr. Christoph Bode
Duration of module	1 semester
Offering	Fall term
Language	English
Range of application	M.Sc. Mannheim Master in Management, M.Sc. Wirtschaftspädagogik, M.Sc. Wirtschaftsmathematik, M.Sc. Wirtschaftsinformatik, Diplom BWL, M.Sc. VWL

Module: OPM 599 Procurement Governance and Compliance

Aim of module:

Procurement is a cross-functional process with a significant impact on corporate performance. To ensure that externally sourced materials/services as well as the corresponding internal processes contribute sustainably to corporate objectives (e.g., in terms of cost, innovation, reputation), it is pivotal to have a clear, regulatory mandate from top management (governance) and to communicate it to all employees associated with purchasing-related activities. To this end, corporate procurement assumes guideline competence and the authority to ascertain compliance within and across departments as well as subsidiaries. Failing to establish an effective governance framework leaves performance potentials untapped and companies potentially open to scrutiny and litigation. Starting from a review of modern procurement, this module addresses both theory and practice of procurement governance and compliance. The necessity and the role of governance are analyzed from a theoretical perspective and illustrated with examples from corporate practice. The presented governance framework shows how to set a path for effective governance in conjunction with a company's broader strategic objectives. This involves a detailed discussion of strategic and operational instruments, key performance indicators, and implementation aspects (e.g., interfaces with other functions). A key focus of the module rests on the human factor and on compliant behavior.

Learning outcomes:

The main intended learning outcome is to gain a thorough understanding of the structure and the application of modern procurement governance in organizations. Special emphasis is put on implementation, methods, and case studies that illustrate challenges and solutions.

Prerequisites:

Formal: None

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

Obligatory registration: yes

Further Information on the registration:

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

Courses	Hours per week	Self-study	ECTS
Lecture and Exercise class	2 (blocked)	6	4
ECTS in total			4
Form of assessment	Written exam (60 minutes; 70%) and case study preparation/ presentation (30%)		
Lecturer/Person in charge	Dr. Egbert Hubmann		
Duration of module	1 semester (blocked)		
Offering	Spring term		
Language	English		
Program-specific educational goals	LG 2, LG 3, LG 5		
Range of application	M.Sc. Mannheim Master in Management, M.Sc. Wirtschaftspädagogik, M.Sc. Wirtschaftsmathematik, M.Sc. Wirtschaftsinformatik, Diplom BWL, M.Sc. VWL		

Module: OPM 550 International Course – Operations Management			
Contents: depends on course taken abroad			
Learning outcomes: depends on course taken abroad			
Prerequisites: none Required: 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 abroad	depends on course taken abroad abroad	depends on course taken abroad 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		
Range of application	Mannheim Master in Management, 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:

Required: At least one of the modules OPM 501, 502, 561, or 581 (parallel attendance possible)

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	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6
Form of assessment	Written exam (90 min)		
Lecturer/Person in charge	Prof. Dr. Moritz Fleischmann		
Duration of module	1 semester		
Offering	Spring semester		
Language	English		
Program-specific educational goals	LG 2, LG 3, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, .Sc. Business Mathematics, Diplom Bus. Adm., M.Sc. Econ.		

Module: OPM 660 Simulation of Manufacturing Systems**Contents:**

This course is an extension to the module OPM 661 (Robust Planning in Stochastic Manufacturing Systems) that deals with the technique of simulation. Simulation is often used to support management and design decisions in complex production systems. Using standard simulation software, the students will be introduced in the development of simulation models of production systems and in the analysis of related performance measures. All lectures will be given in a computer lab. During the course, the students will work on several assignments and cases.

Learning outcomes:

The students learn the basic concepts of simulation and how to model and to analyze complex systems using standard simulation software.

Prerequisites:

Required: OPM 661 (parallel attendance possible)

Recommended: See OPM 661

Obligatory registration: yes

Further Information on the registration:
“Student Portal”

Courses	Hours per week	Self-study	ECTS
Lecture & Exercise class	2	6	4

ECTS in total 4

Form of assessment	Assignment(s)/work on case studies (individual and in groups), presentation, class participation
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Lecturer/Person in charge	Prof. Dr. Raik Stolletz
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Duration of module	1 semester (only second half of the semester)
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Offering	Spring semester (irregular)
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Language	English
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Program-specific educational goals	LG 2, LG 5
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Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, M.Sc. Business Mathematics, Diplom Bus. Adm., M.Sc. Econ.
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Module: OPM 661 Robust Planning in Stochastic Manufacturing Systems

Contents:

Production systems often operate in an uncertain environment due to uncertain demand, unreliable machines or random processing capacities. In order to support decisions for such uncertain manufacturing systems, 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 analyzed. Additionally, economies of scale and the value of flexible capacities are discussed. Several methods and performance measures of robust planning and optimization are introduced.

Learning outcomes:

Students learn to understand the impact of stochasticity in production systems. After this course students are familiar with the theory and practice of the analysis of stochastic manufacturing systems. They learn to adapt and to apply analytical approximations and robust planning methods.

Prerequisites:

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

Recommended: Participants should be familiar with the fundamentals of production and operations management. Specifically, the course builds on topics covered in the module OPM 561. Participants who have not attended this module 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	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6
Form of assessment	Written exam (90 min)		
Lecturer/Person in charge	Prof. Dr. Raik Stolletz		
Duration of module	1 semester (only first half of the semester)		
Offering	Spring semester (irregular)		
Language	English		
Program-specific educational goals	LG 2, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, M.Sc. Business Mathematics, Diplom Bus. Adm., M.Sc. Econ.		

Module: OPM 662 Modeling and Optimization of Operations Scheduling**Contents:**

This course introduces mathematical modeling approaches for planning and scheduling of manufacturing operations. Operational and tactical planning tasks are formulated as linear and mixed-integer 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 assignments.

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.

Prerequisites:**Required:**

- 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"

Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	6	4
ECTS in total			8

Form of assessment	Assignments and presentations (70%), final practical or oral exam (30%), (both have to be passed)
Lecturer/Person in charge	Prof. Dr. Raik Stolletz
Duration of module	1 semester (only second half of the semester, after the exam of OPM 561)
Offering	Fall semester (irregular)
Language	English
Program-specific educational goals	LG 2, LG 5
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, M.Sc. Business Mathematics, Diplom Bus. Adm., M.Sc. Econ.

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 RM, get familiar with the underlying models and methods and enhance their analytical skills.

Prerequisites:

Required: At least one of the modules OPM 501, 502, 561, 581, or 582 (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	ECTS
Lecture & Exercise class	2	6	4
Exercise class	2	2	2
ECTS in total			6

Form of assessment	Team assignments and final exam
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Lecturer/Person in charge	Prof. Dr. Cornelia Schön
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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 2, LG 5
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Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, M.Sc. Business Mathematics, Diplom Bus. Adm., M.Sc. Econ.
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Module: OPM 691 Supply Risk Management**Aim of module:**

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: None

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	4
ECTS in total			4
Form of assessment	Written exam (60 minutes; 70%) plus assignments and presentations (30%)		
Lecturer/Person in charge	Prof. Dr. Christoph Bode		
Duration of module	1 semester		
Offering	Fall term		
Language	English		
Range of application	M.Sc. Mannheim Master in Management, M.Sc. Wirtschaftspädagogik, M.Sc. Wirtschaftsmathematik, M.Sc. Wirtschaftsinformatik, Diplom BWL, M.Sc. VWL		

Module: OPM 692 Advanced Procurement			
Aim of module: 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: None 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	ECTS
Lecture	2	6	4
Exercise class	1	3	2
ECTS in total			6
Form of assessment		Written exam (90 minutes)	
Lecturer/Person in charge		Prof. Dr. Christoph Bode	
Duration of module		1 Semester	
Offering		Spring term	
Language		English	
Program-specific educational goals		LG 3, LG 4, LG 5	
Range of application		Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Mathematics, M.Sc. Business Informatics, M.Sc. Economics, Diploma Business Administration	

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 present the results of their analysis.			
Prerequisites: Required: 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	ECTS
Lecture	2	10	6
ECTS in total			6
Form of assessment	Presentation, active contribution to class discussion, written report		
Lecturer/Person in charge	Prof. Dr. Moritz Fleischmann		
Duration of module	1 semester		
Offering	Fall semester and spring semester (in spring semester possibly replaced by OPM 741)		
Language	English / German		
Program-specific educational goals	LG 2, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, Diplom Bus. Adm.		

Module: OPM 702 Master Colloquium		
Contents: The Master Colloquium provides students with an opportunity to present core ideas of their thesis project and to receive feedback from their peers as well as from their supervisor. This feedback will help them in the completion of their thesis. The presentation will be scheduled about half-way through the project.		
Learning outcomes: Students will learn how to present a complicated matter in a well-structured way. They will benefit from their individual feedback as well as from attending and discussing presentations by their peers.		
Prerequisites: Required: none Recommended: Sound knowledge in logistics and supply chain management; sound quantitative skills; interest in scientific research		
Obligatory registration: yes		Further Information on registration: Website of the chair
Courses	Hours per week	ECTS
Lecture	2	-
ECTS in total		-
Form of assessment	Presentation, active contribution to class discussion, written report	
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	
Range of application	Mannheim Master in Management, Diplom Bus. Adm., M.Sc. Bus. Ed.,	

Module: OPM 761 Research Seminar Production Management**Contents:**

The goal of this seminar is to introduce the participants to the conducting of scientific research. It hereby prepares them for the writing of their Master thesis. Participants will carry out a literature study on a given topic in the field of production management and/or analyze a related decision model using an optimization or simulation tool. The students 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. Additionally, they will learn how to present the results of their analysis.

Prerequisites:

Required: 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	ECTS
Lecture	2	10	6
ECTS in total			6

Form of assessment	Written report, presentation, active contribution to class discussion
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Lecturer/Person in charge	Prof. Dr. Raik Stolletz
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Duration of module	1 semester
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Offering	Fall semester and Spring semester
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Language	English / German
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Program-specific educational goals	LG 5
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Range of application	Mannheim Master in Management, M.Sc. Business Education, Diplom Bus. Adm.
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Module: OPM 762 Master Colloquium Production Management		
Contents: The Master Colloquium provides students with an opportunity to present core ideas of their thesis project and to receive feedback from their peers as well as from their supervisor. This feedback will help them in the completion of their thesis. The presentation will be scheduled about half-way through the project.		
Learning outcomes: Students will learn how to present a complicated matter in a well-structured way. They will benefit from their individual feedback as well as from attending and discussing presentations by their peers.		
Prerequisites: Required: none Recommended: Sound knowledge in production management; sound quantitative skills; interest in scientific research		
Obligatory registration: no	Further information on registration:	
Courses	Hours per week	ECTS
Lecture	2	-
ECTS in total		-
Form of assessment	Presentation, active contribution to class discussion	
Lecturer/Person in charge	Prof. Dr. Raik Stolletz	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	English / German	
Program-specific educational goals	LG 5	
Range of application	Mannheim Master in Management, M.Sc. Business Education, Diplom Bus. Adm.	

Module: OPM 763 Basics of scientific writing for final theses		
Contents: Students are provided with the basic principles of scientific writing. This includes an introduction to literature research. Additionally students will get to know the formal guidelines for their final thesis at the Chair of Production Management like general style of citations, formal requirements concerning tables and figures and the structure/outline of the thesis. Beyond that students will be introduced how to structure a thesis and how to generate an opportunity for scientific contribution.		
Learning outcomes: Students should be able to conduct literature research and to integrate previous work into a literature discussion. Beyond that students should learn to present research results in compliance with the standards of the Chair of Production Management.		
Prerequisites:		
Required: Registration for final thesis at the Chair of Production Management		
Recommended: Interest in scientific writing and research methods, intent to write thesis at the Chair of Production Management		
Courses	Hours per week	ECTS
Lecture	2	-
ECTS in total	-	-
Form of assessment		
Lecturer/Person in charge	Prof. Dr. Raik Stolletz	
Duration of module	1 Semester	
Offering	Fall semester and Spring semester	
Language	English / German	
Program-specific educational goals	LG 5	
Range of application	Mannheim Master in Management, M.Sc. Business Education, Diplom Bus. Adm.	

Module: OPM 765 Introduction to scientific writing and presentation for term papers		
<p>Contents: The Module offers students an introduction to the basics of writing a seminar thesis in general and the guidelines of the Chair of Production Management in special. This includes a brief introduction on how to structure a literature review and discussion. Additionally students will get to know the formal guidelines for their seminar papers (general style of citations, formal requirements concerning tables and figures and structure/outline) and seminar presentations (structure, slide design, basic principles of verbal presentation) at the Chair of Production Management.</p>		
<p>Learning outcomes: Students should be able to fulfill term paper quality requirements. Therefore basic principles and methods of scientific writing as well as guidelines for a coherent verbal presentation of the papers main hypotheses should be understood and implemented by participants.</p>		
<p>Prerequisites:</p>		
<p>Required: Registration for the Research Seminar Production Management (OPM 761)</p>		
<p>Recommended: Interest in scientific writing and research methods, plan to write thesis at the Chair of Production Management</p>		
Courses	Hours per week	ECTS
Lecture	2	-
ECTS in total	-	-
Form of assessment		
Lecturer/Person in charge	Prof. Dr. Raik Stollitz	
Duration of module	1 Semester	
Offering	Fall semester and Spring semester	
Language	English / German	
Program-specific educational goals	LG 5	
Range of application	Mannheim Master in Management, M.Sc. Business Education, Diplom Bus. Adm.	

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 present the results of their analysis.			
Prerequisites: Required: 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	ECTS
Seminar	2	10	6
ECTS in total			6
Form of assessment	Written report, presentation, active contribution to class discussion		
Lecturer/Person in charge	Prof. Dr. Cornelia Schön		
Duration of module	1 semester		
Offering	Fall and Spring semester		
Language	English/German		
Program-specific educational goals	LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, Diplom Bus. Adm.		

Module: OPM 782 Master Colloquium Service Operations		
Contents: The Master Colloquium provides students with an opportunity to present core ideas of their thesis project and to receive feedback from their peers as well as from their supervisor. This feedback will help them in the completion of their thesis. The presentation will be scheduled about half-way through the project.		
Learning outcomes: Students will learn how to analyse and present a complicated problem in a well-structured way. They will benefit from their individual feedback as well as from attending and discussing presentations by their peers.		
Prerequisites: Required: none Recommended: Sound knowledge in operations management; sound quantitative skills; interest in scientific research		
Obligatory registration: yes	Further information on registration:	
Courses	Hours per week	ECTS
Colloquium	2	-
ECTS in total		-
Form of assessment	Presentation, active contribution to class discussion	
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 5	
Range of application	Mannheim Master in Management, M.Sc. Business Education, Diplom Bus. Adm.	

Module: OPM 783 Operations Research Lab for Thesis Work		
Aim of module: The OR Lab provides master thesis students the opportunity to discuss, apply and implement advanced Operations Research models, methods and software tools that are useful for their thesis work.		
Learning outcomes: Students will acquire new knowledge and/or deepen their understanding of selected OR models, methods and tools useful for their thesis work.		
Prerequisites: Formal: Registration for final thesis at the Chair of Service Operations Mgmt. Recommended:		
Obligatory registration: no	Further information on registration:	
Courses	Hours per week	ECTS
Lecture	2	-
ECTS in total		-
Form of assessment		
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 5	
Range of application	Mannheim Master in Management, M.Sc. Business Education, Diploma Bus. Adm.	

Module: OPM 790 Master Colloquium Procurement**Aim of module:**

This colloquium provides students with an opportunity to present the structure, key literatures, and core ideas of their master thesis project and to receive feedback from their peers as well as from members of the chair. The presentation will be scheduled about halfway through the thesis project.

Learning outcomes:

The main learning objective is to support and guide students through their master thesis project. Students will learn and practice how to present a research topic in a structured fashion. They will benefit from the individual feedback as well as from attending and discussing presentations by their peers.

Prerequisites:

Formal: None

Recommended: One module OPM 6xx and OPM 7xx.

Obligatory registration: No

Further Information on the registration:

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

Form of assessment	Presentation, active contribution to class discussion, written report
Lecturer/Person in charge	Prof. Dr. Christoph Bode
Duration of module	1 semester
Offering	Fall term and Spring term
Language	English / German
Program-specific educational goals	LG 5
Range of application	Mannheim Master in Management, M.Sc. Business Education, Diploma Business Administration

3.2. Changing Course Offer

3.2.1. Area „Accounting and Taxation“

Module: ACC 514 International Financial Reporting & Analysis			
Contents: Several cases which deal with a specific financial accounting topic will be discussed within the context of corporations' financial statements. Each case will contain financial statement information and a set of specific questions pertaining to one financial accounting issue. The financial statement information will be used to infer and interpret the economic events underlying the numbers. Some cases will be accompanied by a related article taken from the business press which will be incorporated in the questions in the case. Some cases will involve two companies within an industry and the case questions will focus on intercompany comparisons of financial information.			
Learning outcomes: This course is designed to help students become a global user of financial reports. Besides a comprehensive understanding of international accounting regulations, students get familiar with case studies and presentations in class.			
Prerequisites: Required: none Recommended: Introductory courses in finance and accounting			
Obligatory registration: yes		Further information on registration: "Student Portal"	
Courses	Hours per week	Self-study	ECTS
Lecture	2 (blocked)	6	4
ECTS in total			4
Form of assessment	Participation: 20%, case presentation: 30 % and final written exam (120 min.): 50%		
Lecturer/Person in charge	Prof. Favere-Marchesi/ Prof. Dr. Dirk Simons		
Duration of module	1 Semester (blocked)		
Offering	Fall semester		
Language	English		
Program-specific educational goals	LG 2, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, Diplom Bus. Adm., LL.M., M.Sc. Econ.		

Module: ACC 516 DCF and residual income as valuation devices			
Contents: The course covers different investment valuation models, focussing on discounted cashflow methods and residual income valuation. The Fisher separation and the Hirshleifer model are discussed in order to highlight the implications of capital market conditions for investment valuation.			
Learning outcomes: Understanding <ul style="list-style-type: none"> • why the scope of an investment valuation may influence the outcome of the valuation • how different DCF and residual income models are calculated • how the impact of taxation is considered in these valuation models • the interdependencies between DCF valuation and earnings based valuation 			
Prerequisites: Required: Recommended: Introductory courses in finance and accounting			
Obligatory registration: no		Further Information on the registration: Student Portal	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise Class	1	3	2
ECTS in total			6
Form of assessment	Exam, 90 minutes		
Lecturer/Person in charge	Prof. Dr. Dirk Simons		
Duration of module	1 semester		
Offering	Fall semester		
Language	German		
Program-specific educational goals			
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Bus. Adm., LL.M., M.Sc. Econ.		

Module: ACC 571 Introduction to Auditing			
Contents: The course introduces students to the profession of a certified accountant and describes the principles of an audit regarding its contents, its process and its objectives. The course illustrates the application of auditing norms to the practice of a certified accountant.			
Learning outcomes: Students are able to describe the several stages of an audit and the principles an auditor has to respect in a year-end audit. Students learn to apply basic principles to audit cases.			
Prerequisites: Required: none Recommended: Bachelor-knowledge of financial accounting			
Obligatory registration: no		Further information on registration:	
Courses	Hour per week	Self-study	ECTS
Lecture	2	6	4
ECTS in total			4
Form of assessment	Written exam (45 min.)		
Lecturer/Person in charge	Prof. Kämpfer		
Duration of module	1 semester		
Offering	Fall semester		
Language	German		
Program-specific educational goals	LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., LL.M., M.Sc. Econ.		

Module: ACC 572 Quality and Risk Management in Auditing Practice			
Contents: The course introduces students to the principles of quality and risk management in the professional services firm. The course describes methods to ensure and control quality in a services company and presents an integrated quality and risk management on a business process level. The implementation in praxis will be discussed.			
Learning outcomes: Students are able to describe and analyze the different methods of quality and risk management in a professional services firm. Students learn how to implement the concept in praxis.			
Prerequisites: Required: none Recommended: Bachelor-knowledge of financial accounting			
Obligatory registration: no		Further information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
ECTS in total			4
Form of assessment	Written exam (45 min.)		
Lecturer/Person in charge	Prof. Pfitzer		
Duration of module	1 semester		
Offering	Fall semester		
Language	German		
Program-specific educational goals	LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., LL.M., M.Sc. Econ.		

Module: ACC 573 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:			
Required: none			
Recommended: Bachelor-knowledge of financial accounting			
Obligatory registration: no		Further Information on the registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
ECTS in total			4
Form of assessment		Written exam (45 min.)	
Lecturer/Person in charge		Prof. Wollmert	
Duration of module		1 semester	
Offering		Fall semester	
Language		German	
Program-specific educational goals		LG 5	
Range of application		Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Bus. Adm., LL.M., M.Sc. Econ.	

Module: ACC 621 Earnings Management			
Contents: The course analyzes objectives of the manager's use of accounting discretion and highlights recognition and measurement rules which allow for earnings management. Earnings management can be engaged in to influence financial statement user's perception of accounting information. It can also serve to affect management's compensation which frequently depends on accounting data. Here, the stewardship role of accounting is focused on. The analysis is based on agency and game theoretical models and on empirical studies.			
Learning outcomes: Students learn why earnings are the object of manipulation and how earnings can be manipulated. They know that earnings management can be interpreted from an informative as well as from a stewardship perspective. Students understand agency and game theoretical models to analyze earnings management and are familiar with empirical methods on earnings management both from a capital market as well as a management compensation perspective.			
Prerequisites: Required: none Recommended: Module ACC 511 or Module ACC 512			
Note: <ul style="list-style-type: none"> • Joint Lecture of Prof. Daske and Prof. Simons, • Literature collection for self-study is provided. 			
Obligatory registration: no		Further information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	6	4
ECTS in total			8
Form of assessment	Written exam (90 min.) or oral exam		
Lecturer/Person in charge	Prof. Dr. Dirk Simons and Prof. Dr. Holger Daske		
Duration of module	1 semester		
Offering	Spring semester		
Language	English		
Program-specific educational goals	LG 1, LG 2, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., LL.M., M.Sc. Econ.		

Module: ACC 626 Transaction Accounting			
Contents: Topics of transaction accounting are discussed and illustrated 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: Required: none Recommended: Bachelor-knowledge of financial accounting			
Obligatory registration: no		Further Information on the registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
ECTS in total			4
Form of assessment	Written exam (45 min.)		
Lecturer/Person in charge	Prof. Wollmert		
Duration of module	1 semester		
Offering	Spring semester		
Language	German		
Program-specific educational goals	LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Bus. Adm., LL.M., M.Sc. Econ.		

Module: ACC 627 Case Studies “Consulting in financial services”			
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. The module’s language is German; however, there is the possibility to deliver the group presentations as well as the consulting report in English as long as a sufficient number of applications for the latter option is available.			
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: Required: none Recommended: Bachelor-knowledge of financial accounting and finance			
Obligatory registration: yes		Further Information on the registration: Website of the chair/”Student Portal”	
Courses	Hours per week	Self-study	ECTS
Lecture / Exercise class	4	12	8
ECTS in total			8
Form of assessment	Consulting report, 50%; final presentation, 50%		
Lecturer/Person in charge	Dipl.-Kfm. Becker, Prof. Dr. Jens Wüstemann		
Duration of module	1 semester		
Offering	Fall semester and spring semester		
Language	German		
Program-specific educational goals	LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Bus. Adm., LL.M., M.Sc. Econ.		

Module: ACC 671 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 as one special player, the auditor, is analyzed. The analysis is based on theoretical models as well as empirical results. The regulatory framework is evaluated by means of game theoretical rationality concepts.			
Learning outcomes: Students are familiar with the purpose and the scope of an independent audit. They see auditing as a mean to set off principal-agent 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: Required: none Recommended: Previous visit of an ACC 500 module is recommended			
Note: Literature collection for self-study is provided.			
Obligatory registration: no		Further information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	1	3	2
ECTS in total			6
Form of assessment	Written exam (60 min.) or oral exam		
Lecturer/Person in charge	Prof. Dr. Dirk Simons		
Duration of module	1 semester		
Offering	Spring semester		
Language	English		
Program-specific educational goals	LG 2, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., LL.M., M.Sc. Econ.		

Module: ACC 672 Corporate Governance Theory			
Contents: The course analyzes agency conflicts arising from the separation of ownership and control. Emphasize is put on four main players in the corporate governance setting: manager, supervisory board, shareholder and auditor. Based on agency-theoretical and game theoretical modelling as well as empirical evidence, management incentives and governance mechanisms which are designed to mitigate agency problems are discussed.			
Learning outcomes: Students know the main purpose and the elements of the German Corporate Governance Code. They are familiar with management incentives and conflicts of interests caused by management compensation, are aware of the main features of stock option programs and know how to account for these programs. Furthermore, students understand the role of the supervisory board as an element of corporate governance.			
Prerequisites: Required: none Recommended: not specified			
Note: Literature collection for self-study is provided.			
Obligatory registration: no		Further information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	1	3	2
ECTS in total			6
Form of assessment	Written exam (60 min.) or oral exam		
Lecturer/Person in charge	Prof. Dr. Dirk Simons		
Duration of module	1 semester		
Offering	Fall semester		
Language	German		
Program-specific educational goals	LG 2, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., LL.M., M.Sc. Econ.		

Module: ACC 674 Disclosure Theory			
Contents: The course discusses two aspects of disclosures on the basis of analytical models. The first aspect is voluntary disclosure of financial data to the capital market. Based on models of voluntary disclosure we discuss the merits of two competing views on voluntary disclosure. The market view treats information as a normal good whose optimal supply is the outcome of a capital market equilibrium. The regulatory view poses that disclosed information is a public good and hence mandatory disclosure is necessary to ensure the optimal disclosure level and functional capital markets. The second aspect is accounting standards. Here we assume the regulatory view and discuss whether one can define optimal accounting standards.			
Learning outcomes: Participants will appreciate analytical models as an essential tool in financial accounting research. They are expected to appraise analytical results with reference to the chosen model's central assumptions and relate them to normative and empirical claims. The course also aims at training the delineation and review of a specific literature.			
Prerequisites: Required: not taken module ACC 673 Financial Accounting Research Recommended: Introductory courses in finance and accounting Note: The course is graded based on two short home assignments and one presentation in class. Due to the grading concept a maximum of 20 participants will be allowed. Selection is on a first come first serve basis. No "Gasthörer" are allowed.			
Obligatory registration: yes		Further Information on the registration: Student Portal	
Courses	Hours per week	Self-study	ECTS
Lecture	2	10	6
ECTS in total			6
Form of assessment	Two written assignments, 1 presentation		
Lecturer/Person in charge	Dr. Ebert		
Duration of module	1 semester		
Offering	Spring		
Language	English		
Program-specific educational goals	LG 2, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Bus. Adm., LL.M., M.Sc. Econ.		

Module: TAX 661 Case Studies in International Tax Planning			
Contents: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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: Required: none Recommended: Knowledge of contents of Module TAX 610 <u>or</u> Module TAX 630			
Obligatory registration: no		Further information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
ECTS in total			4
Form of Assessment	Written examination (45 min.)		
Lecturer/Person in charge	Prof. Dr. Michael Schaden/Prof. Dr. Ulrich Schreiber and Prof. Dr. Christoph Spengel		
Duration of module	1 semester		
Frequency	Spring semester		
Language	English		
Program-specific educational goals	LG 2, LG 4, LG 5		
Range of Application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., LL.M., M.Sc. Econ.		

Module: ACC 711 Seminar			
Contents: The Seminar is an introductory course to research in accounting. Based on a given topic, a research question has to be determined which is to be answered in the thesis. A literature review is followed by the discussion of a theoretical model or empirical evidence based on which the research question shall be analysed. The thesis concludes with a final result. Eventually, the thesis is to be presented in the seminar.			
Learning outcomes: Students learn how to pursue research in accounting. They are able to find a research question which they analyze in their thesis. Students learn how to structure a research paper. They can present the main findings of their analysis comprehensibly in the seminar.			
Prerequisites: Required: none Recommended: <ul style="list-style-type: none"> • Profound knowledge of accounting, • Interest in scientific research. 			
Note: A research assistant supports participants in preparing the thesis.			
Obligatory registration: yes		Further information on registration: Website of the chair	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6
Form of assessment	Presentation and thesis		
Lecturer/Person in charge	Prof. Dr. Dirk Simons		
Duration of module	1 semester		
Offering	Spring semester and Fall semester		
Language	German or English		
Program-specific educational goals	LG 1, LG 2, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, Diplom Bus. Adm.		

Module: ACC 713 Seminar			
Contents: The seminar introduces students to scientific research in accounting. Students learn to solve problems autonomously and to approach a problem scientifically. The results of the thesis are presented in the seminar.			
Learning outcomes: Students know how to pursue research in accounting. They are able to analyze a research question in their thesis. Students can structure and write a scientific thesis. They can present the main findings of their analysis in the seminar.			
Prerequisites: Required: none Recommended: <ul style="list-style-type: none"> • Profound knowledge of accounting, • Interest in scientific research. 			
Note: Students are supported by a research assistant during the thesis.			
Obligatory registration: yes		Further information on registration: Website of the chair	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	2	2
ECTS in total			6
Form of assessment	Thesis: 70 %, presentation: 30 % To pass the overall module, each examination must be separately evaluated with a minimum grade of 4,0.		
Lecturer/Person in charge	Prof. Dr. Jens Wüstemann		
Duration of module	1 semester		
Offering	Fall semester and Spring semester		
Language	German or English		
Program-specific educational goals	LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, Diplom Bus. Adm.		

3.2.2. Area „Banking, Finance, and Insurance“

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. They are expected to acquire, before the course commences, a level of Stata competency comparable to that taught in the Stata Tutorial each semester. 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: <ul style="list-style-type: none"> • A sound understanding of empirical methods and their underlying assumptions • 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. Participation in the voluntary Stata Tutorial (http://theissen.bwl.uni-mannheim.de/stata/ , each January and July) or acquisition of equivalent knowledge is highly recommended. Course materials of the Stata Tutorial will be provided.		
Obligatory registration: yes	Further Information on the registration: Website of the chair	
Courses	Hours per week	Self-study
Vorlesung	2	6
Übung	1	11
ECTS in total		10
Form of assessment	Written Exam (60 minutes), Case Studies, Class Participation	
Lecturer/Person in charge	Prof. Dr. Erik Theissen	
Duration of module	1 semester	
Offering	Spring term	
Language	English	
Program-specific educational goals	LG 1, LG 3, LG 4, LG 5	
Range of application	M.Sc. Mannheim Master in Business Research, M.Sc. Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, M.Sc. Mathematics, M.Sc. Econ.	

Module: FIN 660 Quantitative Risk Management			
Contents: Subject of the course are the methods of a quantitative management of market risks and credit risks as well as of risk based performance management.			
Learning outcomes: After a successful completion of the course participants will be able to quantify markets risks and credit risks. They are familiar with methods of calculating the value at risk of individual financial positions and portfolios of financial instruments, especially the delta-normal-method. They have a knowledge of the notion of credit value at risk and the most important credit risk models. They understand the concept of risk based performance management as well as methods of capital allocation.			
Prerequisites: Required: none Recommended: The course assumes a basic knowledge in probability theory and statistics. In addition students should have covered a master course on investment or/and derivatives.			
Obligatory registration: no		Further Information on the registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
ECTS in total			4
Form of assessment	Written exam (45 min.)		
Lecturer/Person in charge	Prof. Dr. Peter Albrecht		
Duration of module	1 Semester		
Offering	Spring semester and fall semester		
Language	German		
Program-specific educational goals	LG 2, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm.; M.Sc. Business Mathematics, M.Sc. Econ.		

Module: FIN 681 Derivatives II – Advanced Pricing and Risk Management Applications

Contents:

This course deals with some real world pricing techniques for derivatives and the practical implementation of risk management strategies using derivatives. Particular, the pricing of options using implied binomial trees and Monte Carlo simulations will be covered. Furthermore, it will be analyzed how futures and forward contracts can be used for hedging and speculation purposes and how options can be used for risk management using ‘Greeks’. 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 various advanced pricing and risk management techniques. This allows them to use derivatives in a sensible way for risk management purposes.

Prerequisites:

Required: none

Recommended: *The course FIN 580 is not a formal requirement for technical reasons only. You need to have full command of the content covered in FIN 580 before taking this course.* Additionally, a working knowledge of basic mathematics (analysis and optimization) and statistics (expected values, variances, covariances) is required and students should have successfully completed the Mannheim Bachelor finance modules (or equivalent courses).

Obligatory registration: no

Further information on registration:

Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	1	3	2
ECTS in total			6
Form of assessment	Written Exam (60 min)		
Lecturer/Person in charge	Prof. Dr. Stefan Ruenzi		
Duration of module	2 nd half of semester (lectures and exercise classes in double frequency in the second half of the semester)		
Offering	Fall semester – please check webpage for offering schedule (will not be offered regularly). Will not be offered in the fall semester 2015 and in the spring semester 2016.		
Language	English		
Program-specific educational goals	LG 2, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, M.Sc. Business Mathematics, 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: Required: Module FIN 500 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 is required.			
Obligatory registration: nein		Further information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	1	3	2
ECTS in total			6
Form of assessment	Written Exam (60 min)		
Lecturer/Person in charge	Dr. Tatjana Puhan		
Duration of module	1 semester		
Offering	Spring semester – please check webpage for offering schedule (will not be offered regularly). Next prospective offering in spring semester 2016.		
Language	English		
Program-specific educational goals	LG 2, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., M.Sc. Business Mathematics, M.Sc. Econ.		

Module: FIN 731 Seminar Experimental Finance			
Aim of module: 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	ECTS
Seminar	2	10	6
ECTS in total			6
Form of assessment	Seminar thesis: 2/3, Presentation: 1/3		
Lecturer/Person in charge	Prof. Dr. Alexandra Niessen-Ruenzi		
Duration of module	1 semester		
Offering	FSS 2016		
Language	English		
Program-specific educational goals	LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, Diploma Bus. Adm.		

Module: FIN 750 Seminar in Financial Systems and Development Finance			
Aim of module: Within this seminar students get the possibility to deeply deal with relevant topics in financial systems and development finance. The seminar is scheduled as a block seminar. We will discuss several topics. Students have to write a seminar thesis on a specific topic in advance. In addition they have to make a presentation on one of the topics in class and to actively participate in the discussion.			
Learning outcomes: Students will be capable of independent academic work. The writing of a seminar thesis is excellent training for the master thesis. During the seminar students practice their presentation and discussion skills.			
Prerequisites: Formal: Module FIN 5XX Recommended: Further prerequisites will be announced by the chair before the start of the respective seminar during the topics presentation.			
Obligatory registration: yes		Further Information on the registration: Eva.Terberger@kfw.de	
Courses	Hours per week	Self-study	ECTS
Seminar	2	10	6
ECTS in total			6
Form of assessment	Seminar thesis: 2/3, Presentation and Discussion: 1/3		
Lecturer/Person in charge	Prof. Terberger		
Duration of module	1 semester		
Offering	FSS 2014		
Language	German or English		
Program-specific educational goals	LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, Diploma Bus. Adm.		

3.2.3. Area “Information Systems“

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: <ul style="list-style-type: none"> ▪ 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: no		Further Information on the registration:
Courses	Hours per week	ECTS
Lecture	2	6
ECTS in total		6
Form of assessment	80% written exam (60 min) 20% case study (mandatory)	
Lecturer/Person in charge	Dr. Tobias Hildenbrand	
Duration of module	1 Semester	
Offering	Fall semester	
Language	English	

Program-specific educational goals	LG 4, LG 5
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diploma Business Administration., Diploma Business Informatics

3.2.4. Area „Management“

MAN 619 Nonprofit Marketing			
<p>Contents: This module gives an overview of marketing in and of nonprofit organizations. Specific characteristics of nonprofit organizations are taken into consideration. Topics include fundraising, marketing to volunteers and partnerships. Cause-related marketing and social marketing are discussed among other nonprofit specific marketing tools.</p> <p>The guest lecturer for this module is Prof. Dr. Walter W. Wymer, professor for Marketing at the University of Lethbridge, Canada (http://uleth.academia.edu/WalterWymer).</p> <p>The module is taught as a block course in May 2016.</p>			
<p>Learning outcomes: At the end of the course, students should be able to</p> <ul style="list-style-type: none"> - explain the relevance of nonprofit marketing, - explain and assess characteristics of nonprofit organizations and their consequences for nonprofit marketing, - explain nonprofit marketing instruments. 			
<p>Prerequisites: Formal: none Recommended: none</p>			
Obligatory registration: yes		Further information on registration: Website of the chair / “Student Portal”	
Courses	Hours per week	Self-study	ECTS
Lecture	2		4
ECTS in total	2		4
Form of assessment		Written Exam	
Lecturer/Person in charge		Prof. Dr. Walter W. Wymer	
Duration of module		1 semester	
Offering		Spring 2016	
Language		English	
Range of application		M.Sc. Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, LL.M., M.Sc. Econ., M.A. C&B	

Module: MAN 631 Creativity and Entrepreneurship in Practice

Content:

The course *‘Creativity and Entrepreneurship in Practice’* introduces concepts of creativity and entrepreneurship and models which facilitate their translation in this course into business designs (and elevator pitches) which can then, in turn be implemented in actual businesses to be established in the subsequent semester.

Creativity and Entrepreneurship in Practice introduces students to the more practical elements of innovation and enterprise activity across multiple contexts along with the exploration of students' own entrepreneurial potential.

This course focuses on two main themes: encouraging students to investigate and experience creative processes involved in generating and assessing entrepreneurial ideas; and preparing students to implement innovative ideas in the marketplace. Students may choose whether they generate and realize their own business idea or develop and implement a business idea already developed by real founders. For this purpose, promising business ideas will be delivered by the course instructor.

Learning outcomes:

By the end of the module students will have:

- explored and developed your own entrepreneurial creativity
- invented and presented a new idea or concept that solves the problem that you, with your team, have selected
- experienced and applied a six stage creative problem solving process
- developed skills and abilities that can be applied to improve your effectiveness in the rest of your studies and in life outside the curriculum
- developed a business plan for a concrete start up project
- presented and defended the concept of their start up project in front of an expert board to get feed back

Prerequisites:

Required: none

Recommended: none

Obligatory registration: yes

Further information on registration:
“Student Portal“

Courses	Hours per week	Self-study	ECTS
Lecture with workshop	2	10	6
ECTS in total			6
Form of assessment	Businessplan: 40% Presentation: 40 % Attendance: 20 %		
Lecturer/Person in charge	Prof. Dr. Michael Woywode		
Duration of module	1 Semester		
Offering	Fall semester		
Language	Englisch		
Program-specific educational goals	LG 1, LG 2, LG 3, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, LL.M.,		

	M.Sc. Econ., M.A. K&W		
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. <u>Recommended Reading:</u> 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: To 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: Required: none Recommended: none			
Obligatory registration: yes		Further Information on the registration: “Student Portal”	
Courses	Hours per week	Self-study	ECTS
Seminar	2	10	6
ECTS in total			
Form of assessment		One oral presentations and one green venture design	
Lecturer/Person in charge		Prof. Dr. Isaak	
Duration of module		1 semester	
Offering		Fall semester	
Language		English	
Program-specific educational goals			
Range of application		Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, 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: Required: - Recommended: second/third semester some knowledge of management, economics or finance			
Obligatory registration: yes		Further Information on the registration: "Student Portal"	
Courses	Hours per week	Self-study	ECTS
Seminar	2	10	6
ECTS in total			6
Form of assessment	One exam and one oral report (teamwork)		
Lecturer/Person in charge	Prof. Robert Isaak		
Duration of module	1 semester		
Offering	Spring semester		
Language	English		
Program-specific educational goals			
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, LL.M., M.Sc. Econ., M.A. K&W		

Module: MAN 658 Strategic Innovation Management			
Contents: The course will focus on the following topics: <ul style="list-style-type: none"> • Creativity and Idea Management • Stage Gate Process • Need for Innovations • Agile Planning methods for software innovations • Defining a Innovation Strategy • Key Performance Measures for Innovations • Setting the Financial Frames for Innovations • Project and Portfolio Evaluations for Innovations • Diffusion Theory • How to overcome Obstacles for Innovations 			
Learning outcomes: The objectives of the course are as follows: The students should <ul style="list-style-type: none"> • Understand how important innovations are for the future success of companies • Learn about different ways to support the creativity in companies • Learn about the role of innovations for the strategy of a company • Get to know how new agile methods can help to support the innovation process • Get to know which key performance measures should be used to control the innovations of companies • Learn how to analyze the strategic options for innovations • Learn how the climate for innovations can be improved 			
Prerequisites: Required: - Recommended:			
Obligatory registration: yes		Further Information on the registration: “Student Portal”	
Courses	Hours per week	Self-study	ECTS
Lecture	2	10	6
ECTS in total			6
Form of assessment	Written Exam		
Lecturer/Person in charge	Prof. Manfred Perlitz		
Duration of module	1 semester		
Offering	fall semester		
Language	English		
Program-specific educational goals			
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, LL.M., M.Sc. Econ., M.A. K&W		

Module: MAN 674 Current Issues in Public Management			
Aim of module: Drawing from US public management research and practice, this course will highlight and discuss current issues in public management. The course readings will focus on developing a comparative discussion of the US and European contexts. Key topics will include street-level bureaucracy, sector blurring, contracting and privatization, governance, e-government, and managerial motivation.			
Learning outcomes: At the end of the course, students should be able to: <ol style="list-style-type: none"> 1. outline the challenges facing modern public managers 2. understand and describe the ways in which managers engage in policy making 3. assess the ways in which forces that are external to bureaucratic organizations – such as politics, the economy, and public opinion – have shaped the structure and functions of public managers. 4. describe the ways in which sector differences and external constraints shape public management 5. describe sector blurring trends and the challenges associated with contracting out and collaborative governance 6. evaluate the role of public values and social context in shaping public management challenges 			
Prerequisites: Formal: none Recommended: none			
Obligatory registration: yes		Further Information on the registration: Website of the chair / “Student Portal”	
Courses	Hours per week	Self-study	ECTS
Lecture	2		4
ECTS in total			4
Form of assessment	<ul style="list-style-type: none"> • In-class presentations • Reading critiques • Final paper 		
Lecturer/Person in charge	Prof. M. Feeney		
Duration of module	1 semester		
Offering	Fall term 2015 (non-recurring)		
Language	English		
Program-specific educational goals	LG 3 LG 4 LG 5		
Range of application	M.Sc. Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, LL.M., M.Sc. Econ., M.A. C&B		

Module: MAN 675 Selected Challenges in Nonprofit Management			
Aim of module: 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: none Recommended: Helmig, B. & Boenigk, S (2012), Nonprofit Management, München, Vahlen.			
Obligatory registration: yes		Further Information on the registration: Website of the chair / “Student Portal”	
Courses	Hours per week	Self-study	ECTS
Lecture	2	10	6
ECTS in total			6
Form of assessment	Portfolio (for details, see FAQ-section on the website of the chair)		
Lecturer/Person in charge	Prof. Dr. Bernd Helmig		
Duration of module	1 semester		
Offering	Spring term		
Language	English		
Program-specific educational goals	LG 3, LG 4, LG 5		
Range of application	M.Sc. Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, LL.M., M.Sc. Econ., M.A. C&B		

Module: MAN 676 Selected Challenges in Public Management			
Aim of module: Each semester a focus topic in the area of public management is chosen and discussed. This is done by analyzing scientific papers and by discussing practical examples, cases and project work.			
Learning outcomes: At the end of the course, students should be able to: <ul style="list-style-type: none"> • explain framework conditions 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: none 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 the registration: Website of the chair / “Student Portal”	
Courses	Hours per week	Self-study	ECTS
Lecture	2	10	6
ECTS in total			6
Form of assessment	Portfolio (for details, see FAQ-section on the website of the chair)		
Lecturer/Person in charge	Prof. Dr. Bernd Helmig		
Duration of module	1 semester		
Offering	Spring term		
Language	German		
Program-specific educational goals	LG 3, LG 4, LG 5		
Range of application	M.Sc. Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, LL.M., M.Sc. Econ., M.A. C&B		

Module: MAN 710 Research Seminar Public & Nonprofit Management			
Contents: In the 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, especially to enable students to do scientific work by conducting literature analyses. However, different forms 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"> • reflect current research trends in public and nonprofit management, • describe given research gaps, especially related to own research projects, • define research goals and research questions, • search, interpret, evaluate and select academic literature. In this seminar, the key competence of academic work shall be acquired.			
Prerequisites: Required: Module MAN 611 <u>or</u> Module MAN 613 <u>or</u> Module MAN 672 <u>or</u> MAN 617 <u>or</u> MAN 674 or MAN 675 or MAN 676 Recommended: none			
Obligatory registration: yes		Further Information on registration: Website of the chair / “Student Portal” (Attention: earlier registration period)	
Courses	Hours per week	Self-study	ECTS
Seminar	2 (block seminar possible)	10	6
ECTS in total			6
Form of assessment	Written assessment (depends on the form of the seminar)		
Lecturer/Person in charge	Prof. Dr. Bernd Helmig		
Duration of module	1 semester		
Offering	Fall semester		
Language	German/English		
Program-specific educational goals	LG 1, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education		

Module: MAN 711 Research Seminar “Doing Qualitative Research in Public & Nonprofit Management”			
Aim of module: In the research seminar, students will deepen the understanding on public and nonprofit management from an academic, research-focused perspective. The discussion of qualitative research methods, their theoretical underpinnings and practical application by students are the central pieces of this seminar. Students will be enabled to do scientific work, and to discuss recent research trends in public and nonprofit management. However, different forms 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 different methods and techniques of qualitative research, and apply these to research in the public and nonprofit domain. • choose research approaches and data collection methods depending upon research questions and objectives. • design, conduct, and write up a qualitative a research study. In this seminar, the key competence of academic work shall be acquired.			
Prerequisites: Formal: Module MAN 611 <u>or</u> Module MAN 613 <u>or</u> Module MAN 672 <u>or</u> MAN 617 <u>or</u> MAN 674 or MAN 675 or MAN 676 Recommended: none			
Obligatory registration: yes		Further Information on the registration: Website of the chair / “Student Portal” (Attention: earlier registration period)	
Courses	Hours per week	Self-study	ECTS
Seminar	3	10,5	6
ECTS in total			6
Form of assessment	Written assessment (depends on the form of the seminar)		
Lecturer/Person in charge	Prof. Dr. Bernd Helmig		
Duration of module	1 semester		
Offering	Spring term		
Language	German/English		
Range of application	M.Sc. Mannheim Master in Management, M.Sc. Business Education		

3.2.5. Area “Marketing“

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: Required: no Recommended: no			
Obligatory registration: yes		Further Information on the registration: Homepage of the chair / online-Portal	
Courses	Hours per week	Self-study	ECTS
Negotiation workshop	2		2
Assigment		2	
ECTS in total			2
Form of assessment	Written assignment (100%)		
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 3, LG 4		
Range of application	Mannheim Master in Management, other Master progams, M.A. K&W		

Module: MKT 632 Value-Based Marketing			
Contents: This subject is designed to provide business professionals with the tools and framework to manage the marketing function in a way that maximizes shareholder value. The course defines marketing's role as a principle driver of corporate value. It explores how this contemporary view affects marketing management practices, e.g., in the retail sector, especially market analyses and decisions about brands, products, distribution, pricing, and promotion.			
Learning outcomes: At the end of this class, students should be able to <ol style="list-style-type: none"> 1 Show the critical importance of marketing for shareholder value creation; 2 Link the concepts of market orientation and shareholder value; 3 Explain the fundamental principles of analyzing and managing markets for superior financial performance; 4 Apply value-based marketing principles to real-world problems; 5 Integrate national and international retailing topics throughout the course; and 6 Raise awareness of responsible marketing 			
Prerequisites: Required: not taken module MKT 630 Recommended: Module MKT 540			
Obligatory registration: no		Further Information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	1	3	2
ECTS in total			2
Form of assessment	written final exam (45 minutes)		
Lecturer/Person in charge	Prof. Dr. Dr. h.c. mult. Christian Homburg / Prof. Lukas		
Duration of module	1 semester		
Offering	Fall semester		
Language	English		
Program-specific educational goals	LG 4		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., M.Sc. Econ., LL.M.		

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: Required: 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	ECTS
Lecture	1	3	2
ECTS in total			2
Form of assessment	Exam (45 min.)		
Lecturer/Person in charge	Prof. Dr. Dr. h.c. mult. Christian Homburg / Prof. Hoyer		
Duration of module	1 semester		
Offering	Spring semester		
Language	English		
Program-specific educational goals	LG 2, LG 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., M.Sc. Econ., LL.M.		

Module: MKT 662 Interactive Marketing			
Aim of module (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: Required: none Recommended: none			
Obligatory registration: no		Further Information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	1	3	2
ECTS in total			6
Form of assessment	Written exam (60 min)		
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 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., M.A. K&W, M.Sc. Econ., LL.M.		

Module: MKT 663 Branding and Brand Management			
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. 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.</p> <p>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.</p>			
Learning outcomes: <p>Students are able to understand and discuss the importance of branding, brand equity and brand strategies within marketing.</p>			
Prerequisites: Required: none Recommended: none			
Obligatory registration: no		Further Information on registration:	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
ECTS in total			4
Form of assessment	Written exam (60 min)		
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 4, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., M.Sc. Econ., M.A. K&W, LL.M.		

Module: MKT 664 Brand Strategy Seminar			
Aim of module: <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 (Email Application with CV and letter of motivation)		Further Information on the registration: Website of the chair & “Student Portal”	
Courses	Hours per week	Self-study	ECTS
Seminar	1	3	2
ECTS in total			2
Form of assessment	Team Seminar Paper (70%) and Team Presentation (30%)		
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 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, Diplom Bus. Adm., M.Sc. Econ., M.A. K&W, LL.M.		

3.2.6. Area “Operations Management“

Module: OPM 544 Advanced Planning in Supply Chains

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 requires adequate planning systems. Advanced Planning Systems like SAP SCM APO are used to standardize planning processes and to solve certain planning tasks, such as statistical forecasting or production scheduling, as well as to increase global transparency and the speed of the planning cycle. In many large corporations, they form the backbone of global supply chain planning.

This course discusses how supply chain management and lean planning principles can be supported by real-world advanced planning systems. Key topics include demand planning, supply network planning & optimization, production planning & scheduling, as well as other related topics, such as global availability check, transportation management, and inventory management. Live demo sessions of SAP SCM APO are included to support the learning objectives.

Learning outcomes:

Students will understand the necessity and benefits of Advanced Planning Systems for managing global supply chains. 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, one of the leading Advanced Planning Systems.

Prerequisites:

Required: None

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”

Courses	Hours per week	Self-study	ECTS
Lecture	2 (blocked)	6	4

ECTS in total	4
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Form of assessment	Written exam
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Lecturer/Person in charge	Dr. Packowski / Prof. Fleischmann
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Duration of module	3 days (blocked)
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Offering	Fall 2015
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Language	English
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Program-specific educational goals	LG 2, LG 4, LG 5
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Range of application	Mannheim Master in Management, M.Sc. Business Informatics, M.Sc. Business Mathematics
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Module: OPM 545 Cases on Current Issues in Supply Chain Management			
Aim of module: This course addresses current issues in supply chain management practice. Specific topics include, e.g., supply chain inventory assessment, sales and operations planning, supply chain performance measurement, and supply chain organization. These topics will be addressed in the context of real-life cases from consultancy practice. Participants will work on these cases in groups of two or three. They will propose solutions by applying theoretical concepts and methods to the specific case setting. They will present and discuss their solutions in class and receive feedback on their theoretical approach and on practical feasibility.			
Learning outcomes: Participants will be able to systematically analyze complex, unstructured, and relevant supply chain management issues. They are able to apply theoretical knowledge to derive meaningful solutions for real-life challenges in supply chain management. They will also develop presentation skills to effectively communicate the results and insights of a supply chain management analysis.			
Prerequisites: Formal: None 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	Student portal		
Courses	Hours per week	Self-study	ECTS
Lecture / Case Discussion	2	6	4
ECTS in total			4
Form of assessment	Presentation documents, oral presentation, in-class discussion		
Lecturer/Person in charge	Dr. Packowski / Prof. Fleischmann		
Duration of module	1 term		
Offering	Spring		
Language	English		
Program-specific educational goals	LG 2, LG 5		
Range of application	M.Sc. Mannheim Master in Management, M.Sc. Business Informatics, M.Sc. Business Mathematics		

Module: OPM 546 Innovation Management & Operations			
Aim of module: In most industries, good R&D performance is critical to generate and sustain a lasting market success, and the heart of every R&D process is a firm's innovation management. Starting with the collection of possible innovation opportunities, and continuing with the selection of the most promising ideas and the transformation of these ideas into final products, innovation management has to deal with very diverse challenges. For instance, should innovation be incremental or radical? What are the benefits and costs of open innovation? This course sets out to discuss the key challenges that are inherent to innovation and product development processes, and links these challenges with a firm's operations strategy. To this end, the course also introduces students to the interactions between operations and innovation management.			
Learning outcomes: In this course, students will become familiar with the key challenges of the different stages in the innovation process. They will learn how to effectively tackle these challenges and how to align different strategic decisions. This course also enables the students to understand the fundamental differences between operations and innovation management, and how to account for this fact in a firm's organizational design. Lastly, students will be introduced to the upcoming trends in open innovation.			
Prerequisites: Formal: None Recommended: None			
Obligatory registration: yes (max. 20 participants)		Further Information on the registration: Website of the chair	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
ECTS in total			4
Form of assessment	Written essay		
Lecturer/Person in charge	Dr. Jochen Schlapp		
Duration of module	3 days (blocked)		
Offering	Spring term		
Language	English		
Program-specific educational goals	LG 2, LG 5		
Range of application	M.Sc. Mannheim Master in Management, M.Sc. Business Mathematics, M.Sc. Economics, M.A. K&W		

Module: OPM 565 Integrierte Produktentwicklung**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:

- 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:** None**Recommended:** General interest in technology, fluent German language skills**Obligatory registration:** Yes
(maximum of 30 participants)**Further Information on the registration:**
'Student Portal'

Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
ECTS Modul insgesamt			4
Form of assessment	Oral or written exam and group presentations (both have to be passed)		
Lecturer/Person in charge	Prof. Dr. Sandor Vajna		
Duration of module	1 semester		
Offering	FSS 2016		
Language	German		
Range of application	Mannheim Master in Management, M.Sc. Business Education, M.Sc. Business Informatics, M.Sc. Business Mathematics, Diploma Bus. Adm., M.Sc. Econ.		

Module: OPM 741 Applied Seminar Supply Chain Management			
Contents: The goal of this seminar is to introduce the participants to the conducting of problem-solving scientific research in the field of supply chain management. It thereby prepares them for the writing of a practice-oriented Master thesis in this field. Participants will work on a specific supply chain management issue, defined in collaboration with a company. They will propose a solution to this issue, based on literature and their own research. Results are discussed in a written report and in an oral presentation.			
Learning outcomes: Students will learn how to analyze and apply the academic literature on a given topic. They will become acquainted with carrying out a practice-oriented research project, rooted in the academic literature. Participants will also learn how to present the results of their analysis.			
Prerequisites: Required: 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 the registration: Website of the chair	
Courses	Hours per week	Self-study	ECTS
Seminar / Project work	2	10	6
ECTS in total			6
Form of assessment	Presentation, active contribution to class discussion, written report		
Lecturer/Person in charge	Prof. Dr. Moritz Fleischmann		
Duration of module	1 semester		
Offering	Irregular (spring semester)		
Language	English / German		
Program-specific educational goals	LG 2, LG 5		
Range of application	Mannheim Master in Management, Diplom Bus. Adm., M.Sc. Bus. Education		

Module: OPM 791 Research Seminar Procurement			
Aim of module: 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	ECTS
Seminar	2	10	6
ECTS in total			6
Form of assessment	Paper, presentation, and contribution to in-class discussion		
Lecturer/Person in charge	Prof. Dr. Christoph Bode		
Duration of module	1 semester		
Offering	Fall term		
Language	English		
Program-specific educational goals	LG 1, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, Diploma Business Administration		

Module: OPM 792 Applied Seminar Procurement			
Aim of module: 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	ECTS
Seminar / Project work	2	10	6
ECTS in total			6
Form of assessment	Written report and presentation		
Lecturer/Person in charge	Prof. Dr. Christoph Bode		
Duration of module	1 semester		
Offering	Spring term		
Language	English / German		
Program-specific educational goals	LG 1, LG 2, LG 5		
Range of application	Mannheim Master in Management, M.Sc. Business Education, Diploma Business Administration		

3.3. 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).

Accounting and Taxation

Module: ACC 801 Applied Methods and Tools in Accounting and Finance			
Contents: Selected topics include: <ol style="list-style-type: none">1. Typical steps in empirical projects2. Alternative data sources3. Databases in Accounting & Finance (e.g., Thomson Datastream, Reuters, etc.)4. Programming (SAS, STATA)5. The publication process6. Discussion of replication projects			
Learning outcomes: This course is designed to guide doctoral students in the usage of methods and tools in empirical research in accounting and finance, and bring them quickly to the level at which they can “technically” implement empirical research.			
Prerequisites: Required: none Recommended: none			
Obligatory registration: yes		Further Information on the registration: “Student Portal”	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	6	4
ECTS in total			8
Form of assessment	Class participation / Semester replication project		
Lecturer/Person in charge	Prof. Dr. Holger Daske		
Duration of module	1 Semester		
Offering	Fall semester		
Language	Englisch		
Range of application	Mannheim Master in Management, CDSB Accounting & Taxation		

Module: ACC 802 Analytical Accounting Research („Information in Hierarchies“)			
Contents: This course considers the use of accounting information in hierarchies. In particular, the focus is on the use of accounting information for performance evaluation. We will consider the historical origins, key seminal papers, and current state of the art publications, with a particular emphasis on settings with multiple agents.			
Syllabus: <ol style="list-style-type: none"> 1. Risk sharing 2. Collusion 3. Relative Performance Evaluation 4. Subjective Performance Evaluation 5. Investment Decisions 			
Learning outcomes: N.N.			
Prerequisites: Required: none Recommended: Basics in agency-theory and decision theory			
Obligatory registration: yes		Further Information on the registration: “Student Portal”	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	6	4
ECTS in total			8
Form of assessment	Oral discussions / Discussion leadership in at least one lecture / Final exam		
Lecturer/Person in charge	Chair of Prof. Simons		
Duration of module	1 Semester		
Offering	Spring semester		
Language	Englisch		
Range of application	Mannheim Master in Management, CDSB Accounting & Taxation		

Module: TAX 801 Business Taxation			
Contents: This course integrates tax law with national and international tax planning. The main topics include: <ol style="list-style-type: none"> 1. Fundamentals of tax planning and tax neutrality. 2. The choice of the organizational Form. 3. Flat tax and dual income Tax. 4. International tax planning. 5. Effective tax rates. 			
Learning outcomes: The course gives guidance to students who are interested in the impact of taxes on the decisions of firms. The focus is on investment and financing decisions as well as on location decisions both from a national and from an international perspective.			
Prerequisites: Required: none Recommended: Basic knowledge of national and international tax law			
Obligatory registration: yes		Further Information on the registration: “Student Portal”	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	6	4
ECTS in total			8
Form of assessment	Seminar paper and presentation		
Lecturer/Person in charge	Prof. Dr. Ulrich Schreiber		
Duration of module	1 Semester		
Offering	Spring semester		
Language	Englisch		
Range of application	Mannheim Master in Management, CDSB Accounting & Taxation		

E 700	Mathematics for Economists	6
E 701	Advanced Microeconomics	8

Finance

Modul: FIN 801 Discrete-Time Finance			
Lerninhalte: The aim of this course is to provide Ph.D. students with the foundations of financial economics in a rigorous way. The course covers utility theory, discusses portfolio theory and capital market equilibrium (CAPM and APT). We will then discuss consumption-based asset pricing models. While doing so we will introduce concepts such as risk-neutral valuation and the stochastic discount factor (pricing kernel). In the last chapter we will discuss asset pricing under differential information.			
Lern- und Qualifikationsziele: The aim of this lecture is to provide Ph.D. students with the foundations of financial economics in a rigorous way.			
Voraussetzungen: Required: E 700 - Advanced Mathematics for Economists Inhaltlich: none			
Obligatory registration: yes		Further Information on the registration: “Student Portal”	
Lehrveranstaltungen	Präsenzstudium	Selbststudium	ECTS
Vorlesung/Seminar	2	6	4
Vor- und Nachbereitung	2	6	4
ECTS Modul insgesamt			8
Prüfungsform und –umfang	Class Presentations, Final Exam		
Dozent(en)/Modulverantwortlicher	Prof. Dr. Erik Theissen		
Dauer des Moduls	1 Semester		
Angebotsturnus	Fall semester		
Sprache	Englisch		
Verwendbarkeit	Mannheim Master in Management, CDSB Finance		

Module: FIN 802 Continuous-Time Finance			
Contents: Itô calculus, stochastic differential equations, Black-Scholes theory, hedging and arbitrage pricing of European, American, and exotic options, complete and incomplete market models, consumption investment problems, term structure theory for volatility and interest rates, default risk			
Learning outcomes: The course aims at providing the basic concepts and techniques for modeling and analyzing financial price processes in continuous time.			
Prerequisites: Required: FIN 801 Discrete-Time Finance Recommended: Mathematics			
Obligatory registration: yes		Further Information on the registration: “Student Portal”	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	6	4
ECTS in total			8
Form of assessment	Homework assignments, class participation, and final take-home exam		
Lecturer/Person in charge	Prof. Schied		
Duration of module	1 Semester		
Offering	Spring semester		
Language	Englisch		
Range of application	Mannheim Master in Management, CDSB Finance		

Module: FIN 803 Corporate Finance			
Contents: This course is intended to enable students to understand and conduct research in corporate finance. It is taught at a first-year doctoral level.			
Learning outcomes: The course combines two objectives. Firstly, participants learn the classic contributions to the theory of modern corporate finance and understand the main contributions to the field. Secondly, the course also introduces some of the main empirical contributions to the field and studies the main econometric and statistical techniques used in corporate finance. At the end of the course participants should be familiar with the main empirical and theoretical tools used in corporate finance.			
Prerequisites: Required: E 701 E 703 FIN 801			
Recommended: <ul style="list-style-type: none"> • A first-year doctoral level course in microeconomics that covers game theory and information economics (signaling, adverse selection, equilibrium refinements) • A first-year doctoral level course in econometrics that covers estimation and testing theory. • Some familiarity with corporate finance and financial institutions at the level of a masters level course is also assumed, but not essential. If you have no prior knowledge of corporate finance, then some chapters in an MBA-level textbook (e.g. Brealey, Myers, and Allen, Principles of Corporate Finance, 8th edition, McGraw Hill 2006; Grinblatt and Titman, Financial Markets and Corporate Strategy, 2nd edition, McGraw-Hill 2000) would be useful. 			
Obligatory registration: yes		Further Information on the registration: “Student Portal”	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	6	4
ECTS in total			8
Form of assessment	Paper presentations and class participation (50%), and a 24h-take-home exam at the end of the course (50%).		
Lecturer/Person in charge	Prof. Ernst Maug, Ph.D.		
Duration of module	1 Semester		
Offering	Spring semester		
Language	Englisch		
Range of application	Mannheim Master in Management, CDSB Finance		

E 700	Mathematics for Economists	6
E 701	Advanced Microeconomics	8

Management

Module: MAN 801 Advances in Entrepreneurship and Management Research			
Contents: This seminar will expose participants to the rich ecology of theoretical perspectives flourishing in management research. Students are invited to develop creative research proposals worthwhile to be developed into a strong dissertation based upon well grounded theoretical perspectives.			
Learning outcomes: The course aims at enabling students to understand basic concepts in management research, find appropriate theoretical concepts and lenses and apply them properly to their individual research topics.			
Prerequisites: Required: none Recommended: none			
Obligatory registration: yes		Further Information on the registration: “Student Portal”	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	6	4
ECTS in total			8
Form of assessment	30% Session leadership (group assignment) and overall in-class involvement (individual) 70% Research Paper (individual assignment)		
Lecturer/Person in charge	Prof. Dr. Michael Woywode		
Duration of module	1 Semester		
Offering	Fall semester		
Language	Englisch		
Range of application	Mannheim Master in Management, CDSB Management		

Modul: MAN 802 Fundamentals of Non-Profit Management Science			
Lerninhalte: The course addresses the relevant economic and managerial theories in order to be able to analyze the specific managerial problems of Nonprofit Organizations (NPOs). Topics that will be touched include “History and Scope of the Nonprofit Sector”, Nonprofits and the Market-place”, “Nonprofits and the Polity”, “Key Activities in the Nonprofit Sector”, and “Mission and Governance”.			
Lern- und Qualifikationsziele: The course aims to provide the basic understanding of the institutions belonging to the Nonprofit Sector. Each student will be asked to work himself through a basic scientific (“classical”) paper, enrich this paper by adding latest research results from currently published journal papers, and present the findings in class, where the results will be discussed.			
Voraussetzungen: Required: MAN 610 <u>or</u> MAN 612 Inhaltlich: none			
Obligatory registration: yes		Further Information on the registration: “Student Portal”	
Lehrveranstaltungen	Präsenzstudium	Selbststudium	ECTS
Vorlesung/Seminar	2	6	4
Vor- und Nachbereitung	2	6	4
ECTS Modul insgesamt			8
Prüfungsform und –umfang	Presentation (80 %) and in class discussions (20 %)		
Dozent(en)/Modulverantwortlicher	Prof. Dr. Bernd Helmig		
Dauer des Moduls	1 Semester		
Angebotsturnus	Fall semester		
Sprache	Englisch		
Verwendbarkeit	Mannheim Master in Management, CDSB Management		

Module: MAN 803 Applied Econometrics in Entrepreneurship and Management Research

Contents:

This course transmits knowledge about econometric methods and their application in empirical entrepreneurship and management research. Students will be able to understand and apply quantitative methods for analyzing various entrepreneurship and management related research questions, such as entry determinants of entrepreneurship, firm performance, organizational change, human resource management and strategic management.

Students will be introduced to the theory and the application of econometric methods (such as advanced regression analyses, structural equation models, and hierarchical linear models) in management and entrepreneurship research. The application will be demonstrated with practical examples and exercises using general purpose software packages such as SPSS, as well as more specialized programs such as AMOS.

Assessment form:

Students are expected to apply the acquired methodical knowledge by demonstrating their ability to analyze an empirical research question. They have to pass the end-term exam.

This module is a *core course for the PhD students in the Center for Doctoral Studies in Business (CDSB)* as well as *master students* in the Business Research Course Program at the University of Mannheim.

Learning outcomes:

By the end of the module students will:

- gain an overview of various quantitative methods, namely
 - Regression models (generalized linear model)
 - Factor analysis
 - Full structural equation models
 - Hierarchical linear models
 - Panel and growth curve models

and their application in the field of management and entrepreneurship research by using different software packages such as PASW 17, AMOS and SYSTAT 10.

- master several challenging new themes in the area of entrepreneurship research.

Prerequisites:

Required: none

Recommended: Basics of Econometrics for M.Sc.

Obligatory registration: yes

Further Information on the registration:
“Student Portal”

Courses	Hours per week	Self-study	ECTS
Lecture and exercise class	2	14	8
ECTS in total			8

Form of assessment	end-term exam
Lecturer/Person in charge	Prof. Dr. Michael Woywode
Duration of module	1 Semester
Offering	Spring semester
Language	Englisch
Range of application	Mannheim Master in Management, CDSB Management

Modul: MAN 804 Advances in Strategic Management			
Lerninhalte: The seminar serves the purpose of familiarizing students with the most relevant research streams and trends in strategy research. Besides a review of the current state-of-the-art, we will engage in a discussion about the most prevalent theoretical lenses, key subject areas and phenomena as well as the empirical designs applied by scholars in these areas.			
Lern- und Qualifikationsziele: <ul style="list-style-type: none"> • Develop an understanding of the most established as well as the latest emerging literature substreams in strategy research • Gain an overview of the most prevalently studied phenomena and subject areas in these literature substreams • Become familiar with the theoretical and methodological approaches used to address the different sets of research questions • Capitalize on a critical reflection of the current state of the literature, to develop a research proposal 			
Voraussetzungen: Required: none Inhaltlich: not specified			
Obligatory registration: yes		Further Information on the registration: Website of the chair / “Student Portal”	
Lehrveranstaltungen	Präsenzstudium	Selbststudium	ECTS
Compact course (“Blockseminar”)	2	14	8
ECTS Modul insgesamt			8
Prüfungsform und –umfang	Oral presentation (including annotated slides) and written assessment (i.e., research proposal)		
Dozent(en)/Modulverantwortlicher	Prof. Dr. Matthias Brauer		
Dauer des Moduls	1 Semester		
Angebotsturnus	Spring semester		
Sprache	Englisch		
Verwendbarkeit	Mannheim Master in Management, CDSB Management		

E 700	Mathematics for Economists	6
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Marketing

Module: MKT 801 Fundamentals of Marketing Research			
Contents: The primary objective of this course is to gain a detailed understanding and practical working knowledge of research design and methodology fundamentals in marketing. This understanding requires a fluency in the terminology of research, as well as an appreciation of basic research techniques and concepts drawn from such diverse fields as psychology and statistics. Secondary objectives include stimulating research creativity and critical thinking in the realm of research design and methodology, and introducing and integrating a wide variety of research techniques relating to design and methodology issues. In this course, a diversity of instructional approaches (e.g., lecture, in-depth analysis and discussion of assigned articles, student presentations, a term paper, an examination) will be used. The emphasis will be on the practical application of research in furthering marketing knowledge.			
Learning outcomes: By the end of the course, students should be able to use fundamental research concepts gained in the course in designing and evaluating research in marketing.			
Prerequisites: Required: none Recommended: Some familiarity with marketing research and statistical analyses at the level of a master's course is assumed.			
Obligatory registration: yes		Further Information on the registration: "Student Portal"	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise Class / Assignment	2	6	4
ECTS in total			8
Form of assessment	Term paper (30%): Each student will write a term paper in one of the topic areas discussed in class. Paper presentations / class participation (30%): Students will be asked to make short presentations of assigned papers as well as are expected to participate in the discussions on research articles. Written exam (40%): A final written exam has to be passed at the end of the course.		
Lecturer/Person in charge	Prof. Dr. Florian Kraus		
Duration of module	1 semester		
Offering	Fall semester		
Language	English		
Range of application	Mannheim Master in Management, CDSB Marketing		

Module: MKT 802 Marketing Theories			
Contents: This course is designed to provide students with a strong theoretical background in order to understand the functioning of instruments, activities, models, and decisions of marketing. Knowledge of these theories can then be used in order to describe, explain and predict both consumer buying behavior and managerial decision making.			
Learning outcomes: Gaining a profound understanding of theories and models of psychology, sociology, micro-economics and behavioral science as they pertain to marketing and consumer behavior will develop and facilitate the students' ability to conduct sound academic research and help them to derive hypotheses for their own research projects.			
Prerequisites: Required: none Recommended: none			
Obligatory registration: yes		Further Information on the registration: "Student Portal"	
Courses	Hours per week	Self-study	ECTS
Lecture/Seminar	2	6	4
Preparation time	2	6	4
ECTS in total:			8
Form of assessment	Homework assignments, class participation presentation		
Lecturer/Person in charge	Prof. Dr. Sabine Kuester		
Duration of module	1 Semester		
Offering	Spring semester		
Language	English		
Range of application	Mannheim Master in Management, CDSB Marketing		

Module: MKT 803 Consumer Behavior			
Contents: This goal of this seminar is to provide insights into research and content issues in Consumer Behavior. Students will read key research papers on important topics and critically evaluate the studies.			
Learning outcomes: Students will gain insights into research and content issues in Consumer Behavior. Students will read key research papers on important topics and critically evaluate the studies. Students will be expected to read assigned articles prior to class and be prepared to discuss them.			
Prerequisites: This course takes an 'information processing' perspective to examine consumer behavior. The key focus will be to examine how consumers process marketing stimuli and make decisions. This includes topics such as motivation, attention and comprehension, memory, attitudes and attitude change, and decision making models. Both classic and current papers on these topics will be discussed. Required: none Recommended: none			
Obligatory registration: yes		Further Information on the registration: "Student Portal"	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Preparation Time	2	6	4
ECTS in total			8
Form of assessment	Paper Presentations (25%): Students will be asked to make short presentations of assigned papers to lead a discussion on a particular article or topic. This involves a short summary as well as a set of 4-5 discussion questions. Class participation (25%): Students are expected to participate in the discussions on the research articles. Research Proposal (50%): Each student will write a research proposal in one of the topic areas discussed in class.		
Lecturer/Person in charge	Prof. Wayne D. Hoyer, Ph.D.		
Duration of module	1 Semester		
Offering	Spring semester		
Language	English		
Range of application	Mannheim Master in Management, CDSB Marketing		

E 700	Mathematics for Economists	6
E 701	Advanced Microeconomics	8

Operations and Information Systems

Module: OPM 801 Optimization and Heuristics			
Contents: This course aims at Ph.D. students in information systems, business administration, and computer science. It provides a basic understanding of linear and mixed-integer optimization models and solution methods. The course is partly taught in a seminar-style format. Allocation of topics will be done together in the class.			
Learning outcomes: The course aims to introduce the students to fundamental linear and combinatorial optimization problems. They learn to formulate optimization models as mixed-integer linear programs, how to solve them with standard software, and how to construct heuristic solution algorithms. The students learn to deal with the complexity of real-world problems via aggregation, relaxation, and decomposition techniques.			
Prerequisites: Required: none Recommended: Fundamentals in mathematics (including Linear Programming)			
Obligatory registration: yes		Further Information on the registration: Website of the CDSB	
Courses	Hours per week	Self-study	ECTS
Lecture	2	14	8
ECTS in total			8
Form of assessment	Presentation during the course, modeling assignments		
Lecturer/Person in charge	Prof. Dr. Raik Stolletz		
Duration of module	1 semester		
Offering	Fall semester		
Language	English		
Range of application	Mannheim Master in Management, CDSB Operations & Information Systems		

Module: OPM 802 Dynamic and Stochastic Models in Supply Chain Research			
Contents: The course introduces some fundamental techniques for stochastic modeling and optimization, and it discusses their application in supply chain research. Key topics include: <ul style="list-style-type: none"> • stochastic processes • Markov chains • stochastic dynamic programming • inventory theory • revenue management The course is taught in a seminar-style format.			
Learning outcomes: The course aims to introduce the participants to fundamental stochastic modeling techniques. Upon completion of this course, participants should be able (i) to read and understand corresponding academic papers and (ii) to develop and analyze stochastic models for supply chain management issues.			
Prerequisites: Required: none Recommended: Fundamentals in mathematics and statistics			
Obligatory registration: yes		Further Information on the registration: “Student Portal”	
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Exercise class	2	6	4
ECTS in total			8
Form of assessment	Presentation during the course		
Lecturer/Person in charge	Prof. Dr. Moritz Fleischmann		
Duration of module	1 Semester		
Offering	Spring semester		
Language	Englisch		
Range of application	Mannheim Master in Management, CDSB Operations & Information Systems		

Module: OPM 803 Selected Topics in Nonlinear Optimization			
Contents: Many optimization problems in practice are nonlinear. This course introduces PhD students of information systems, business administration, and computer science to the fundamentals of nonlinear optimization theory and solution methods. The course is partly taught in a seminar-style format. Topics will be assigned in class based on student preferences and needs with regard to their thesis.			
Learning outcomes: Students will get a fundamental understanding of problems, theory and solution methods in nonlinear optimization. This includes to learn how to formulate a nonlinear optimization problem mathematically, how to analyze its structure to detect e.g. convexities, how to implement and solve a problem with state-of-the-art modeling environments and solvers. Students can bring in and work on their own problems of interest, e.g. a specific one that they might face in their thesis or an actual standard problem often encountered in practice.			
Prerequisites: Required: none Recommended: Fundamentals in mathematics (including linear programming)			
Obligatory registration: yes		Further Information on the registration: Website of the CDSB	
Courses	Hours per week	Self-study	ECTS
Lecture, Exercises & Lab	2		8
ECTS in total			8
Form of assessment	Presentation during the course, modeling/programming assignments		
Lecturer/Person in charge	Prof. Dr. Cornelia Schön		
Duration of module	1 semester		
Offering	Fall semester		
Language	English		
Range of application	Mannheim Master in Management, CDSB Operations & Information Systems		

Module: OPM 806 Empirical Research in Operations Management

Aim of module:

A large part of research in operations management focusses on modeling and solving practical problems. In contrast to this “OR approach”, the objective of empirical research is to collect data about practical phenomena in order to describe, explain, or predict how those phenomena work. This module provides an overview of (mainly quantitative) empirical research approaches to investigate research questions in operations management and related fields. The focus is not on the comprehensive treatment of empirical research methods, but on how to proceed from having a basic research question to an appropriate research design and methodology. Hence, special emphasis will be placed on the importance of understanding the contingent relationship between the nature of the research question and the research design used to answer it. Topics covered include quantitative vs. qualitative empirical research, framing of research questions, engaging theory and grounding of hypotheses, measurement and operationalization, sampling, model specification, and mainstream research designs and methodologies. This will enable students to critically evaluate the quality of the majority of empirical research in operations management and to design convincing research of their own.

The course will be taught using an interactive seminar style and is based on the discussion of a selection of papers.

Learning outcomes:

At the end of this course, students have gained the competence to initiate, design, implement, and evaluate empirical research in the social sciences as applied to operations management.

Prerequisites:

Formal: None

Recommended: Fundamentals of statistics

Obligatory registration: Yes

Further Information on the registration:

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

Courses	Hours per week	Self-study	ECTS
Lecture	2	14	8
ECTS in total			8
Form of assessment	Class participation and paper presentation		
Lecturer/Person in charge	Prof. Dr. Christoph Bode		
Duration of module	1 semester		
Offering	Spring term		
Language	English		
Range of application	M.Sc. Mannheim Master in Management, CBSB Operations Management		

Module: IS 801 Fundamentals of Design Science Research

Contents:

Since the 90's information and communication technology (ICT) has fundamentally changed the way organizations are conducting business. Organizations and the entire society are challenged with the effective design, delivery, use, and impact of ICT. The IS discipline addresses this challenge and investigates the phenomena that emerge when the technological and the social system interact. A decade ago, an intensive discussion on the relevancy and impact of IS research has started. In this context, several scholars have suggested that the IS community returns to an exploration of the "IT" that underlies the discipline. Design research has potentials to address this challenge. As such, it is nothing new: Design can be found in many disciplines and fields, notably Engineering and Computer Science, using a variety of approaches, methods, and techniques.

This course intends to provide a comprehensive overview on design science in IS research from different perspectives: basic definitions, principles and theoretical foundations, frameworks and methodologies, theory building, as well as design science research examples published in top journals.

Learning outcomes:

PhD students are introduced to the exciting field of design science research. They understand the basic principles for successfully carrying out design science research.

Prerequisites:

Required: -

Recommended: -

Obligatory registration: yes	Further Information on the registration: "Student Portal"		
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Assignment		8	4
ECTS in total			8
Form of assessment	Assignment		
Lecturer/Person in charge	Prof. Dr. Alexander Mädche		
Duration of module	1 semester		
Offering	Fall semester		
Language	English		
Range of application	Mannheim Master in Management (Y-Track), CDSB Operations & Information Systems		

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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.

4.1. Business Education

A minimum of 16 ECTS points has to be earned in the listed modules from the course offer. The seminars from the module ‘Special Subject’ are optional.

Module: Educational Management	
Topics of module: <ul style="list-style-type: none">• central regulations of the Vocational Training Act (BBiG, BerBiRefG), as well as regulations on the European level,• principles and instruments of designing, execution and evaluation of corporate training programs,• figures for corporate educational management,• conceptualizations of organizational learning culture,• knowledge management,• instruments for the assessment and development of a learning culture.	
Learning outcomes: <p>Students are able to analyze and solve basic legal cases in relation to vocational education, training, and personnel development</p> <ul style="list-style-type: none">• are familiar with the rules and standards which are relevant for vocational education and training and are able to explain the intentions of the legislator,• are able to describe the relevant processes in the occupation of vocational training positions and to identify the decisions that have to be made• are able to argue for the relevance of vocational training programs for the company,• are capable of demonstrating and critically reflecting control components in relation to corporate training,• understand the concept of ‘learning culture’ in an organizational context, know current empirical studies with reference to ‘Learning Culture in Organizations’.	
Prerequisites:	
Required:	none
Recommended:	none

Courses	Hours per week	ECTS
Educational Management I: Vocational Education Lecture and exercise class	3	4
Educational Management II: Vocational Training Lecture and exercise class	3	4
Educational Management III: Learning culture in organizations Lecture and exercise class	3	4
ECTS in total		12
Form of assessment	Written exams 180 minutes	
Lecturer/Person in charge	Professor Dr. Herrmann G. Ebner / Prof. Dr. Jürgen Seifried	
Duration of module	3 semesters	
Offering	Educational Management I: fall semester Educational Management II: spring semester Educational Management III: fall semester	
Language	German	
Range of application	Mannheim Master in Management, B.Sc. Business Education	

Module: Special Subject		
Topics of module: <ul style="list-style-type: none"> • conceptual basics of quality management • quality management systems • QM-systems in selected countries • implementation of QM-systems • empirical studies regarding the effects of QM-systems • starting points and context of the evaluation concept • goals, measures, evidence, decisions • concept and function of evaluations • exemplary indicator catalogs • evaluation standards 		
Learning outcomes: Students <ul style="list-style-type: none"> • are able to explain important tools and terms of quality management, • know the conceptual basics of selected quality management systems and are able to explain the decisive differences between the concepts, • know the systems of countries which are considered to be progressive in relation to implementation and operation of QM-systems and are able to outline these systems, • are familiar with empirical studies regarding the questions of implementation and the effects of QM-systems and are able to adequately interpret the results, • are familiar with the implemented evaluation concepts and are able to explain the goals connected to the evaluation, • have available an amply differentiated idea of processes and conflict points, • are familiar with established evaluation standards and are able to explain them as well as to identify transgressions in respective documents, • are able to discern types of information and assess the appropriateness of instruments for the acquisition of information, • are able to develop simple evaluation plans. 		
Prerequisites:		
Required: none		
Recommended: none		
Courses	Hours per week	ECTS
Quality Management at Educational Institutions Seminar	2	4
Evaluation Methods and Standards Seminar	2	4
Ideen und Realgeschichte beruflicher Bildung Lecture	2	4
Aktuelle fachdidaktische Fragestellungen Seminar	2	4
ECTS in total	2	12
Form of assessment	XXX	

Lecturer/Person in charge	Prof. Dr. Hermann G. Ebner / Prof. Dr. Sabine Matthäus / Prof. Dr. Jürgen Seifried
Duration of module	1 semester
Offering	Changing course offering
Language	German
Range of application	Mannheim Master in Management, M.Sc. Business Education

4.2. Computer Science

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

Module: Computer Science I		
Contents: "Computer science 1" is the introductory Computer Science course at the University of Mannheim. According to the profile of Computer Science in Mannheim the course will focus on practical aspects of Computer Science, in particular the course will deliver the introduction to drafts, implementation and evaluation of small (object-oriented) programs. Topics: <ul style="list-style-type: none">• Core principles: basic logic, propositional logic, predicate logic, tree, finite machines, arithmetic operations• Algorithm design: concept of algorithms, computability, abstract computability models, cost, complexity of algorithms, complexity of problems, correctness and verification of algorithms• Introduction to Java: fields, classes, objects and methods• Structured programming: systematic design of algorithms, stepwise refinement, control flow, modularity, recursive procedures, simple data structures: list, stacks, queue, binary trees		
Learning outcomes: Basic knowledge of Computer Science terminology (Algorithm, program, correctness of programs), knowledge of design, implementation and evaluation of small (object-oriented) programs		
Prerequisites: Required: None Recommended: Not specified		
Courses	Hours per week	ECTS
Lecture	4	8
Exercise class	2	
ECTS in total		8
Form of assessment	Participation at a tutorial, proven by minimum of handed in homeworks or presentation of a solution in class Exam (90 min)	
Lecturer/Person in charge	Lecturers of the Institute of Informatics	
Duration of module	1 semester	
Offering	Fall semester (annually)	
Language	German	
Range of application	Mannheim Master in Management B. Sc. Business Informatics	

Module: Computer Science II

Contents: "Computer Science II" is the continuative computer science course at the University of Mannheim. In accordance with the profile of computer science education in Mannheim the focus will be on practical aspects of Computer Science, especially the working principles of computer systems and the programming of a hierarchy of virtual machines of increasing power.

Overview:

- Introduction to the design of digital switches: gates, normal forms, minimization of logic statements, switching networks and sequential logic systems, half-adder, full-adder, flip flop, register
- Construction of computing systems: architecture of the von Neumann computer, CPU, memory, bus, cache, controlling of external devices, micro-programming, computer systems as a hierarchy of virtual machines
- Machine-oriented programming: Description of the Motorola 68000 processor, addressing in the M 68000, instructions in the M 68000, subprogramming techniques; alternatively, Java bytecode
- Principles of compiler construction: Lexical analysis, syntax analysis, code generation, optimization, accuracy of the translation

Learning outcomes: Basic knowledge of the working principles of computer systems, knowledge of machine-oriented programming and compiler construction

Prerequisites:

Required: none

Recommended: Basic knowledge in Computer Science

Courses	Hours per week	ECTS
Lecture	4	8
Exercise class	2	
ECTS in total		8
Form of assessment	Final exam (90 min)	
Lecturer/Person in charge	Lecturers of Computer Science	
Duration of module	1 semester	
Offering	Spring semester	
Language	German	
Range of application	Mannheim Master in Management, B. Sc. Business Informatics	

Module: Algorithms and Data Structures		
Contents: Algorithms and data structures for important classes of problems (searching, sorting, graph problems, recognition of patterns in texts, methodologies of concepts for algorithms (divide and conquer, greedy method, dynamic programming, backtracking, branch and bound)		
Learning outcomes: The students should 1) investigate a pool of important algorithms and become familiar with the analysis of algorithms and 2) learn important principles for the design of efficient algorithms		
Prerequisites:		
Required:	none	
Recommended:	Basic knowledge in Computer Science I	
Courses	Hours per week	ECTS
Lecture	4	8
Exercise class	2	
ECTS in total		8
Form of assessment	Preparatory assessment: generally, successful participation in the exercise classes Final exam (90 min.) or two partial exams	
Lecturer/Person in charge	Prof. Mila Majster-Cederbaum	
Duration of module	1 semester	
Offering	Fall semester	
Language	German	
Range of application	Mannheim Master in Management, B.Sc. Business Informatics, B.Sc. Business Mathematics	

Module: Database Systems I

Contents:

The lecture is an introduction to database systems, and includes the following topics:

- database design
- the relational model
- data integrity
- relational design theory
- physical data organization
- request handling
- transaction management
- error handling
- multi-user synchronization
- safety aspects
- distributed database systems
- data warehouses

Learning outcomes:

Basic knowledge of database systems

Prerequisites:

Required: None

Recommended: basic knowledge of *Computer Science I*

Courses	Hours per week	ECTS
Lecture	4	8
Exercise class	2	
ECTS in total		8
Form of assessment	Exam (90 min)	
Lecturer/Person in charge	Prof. Dr. Guido Moerkotte	
Duration of module	1 semester	
Offering	Spring semester	
Language	German	
Range of application	Mannheim Master in Management, B.Sc. Business Informatics. B.Sc. Business Mathematics	

4.3. Business Law

4.3.1 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.		
Educational and Qualification Objectives: 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: Required: none In regard to content: Basic knowledge of civil law.		
Courses and course structure:	Hrs/wk per Semester	ECTS
Lecture/Excercise		
Individual Employment Law	4	6
Lecture		
Collective Employment Law	4	6
Lecture	2	4
Social Security Law		
Lecture	2	4
Labour Law and Human Resource Management		
Lecture		
Coalition and Labour agreement law		
Case Study		
Human Resources and Organization		
Total ECTS for module:		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. Keiner	
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
Applicability	Mannheim Master in Management

4.3.2 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 4, 2 or 6 ECTS or a total of 18 ECTS by choosing all course listed here

Module: Commercial Law and Corporate and Partnership Law		
Course content: Commercial Law, Corporate and Partnership Law, Group 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: Required: none. In regard to content: Basic knowledge of civil law.		
Courses and course structure:	Hrs/wk per Semester	ECTS
Lecture Commercial Law	3	5
Lecture Corporate and Partnership Law	3	5
Tutorial Commercial Law/ Corporate and Partnership Law	2	2
Lecture Stock Corporation Law	2	4
Lecture Corporate Law	1	2
Total ECTS for module:		18
Form and extent of examination	Two out of four exams in the tutorial for Commercial, Corporate and Partnership Law must be passed. In case of only selecting the lectures Stock Corporation Law and/or Corporate Law an oral exam will be required	
Lecturer/person responsible for module	Prof. Dr. Schäfer	
Duration of module	1 year, Start: fall semester	
Cycle of curriculum	Fall semester: Commercial Law, Corporate Law Spring semester: Stock Corporation Law, Corporate Law, Tutorial Commercial Law, Corporate and Partnership Law	
Language	German	
Applicability	Mannheim Master in Management	

4.3.3. 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: Required: none In regard to content: Basic knowledge of civil law.		
Courses and course structure:	Hrs/wk per Semester	ECTS
Lecture Capital Market Law	2	4
Lecture Private Insurance Law I (law of insurance contract)	2	4
Lecture Banking Law	2	4
Lecture Private Insurance Law II (Insurance Company Law, Insurance Control Law - German and International)	2	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. Bitter and Prof. Dr. 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	
Applicability	Mannheim Master in Management	

4.3.4 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: Required: none In regard to content: Basic knowledge of civil law.		
Courses and course structure:	Hrs/wk per Semester	ECTS
Lecture (with study group) German Economic Constitutional Law	2 (+ study group = 4)	4
Lecture (with study group) European Economic Constitutional Law	2 (+ study group = 4)	4
Lecture (with study group) Basics of Economic Administrative Law	2 (+ study group = 4)	4
Seminar for Public Business Law	2	5
Total ECTS for module:		17
Form and extent of examination	A final 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. 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	
Applicability	Mannheim Master in Management	

4.3.5 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.		
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: Required: none In regard to content: none, but it is helpful to also enroll in the modules TAX 510 and 520 (respectively 530).		
Courses and course structure:	Hrs/wk per Semester	ECTS
Procedural Tax Law (FALL SEMESTER)	2	4
Value Added Tax Law (FALL SEMESTER)	2	4
Financial and Tax Accounting (FALL SEMESTER)	2	4
Penal Fiscal Law (FALL SEMESTER)	2	4
European Tax Law (FALL SEMESTER)	2	4
Inheritance Tax Law and Legal Valuation (SPRING SEMESTER)	2	4
Tax Reorganization Law (SPRING SEMESTER)	2	4
International Tax Law (SPRING SEMESTER)	2	4
Enterprise Tax Law (SPRING/FALL SEMESTER)	2	4
Income Tax Law (SPRING SEMESTER)	2	6
Total ECTS for module:		24
Form and extent of examination	There is a final 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	Prof. Fetzer	

module	
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
Applicability	Mannheim Master in Management, LL.M.

4.3.6 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.

Module: Elective European and International Business Law		
Course content: http://mcbl.uni-mannheim.de/News/New%20Module%20Guide%202014%20now%20available!/		
Educational and Qualification Objectives:		
Prerequisites: Required: none In regard to content: Basic knowledge of civil law and public law. Please register with Mrs. Meta Geisbüsch (mcbl@uni-mannheim.de)		
Courses and course structure:	Hrs/wk per Semester	ECTS
European Market Freedoms (HWS)	2	3
European Competition Law (HWS)	2	3
EU Financial Markets & Transactions (HWS)	2	3
International Trade Law (FSS)	2	3
International Business Transaction (FSS)	2	3
Behavioral Law & Economics (FSS)	2	3
Law & Economics (FSS)	2	2
Total ECTS for module:		5-15
Form and extent of examination	There will be a final 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	
Applicability	Mannheim Master in Management, M.C.B L.	

4.4. Politics

The elective subject Politics requires the completion of two of the following four lectures. This elective is also suitable for students of the English Track. It will be clear at the end of the previous semester, which of the below mentioned courses will be offered in English.

Module: Political Science

Contents:

Lecture: Introduction to Political Science

The lecture “Introduction to Political Science” provides students with basic concepts of political science as well as the discipline’s history. Research approaches will be outlined in a generic form. This course responds to the question what the subject deals with and introduces its central concepts.

Lecture: Introduction to Political Sociology

Major themes of political sociology include: (1) on a macro-level of a society as a whole the power structure of modern societies, social divisions and conflict lines, nation and state, (2) on the intermediary level political parties, interest groups and social movements as organizations of the civil society, (3) on the individual level voters’ behavior, political participation and attitudes towards the political system (political culture). For each individual theme, central theoretical approaches and substantial empirical findings will be analyzed, starting with classical concepts of the discipline through to contemporary theories of political change. In order to explicate theoretical concepts, the political system of the German Federal Republic, its institutions or players respectively will serve as a case of application.

Lecture: Introduction to International Relations

The course introduces central theories, methods and subject areas of international relations. International politics will be conceived by means of strategic analysis of conflicts (East-West, North-South, globalization and cultural conflicts) and problem areas (war and security, governance and human rights, economic relations, environment and development). Thereby, the relevance of structures (power, legislation and resources) and of players (states, international organizations and their strategies) will be addressed. The associated theoretical and methodical approaches will be dealt with in a subsequent step.

Lecture: Introduction to Comparative Government

The institutional systems of European national states will be the core subject of relevance within comparative government. Classical decision-making institutions, such as parliaments, governments and constitutional courts, as well as central institutional parameters of political competition, such as electoral or party systems, will be discussed. These themes will be addressed through key theoretical approaches, typological approaches and New Institutionalism for instance. Empirical findings refer primarily to European political systems. Methodically, the role of comparison and the logic of theory-driven empirical research will be of central concern. In order to explicate theoretical concepts, the political system of the German Federal Republic, its institutions or players respectively will serve as a case of application.

Lecture: Selected Topics in Political Sociology I:

The course introduces and compares central theories and methods. Important topics are theories about political attitudes and political behavior, especially theories about political culture and social change (participation, changing values, social capital). The thematic priorities will be changed from year to year.

Lecture: Selected Topics in Political Sociology II:

The course introduces and compares central theories and methods. Important topics are theories about political attitudes and political behavior, especially theories about public opinion and political behavior (political communication, interest representation, voting behavior). The thematic priorities will be changed from year to year.

Lecture: Selected Topics in Comparative Government I

The course introduces central theories and methods of comparative government. Important topics are electoral systems, representation, government- and coalition-building, parliaments and legislation as well as strands of theories about actors, institutions and delegation.

Lecture: Selected Topics in Comparative Government II:

The course introduces central theories and methods of comparative government. Important topics are regime types, the development of democracies, the political economy of political and economic development and comparative political economy as well as strands of theories about actors, institutions, coalition-building and delegation.

Lecture: Selected Topics in International Relations I:

The lecture introduces modern approaches to explain the European integration. These approaches cover both the question about deepening the inter-institutional relationship of European actors as well as the enlargement of the Community.

To deal with the European tasks – that now comprise the core areas of economics, currency, society, environment and foreign policy – a complex institutional structure was created. It regulates the interactions of an increasing number of Member States and their relationship with the Commission, the European Court of Justice and the European Parliament.

This complex structure is a unique way to examine (and falsify) theories within the social sciences.

Lecture: Selected Topics in International Relations II:

The lecture focuses on political violence and armed conflict. The analysis of conflicts that primarily take place within states will be covered.

The central concept of analysis is the strategic interaction of national and international political actors. This will be illustrated by different types of conflicts, such as territorial conflicts, violent overthrow of regimes, violent repression and genocide.

Learning outcomes:

Knowledge of the development of political science and its research focus – comparative government, political sociology and international relations – as well as current analytical strategies in politics, ability to apply core techniques of scientific work methods. Ability to read research literature (primarily in English), analytical skills and methodical principles.

Prerequisites:

Required: none

Recommended: none

Courses

Hours per week

ECTS

Lecture: Introduction to Political Science (Fall)	2	6
Lecture: Introduction to Political Sociology (Fall)	2	6
Lecture: Introduction to International Relations (Fall)	2	6
Lecture: Introduction to Comparative Government (Spring)	2	6
ECTS in total		12
Form of assessment⁶	Lectures: final examinations (90 minutes)	
Lecturer/Person in charge	all, more precisely professors and research assistants of the Chair for Political Science I, II, III and IV, for Political Science and International Comparative Social Research, Comparative Political Behavior, European Politics, Empirical Democracy Research and Political Economy	
Duration of module	1-2 semesters	
Offering	Fall and Spring	
Language	German or English (varies)	
Range of application	Mannheim Master in Management	

⁶ Types of examination generally as listed above. Alternative types of examination may be used if found appropriate by the lecturer.

4.5. Mathematics

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

Module: Analysis I		
Contents: Sets and mappings, real numbers, continuity and differentiability of functions in one real variable, power series, Riemannian integral.		
Learning outcomes: Familiarity in dealing with the fundamental terms and methods of Analysis, knowledge of the essential mathematical methods of proof.		
Prerequisites:		
Required: none		
Recommended: none		
Courses	Hours per week	ECTS
Lecture	4+2	10
Exercise class	2	
ECTS in total		10
Form of assessment⁷	In advance (generally): successful participation in the exercise classes; written (90 min.) or oral examination (30 min.).	
Lecturer/Person in charge	Lecturers of the Institute of Mathematics	
Duration of module	1 semester	
Offering	Fall semester	
Language	German	
Range of application	Mannheim Master in Management, B.Sc. Business Informatics, B.Sc. Business Mathematics, <i>Lehramt</i> Mathematics	

⁷ Types of examination generally as listed above. Alternative types of examination may be used if found appropriate by the lecturer.

Module: Analysis II		
Contents: Differentiable functions of several real variables, multidimensional integration theory.		
Learning outcomes: Familiarity in dealing with functions of several real variables.		
Prerequisites: Required: Basic knowledge in Linear Algebra Recommended: Module Analysis I		
Courses	Hours per week	ECTS
Lecture	4 + 2	10
Exercise class	2	
ECTS in total		10
Form of assessment ⁸	In advance (generally): successful participation in the exercise classes; written (90min.) or oral examination (30 min.)	
Lecturer/Person in charge	Lecturers of the Institute of Mathematics	
Duration of module	1 semester	
Offering	Spring semester	
Language	German	
Range of application	Mannheim Master in Management, B.Sc. Business Mathematics, <i>Lehramt</i> Mathematics	

⁸ Types of examination generally as listed above. Alternative types of examination may be used if found appropriate by the lecturer.

Module: Linear Algebra I		
Contents: Groups, rings, fields, vector spaces, linear mapping, matrices, systems of linear equations, determinants, eigenvalues and diagonalisation, Euclidean vector spaces.		
Learning outcomes: Knowledge of the essential ideas and methods of Linear Algebra, knowledge of the essential mathematical methods of proof.		
Prerequisites:		
Required:	none	
Recommended:	none	
Courses	Hours per week	ECTS
Lecture	4+2	9
Exercise class	2	
ECTS in total		9
Form of assessment⁹	In advance (generally): successful participation in the exercise classes; written (90min.) or oral examination (30 min.).	
Lecturer/Person in charge	Lecturers of the Institute of Mathematics	
Duration of module	1 semester	
Offering	Fall semester	
Language	German	
Range of application	Mannheim Master in Management, B.Sc. Business Informatics, B.Sc. Business Mathematics, <i>Lehramt</i> Mathematics	

⁹ Types of examination generally as listed above. Alternative types of examination may be used if found appropriate by the lecturer.

Module: Linear Algebra II		
Contents: Finite groups, elementary theory of numbers, linear programming, finite fields, supplements to Linear Algebra I.		
Learning outcomes: Introduction to a few aspects of Discrete Mathematics.		
Prerequisites: Linear Algebra I		
Required: none		
Recommended: Module Linear Algebra I		
Courses	Hours per week	ECTS
Lecture	4	9
Exercise class	2	
ECTS in total		9
Form of assessment ¹⁰	In advance (generally): successful participation in the exercise classes; written (60min.) or oral examination (30 min.).	
Lecturer/Person in charge	Lecturers of the Institute of Mathematics	
Duration of module	1 semester	
Offering	Spring semester	
Language	German	
Range of application	Mannheim Master in Management, B.Sc. Business Informatics, B.Sc. Business Mathematics, <i>Lehramt</i> Mathematics	

¹⁰ Types of examination generally as listed above. Alternative types of examination may be used if found appropriate by the lecturer.

4.6. Psychology

The elective subject Psychology requires the completion of at least three of the following four lectures.

Module: Psychology		
Learning outcomes: The elective subject Psychology delivers an overview of the main research areas of business psychology (Industrial and Organizational Psychology & Consumer Psychology) and presents the problems which arise when elementary Psychology is applied in practice. Furthermore, the most important theories of Social Psychology, which are the foundations of business psychology, will be taught.		
Aims: Students will be familiar with the basic terms and methods of Business Psychology and will be able to apply them correctly. Students will also be aware of and able to understand and evaluate the scientific and practical significance of the most important theories and empirical results of the subject area.		
Prerequisites: Required: Recommended: K1 should be completed before choosing K3		
Courses	SWS	ECTS
L1: Industrial and Organizational Psychology (lecture)	2	4
N1: Consumer Psychology (lecture)	2	4
K1: Social Psychology I (lecture)	2	4
K3: Social Psychology II (lecture)	2	4
Total ECTS for module:		12
Assessment:	Exam (60 min.); The overall grade is calculated by averaging the ECTS points of all graded partial examinations.	
Module coordinators/Lecturers:	The module coordinators are: a) the chair holders of the Departments of Industrial and Organizational Psychology and Consumer Psychology, b) the Junior Professor in Business Psychology and c) the chair holders of the Departments of Social Psychology and Microsociology. The academic staff members of the above mentioned departments are appointed lecturers; external lecturers may also be employed.	
Duration:	2 semesters	
Module commences:	starts in the fall semester L1: fall semester N1: fall semester K1: spring semester K3: fall semester	
Language:	German	
Applies to:	Mannheim Master in Management	

4.7. 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).

4.7.1. 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).

Module: Introduction to English Linguistics (lecture without tutorial)		
Contents: This course is designed to introduce the central terms and topics in current English linguistics. Topics to be dealt with include phonetics, phonology, morphology, semantics, syntax and pragmatics. Students will be introduced to analyzing various layers of language.		
Learning outcomes: After having completed the course, students will be able to execute basic linguistic analyses and to appropriately use fundamental terminology.		
Prerequisites:		
Required:	None	
Recommended:	Not specified	
Courses	Hours per week	ECTS
Lecture	2	4
ECTS in total		4
Form of assessment	Written exam	
Lecturer/Person in charge	Gawlitzeck	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	English	
Range of application	Mannheim Master in Management, other Master programs	

Module: Lecture Series <i>Methods</i> (see Master program “Language and Communication”)		
Contents: Systematic presentation of fundamental quantitative and qualitative methods of linguistics.		
Learning outcomes: Students are familiar with quantitative and qualitative methods of linguistics which they are able to classify into the respective context of research and also know the appropriate method for different research approaches.		
Prerequisites: Required: None Recommended: Not specified		
Courses	Hours per week	ECTS
Lecture	2	4
ECTS in total		4
Form of assessment	Written exam	
Lecturer/Person in charge	Deppermann/ Engelberg	
Duration of module	1 semester	
Offering	Fall semester	
Language	German or English	
Range of application	Mannheim Master in Management, other Master programs	

Module: Seminar to be chosen from the offering of the master program “Language and Communication”		
Contents: Depending on the choice of seminar, students expand their theoretical knowledge in the central area of linguistics or use their methodical and theoretical expertise dealing with one of the following fields of research: interaction and text, linguistic methodology, language acquisition, multilingualism and linguistic theories.		
Learning outcomes: Students acquire the competence to adequately describe and arrange synchronic and diachronic phenomena and also comprehend the according theories.		
Prerequisites: Required: Lecture - <i>Introduction to English Linguistics</i> Recommended: At least the content of the lecture <i>Introduction to English Linguistics</i>		
Courses	Hours per week	ECTS
Seminar	2	7
ECTS in total	2	7
Form of assessment	Written exam <i>or</i> oral exam <i>or</i> term paper	
Lecturer/Person in charge	Thoma	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German or English or French or Spanish	
Range of application	Mannheim Master in Management, other Master programs	

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).

Module: Introduction to English and American Literature Studies (lecture without tutorial)		
Alternative: Lecture series <i>Theories of Modern Culture</i>		
Aim of the lecture <i>Introduction to English and American Literature Studies</i>: The module introduces the following areas using exemplarily literary and theoretical texts: <ul style="list-style-type: none">- nature, function and self-conception of literary studies and literature theory- key questions dealing with the understanding and interpretation of literary texts- specific of literary genres and epochs- terminology of the study of literature- working techniques and methods		
Aim of the lecture series <i>Theories of Modern Culture</i>: The module introduces theories of modern culture focusing on the process of modernisation as well as on the concept of culture.		
Learning outcomes: After having completed the module, students are familiar with the essential concepts, theories, genres and working techniques of literature and cultural studies and are able to apply these. Furthermore, students will have gained an overview of the cultural and social pertinence of the topics.		
Prerequisites:		
Required: None		
Recommended: Interest in questions concerning literature and cultural studies, theoretical concepts and literary texts		
Courses	Hours per week	ECTS
Lecture	2	4/5
ECTS in total		4/5
Form of assessment	Written exam (90 minutes)	
Lecturer/Person in charge	Dr. Glomb/ Prof. Dr. Grewe-Volpp respectively changing lecturers	
Duration of module	1 semester	
Offering	Fall semester and Spring semester (lecture series only during Fall semester)	
Language	German	
Range of application	Mannheim Master in Management, other Master programs	

Module: Lecture taken from the thematic module of the master-program “Transformation of Culture in the Modernity: Literature and Media”		
Aim of the introduction lecture: The module introduces general concepts and topics of the respective module taken from the master program “Transformation of Culture in the Modernity: Literature and Media” and alternates the subject areas depending on the semester: <ul style="list-style-type: none"> - Module 1: The Individual, environment and society in historical change - Module 2: Intercultural Perspective, Postcolonial Constellations and Transnational Discourses - Module 3: Aesthetic Transformations and Theoretical Concepts 		
Learning outcomes: After having completed the module, students are familiar with the essential concepts, theories and the development of the respective module and will have gained an overview of the cultural and social pertinence of the topics.		
Prerequisites: Required: None Recommended: Interest in questions concerning literature and cultural studies, theoretical concepts and literary texts		
Courses	Hours per week	ECTS
Lecture	2	5
ECTS in total		5
Form of assessment	Written exam (90 minutes)	
Lecturer/Person in charge	changing lecturer	
Duration of module	1 semester	
Offering	Spring semester	
Language	German	
Range of application	Mannheim Master in Management, other Master programs	

Module: Seminar to be chosen from the offerings of the master-program “Transformation of Culture in the Modernity: Literature and Media”		
Aim of the introduction lecture: Depending on the choice of seminar, the course delves into the fundamental terms and topics of the respective module taken from the master “Transformation of Culture in the Modernity: Literature and Media” which are: “The Individual, Environment and Society in Historical Change”, “Intercultural Perspective, Postcolonial Constellations and Transnational Discourses” or “Aesthetic Transformations and Theoretical Concepts”. Students of the seminar exercise transfer and interpretation in the particular area and apply theoretical concepts independently to literary examples.		
Learning outcomes: After having completed the module students are familiar with the essential concepts, theories and the development of the respective module. These, students studied using specific texts and materials and are thus able to work with their knowledge independently.		
Prerequisites: Required: Lecture <i>Introduction to English and American Literature Studies</i> <u>or</u> Lecture series <i>Theories of Modern Culture</i> Recommended: knowledge of basic concepts of literature and cultural studies		
Courses	Hours per week	ECTS
Seminar	2	7
ECTS in total		7
Form of assessment	Written exam (90 minutes) <i>or</i> oral exam <i>or</i> term paper	
Lecturer/Person in charge	changing lecturer	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German or English or French or Spanish	
Range of application	Mannheim Master in Management, other Master programs	

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

Modul: Anglistische/Amerikanistische Literaturwissenschaft			
Veranstaltung	Form und Art der Prüfung	ECTS-Punkte	
Landeskunde (aus dem Angebot für MakuWi)	Klausur	4	
Seminar aus dem Angebot des Master „Kultur im Prozess der Moderne: Literatur und Medien“	Mündl. Prüfung oder Klausur oder Hausarbeit	7	
Seminar aus dem Angebot des Master „Kultur im Prozess der Moderne: Literatur und Medien“	Mündl. Prüfung oder Klausur oder Hausarbeit	7	18 ECTS

Modul: Anglistische/Amerikanistische Linguistik			
Veranstaltung	Form und Art der Prüfung	ECTS-Punkte	
Landeskunde (aus dem Angebot für MaKuWi)	Klausur	4	
Seminar aus dem Angebot des Master „Sprache und Kommunikation“	Mündl. Prüfung oder Klausur oder Hausarbeit	7	
Seminar aus dem Angebot des Master „Sprache und Kommunikation“	Mündl. Prüfung oder Klausur oder Hausarbeit	7	18 ECTS

Further information to follow shortly.

4.8. German Studies

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

4.8.1. German Studies for students without skills in humanities

German Linguistics (Alternative I)

All of the following modules have to be taken (15 or 17 ECTS).

Module: Introduction to German synchronic linguistics (without tutorial)		
Contents: Phonology, syntax, (functional) discourse grammar, semantics, pragmatics, sociolinguistics, psycholinguistics, semiotics		
Learning outcomes: To become acquainted with, to understand and to use paradigms and working methods of linguistics		
Prerequisites:		
Required:	None	
Recommended:	Not specified	
Courses	Hours per week	ECTS
Lecture	2	4
ECTS in total		4
Form of assessment	Written exam	
Lecturer/Person in charge	Prof. Dr. Henn-Memmesheimer Georg Albert, M.A.	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German	
Range of application	Mannheim Master in Management, other Master programs	

Module: Lecture – <i>Developments of German standard language</i> or: Exercise Class – <i>Synchronic linguistics / diachronic linguistics</i>		
Contents: Fundamental quantitative and qualitative methods of linguistics		
Learning outcomes: Lecture: To become acquainted with, to understand, to evaluate and to analyze developments of German standard language Exercise Class: To understand, to evaluate and to analyze developments of German standard language		
Prerequisites: Required: None Recommended: None		
Courses	Hours per week	ECTS
Lecture	2	4
Exercise Class	2	6
ECTS in total		4-6
Form of assessment		
Lecture	exam	
Exercise Class	term paper	
Lecturer/Person in charge	Prof. Dr. Eichinger Prof. Dr. Henn-Memmesheimer	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German	
Range of application	Mannheim Master in Management, other Master programs	

Module: Seminar taken from the module “Sociology of Language and Cultural Differentiation”		
Contents: Quantitative and qualitative methods: content analysis, cultural semiotics, semantics, (Sozialstilistik?), text and discourse analysis, system analysis, analysis of action? (Handlungsanalyse)		
Learning outcomes: Analysis and evaluation of linguistic and social correlations with regard to social differentiation		
Prerequisites: Required: <i>Introduction to German synchronic linguistics</i> Recommended: not specified		
Courses	Hours per week	ECTS
Seminar	2	7
ECTS in total	2	7
Form of assessment	Exam, oral exam or term paper	
Lecturer/Person in charge	Prof. Dr. Henn-Memmesheimer	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German	
Range of application	Mannheim Master in Management, other Master programs	

German Literature Studies (Alternative II)

All of the following modules have to be taken (17 ECTS).

Module: German literature studies		
Course: Lecture, Introduction to modern/contemporary German literature studies, part 1		
Contents: The lecture aims to introduce students to the subject area and terms of modern German literature. It presents pivotal/central categories such as 'xy (Fiktionalität)' and 'aesthetics' and deals with the basics of the three main genres epic, lyric and drama. Additionally, the course offers a survey of the German literary history starting from the Baroque period. Selected works will be used to exemplarily deal with all these aspects.		
Learning outcomes: After having completed the course students will be familiar with the fundamental terms of modern German literature studies and know how to apply these terms. Furthermore, students will have received a survey of the three main genres and the history of literature since 1600.		
Prerequisites:		
Required:	None	
Recommended:	An interest in literary texts, questions considering the issue of literary criticism and theoretical concepts	
Courses	Hours per week	ECTS
Lecture	2	4
ECTS in total		4
Form of assessment	Written exam (60 minutes)	
Lecturer/Person in charge	changing lecturers	
Duration of module	1 semester	
Offering	Fall semester	
Language	German	
Range of application	Mannheim Master in Management, other Master programs	

Module: German literature studies		
Course: PS - literature studies		
<p>Contents: Lecture - literature studies</p> <p>To pick up the thread of the lecture introduction to modern German literature studies this lecture deals with selected aspects of German literature. The span of possible topics reaches from certain/particular authors, epochs, genres or motifs to general or specific concepts of literature theory.</p> <p>Contents: PS - literature studies</p> <p>In comparison to the lecture, the introductory seminar focuses on independent methodical working. When analyzing texts, the form, the literary history and of the comparativeness of literature is in the foreground. This takes place when one goes into theoretical questions of cross-cultural and contextual understanding. Secondary and research literature will be included in the seminar's work as well.</p>		
<p>Learning outcomes:</p> <p>Independent methodical working with reference to secondary literature and detailed knowledge of methods and theories of literature studies.</p>		
<p>Prerequisites:</p> <p>Required: Lecture - <i>Introduction to modern/ contemporary German Literature Studies</i></p> <p>Recommended: An interest in literary texts, questions considering the issue of literary criticism and theoretical concepts</p>		
Courses	Hours per week	ECTS
Exercise class	2	6
ECTS in total		6
Form of assessment	Oral exam (20 minutes) <i>or</i> exam (90 minutes) <i>or</i> term paper (about 12-15 pages of written text)	
Lecturer/Person in charge	changing lecturer	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German	
Range of application	Mannheim Master in Management, other Master programs	

Module: German literature studies		
Course: Seminar to choose from the offering of the master program “Transformation of Culture in the Modernity: Literature and Media “		
Contents: Depending on the choice of seminar, the course delves into the fundamental terms and topics of the respective module taken from the master “Transformation of culture in the modernity: literature and media” which are: “the individual, environment and society in historical change”, “intercultural perspective, postcolonial constellations and transnational discourses” or “aesthetic transformations and theoretical concepts”. Students of the seminar exercise transfer and interpretation in the particular area and apply theoretical concepts independently to literary examples.		
Learning outcomes: After having completed the module, students will be familiar with fundamental terms, theories and the development of the respective module. Furthermore, students will have gained an overview of the cultural and social pertinence of these topics.		
Prerequisites: Required: Lecture - Introduction to modern/contemporary German literature studies Recommended: Knowledge of basic concepts of cultural studies and literature		
Courses	Hours per week	ECTS
Exercise class	2	7
ECTS in total		7
Form of assessment	exam (90 minutes) <i>or</i> oral exam (20 minutes) <i>or</i> term paper (about 15-20 pages of written text)	
Lecturer/Person in charge	changing lecturer	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German	
Range of application	Mannheim Master in Management, other Master programs	

4.8.2. German Studies for students with skills in humanities

Modul: Germanistische Literaturwissenschaft			
Veranstaltung	Form und Art der Prüfung	ECTS-Punkte	
VL Literaturwissenschaft	Protokoll	4	
Seminar aus dem Angebot der literaturwissenschaftlichen Master-Seminare	Mündl. Prüfung oder Hausarbeit	7	
Seminar aus dem Angebot der literaturwissenschaftlichen Master-Seminare	Mündl. Prüfung oder Hausarbeit	7	18 ECTS

Modul: Germanistische Linguistik			
Veranstaltung	Form und Art der Prüfung	ECTS-Punkte	
VL Sprachwissenschaft	Protokoll	4	
Seminar aus dem Angebot der sprachwissenschaftlichen Master-Seminare	Mündl. Prüfung oder Hausarbeit	7	
Seminar aus dem Angebot der sprachwissenschaftlichen Master-Seminare	Mündl. Prüfung oder Hausarbeit	7	18 ECTS

Further information to follow shortly!

4.9. 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).

4.9.1. 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: Lecture – Introduction to Linguistics and Media Studies of Romance Studies (without tutorial)		
Aim of the introduction lecture: <ul style="list-style-type: none">- Development, differentiation and present form of Romance languages- Concepts, theories and methods of modern linguistics		
Learning outcomes: <ul style="list-style-type: none">- Knowledge of linguistic theories and methods and their application in the context of linguistics and media studies (such as text linguistics, analysis of conversations, analysis of media, language acquisition and multilingualism, sociolinguistics)- Acquired basic knowledge prerequisite to take further courses of literature and/or media studies		
Prerequisites:		
Required:	none	
Recommended:	not specified	
Courses	Hours per week	ECTS
Lecture	2	4
ECTS in total		4
Form of assessment	Exam (max. 90 minutes)	
Lecturer/Person in charge	Prof. Dr. E. M. Eckkrammer/ Prof. Dr. J. Müller-Lancé	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German	
Range of application	Mannheim Master in Management	

Module: Proseminar: Linguistics (Alternative: course related to cultural areas)		
Aim of the introduction lecture: - Deepening and application of theories and methods of linguistics and media studies - Questions of Romance linguistics and media studies		
Learning outcomes: - Broadening of knowledge of a specific field of linguistics such as text linguistics, sociolinguistics, analysis of conversations and language acquisition) - Deepening and application of literature and media theories - Ability to handle with specialized literature of linguistics and media studies		
Prerequisites: Required: Lecture <i>Introduction to Linguistics and Media Studies of Romance Studies</i> Recommended: Fundamental knowledge of linguistic concepts		
Courses	Hours per week	ECTS
Seminar	2	6
ECTS in total		6
Form of assessment	Presentation and written exam (max. 90 minutes) <i>or</i> term paper (the form of assessment depends on the lecturers)	
Lecturer/Person in charge	Prof. Dr. E. M. Eckkrammer/ Prof. Dr. J. Müller-Lancé	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German/ chosen Romance language	
Range of application	Mannheim Master in Management	

Module: Proseminar (PS) related to cultural areas		
Alternative: Advanced seminar: Literature and Media Studies		
Aim of the introduction lecture: - Background studies and current cultural and social topics of the cultural area of the chosen Romance language		
Learning outcomes: - Broadening and deepening of the knowledge about the cultural area - Broadening of intercultural competence		
Prerequisites: Required: Lecture <i>Introduction to Literature and Media Studies of Romance Studies</i> and/or lecture <i>Introduction to Linguistics and Media Studies of Romance Studies</i> Recommended: Knowledge of the chosen foreign language on a B2 level (Common European Framework of Reference for Languages CEFR)		
Courses	Hours per week	ECTS
Seminar	2	6
ECTS in total		6
Form of assessment	Written exam (max. 90 minutes) <i>or</i> term paper, at least part of it in the chosen foreign language	
Lecturer/Person in charge	French: Dr. C. Mary/ Italian: A. Volpe/ Spanish: C. Bielsa	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German/ chosen Romance language	
Range of application	Mannheim Master in Management	

Module: Exercise class Practical Language Level II		
Aim of the introduction lecture: <ul style="list-style-type: none"> - Reception and discussion of written and audio-visual texts focusing on cultural area and current topics - Writing essays in the foreign language - For further details: the comments of the respective courses in the ‘Studierendenportal’ 		
Learning outcomes: <ul style="list-style-type: none"> - Improving foreign language competence - Broadening the knowledge of the cultural area 		
Prerequisites: Required: Foreign language competence I and II in the chosen Romance language or proof of adequate language competence through placement tests Recommended: Knowledge of the chosen foreign language on a B2 level (Common European Framework of Reference for Languages CEFR)		
Courses	Hours per week	ECTS
Exercise class	2	3
ECTS in total		3
Form of assessment	Written exam and exercises or oral exams throughout the semester	
Lecturer/Person in charge	French: Dr. C. Mary/ Italian: A. Volpe/ Spanish: C. Bielsa	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	Chosen Romance language	
Range of application	Mannheim Master in Management	

Module: Exercise class Practical Language Level III (economics – economic alignment)		
Aim of the introduction lecture: <ul style="list-style-type: none"> - Reception and discussion of written and audio-visual texts focusing on economic and business topics - Writing essays in the foreign language on business topics - For further details: the comments of the respective courses in the ‘Studierendenportal’ 		
Learning outcomes: <ul style="list-style-type: none"> - Improving foreign language competence - Broadening vocabulary of the chosen language 		
Prerequisites: Required: Foreign language competence I and II in the chosen Romance language or proof of adequate language competence through placement tests Recommended: Knowledge of the chosen foreign language on a B2 level (Common European Framework of Reference for Languages CEFR)		
Courses	Hours per week	ECTS
Exercise class	2	3
ECTS in total		3
Form of assessment	Written exam and exercises or oral exams throughout the semester	
Lecturer/Person in charge	French: Dr. C. Mary/ Italian: A. Volpe/ Spanish: C. Bielsa	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	Chosen Romance language	
Range of application	Mannheim Master in Management	

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: Lecture – Introduction to Literature and Media Studies of Romance Studies		
Aim of the introduction lecture: <ul style="list-style-type: none">- Basic knowledge and techniques of literature studies- Fundamental models of text analysis such as semiotics, communication theory and structuralism		
Learning outcomes: <ul style="list-style-type: none">- Introduction to terminology, concepts and models of analysis- Acquired basic knowledge prerequisite to take further courses of literature and/or media studies		
Prerequisites:		
Required:	None	
Recommended:	not specified	
Courses	Hours per week	ECTS
Lecture	2	4
ECTS in total		4
Form of assessment	Written exam (max. 90 minutes)	
Lecturer/Person in charge	Prof. Dr. C. Gronemann / N.N.	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German	
Range of application	Mannheim Master in Management, other Master programs	

Module: Proseminar: Literature Studies (Alternative: Course related to cultural areas)		
Aim of the introduction lecture: - Objects of investigation: literature and media text taken from the Romance studies - Theory: various approaches to analyse these objects		
Learning outcomes: - Expertise in literature and media studies - Deepening and application of literature and media theories - Handling of specialized literature of literature and media studies		
Prerequisites: Required: Lecture <i>Introduction to Literature and Media Studies of Romance Studies</i> Recommended: Fundamental knowledge of literature and media studies		
Courses	Hours per week	ECTS
Seminar	2	6
ECTS in total		6
Form of assessment	Presentation and written exam (max. 90 minutes) <i>or</i> term paper (the form of assessment depends on the lecturers)	
Lecturer/Person in charge	Prof. Dr. C. Gronemann / N.N.	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German/ chosen Romance language	
Range of application	Mannheim Master in Management	

Module: Proseminar (PS) related to cultural areas		
(Alternative: Proseminar: Literature Studies)		
Aim of the introduction lecture:		
- Background studies and current cultural and social topics of the cultural area of the chosen Romance language		
Learning outcomes:		
- Broadening and deepening of the knowledge about the cultural area		
- Broadening of intercultural competence		
Prerequisites:		
Required:	Lecture <i>Introduction to Literature and Media Studies of Romance Studies</i> and/or lecture <i>Introduction to Linguistics and Media Studies of Romance Studies</i>	
Recommended:	Knowledge of the chosen foreign language on a B2 level (Common European Framework of Reference for Languages CEFR)	
Courses	Hours per week	ECTS
Seminar	2	6
ECTS in total		6
Form of assessment	Presentation and written exam (max. 90 minutes) <i>or</i> term paper (the form of assessment depends on the lecturers)	
Lecturer/Person in charge	French: Dr. C. Mary/ Italian: A. Volpe/ Spanish: C. Bielsa	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German/ chosen Romance language	
Range of application	Mannheim Master in Management	

Module: exercise class practical language level II		
Aim of the introduction lecture: <ul style="list-style-type: none"> - Reception and discussion of written and audio-visual texts focusing on cultural area and current topics - Writing essays in the foreign language - For further details: the comments of the respective courses in the ‘Studierendenportal’ 		
Learning outcomes: <ul style="list-style-type: none"> - Improving foreign language competence - Broadening the knowledge of the cultural area 		
Prerequisites: Required: Foreign language competence I and II in the chosen Romance language or proof of adequate language competence through placement tests Recommended: Knowledge of the chosen foreign language on a B2 level (Common European Framework of Reference for Languages CEFR)		
Courses	Hours per week	ECTS
Exercise class	2	3
ECTS in total		3
Form of assessment	Written exams and oral exams or exercises throughout the semester	
Lecturer/Person in charge	French: Dr. C. Mary/ Italian: A. Volpe/ Spanish: C. Bielsa	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	Chosen Romance language	
Range of application	Mannheim Master in Management	

Module: Exercise class: Practical Language Level III (economics – economic alignment)		
Aim of the introduction lecture: <ul style="list-style-type: none"> - Reception and discussion of written and audio-visual texts focusing on economic and business topics - Writing essays in the foreign language on business topics - For further details: the comments of the respective courses in the ‘student portal’ 		
Learning outcomes: <ul style="list-style-type: none"> - Improving foreign language competence - Broadening vocabulary of the chosen language 		
Prerequisites: Required: Foreign language competence I and II in the chosen Romance language or proof of adequate language competence through placement tests Recommended: Knowledge of the chosen foreign language on a B2 level (Common European Framework of Reference for Languages CEFR)		
Courses	Hours per week	ECTS
Exercise class	2	3
ECTS in total		3
Form of assessment	Written and oral exams or exercises throughout the semester	
Lecturer/Person in charge	French: Dr. C. Mary/ Italian: A. Volpe/ Spanish: C. Bielsa	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	Chosen Romance language	
Range of application	Mannheim Master in Management	

4.9.2. Romance Studies for students with skills in humanities

Modul: Französische, Italienische, Spanische Literaturwissenschaften			
Veranstaltung	Form und Art der Prüfung	ECTS-Punkte	
VL Theorien der Kultur und Moderne	Klausur	5	
alternativ:			
S Theorien der Moderne und Modernisierung	Schriftliche und/oder mündl. Prüfungsleistungen	7	
S aus dem Master „Kultur im Prozess der Moderne: Literatur und Medien“	Schriftliche und/oder mündl. Prüfungsleistungen	7	
Ü Sprachpraxis Niveaustufe IV (Wirtschaft)	Klausur und semesterbegleitende mündl. und/oder schriftliche Teilleistungen	4	16/18 ECTS

Modul: Französische, Italienische, Spanische Linguistik			
Veranstaltung	Form und Art der Prüfung	ECTS-Punkte	
Ring-VL Methoden (Master „Sprache und Kommunikation“)	Klausur	4	
alternativ:			
S aus dem Angebot des Master „Sprache und Kommunikation“	Schriftliche und/oder mündl. Prüfungsleistungen	7	
S aus dem Angebot des Master „Sprache und Kommunikation“	Schriftliche und / oder mündl. Prüfungsleistungen	7	
Ü Sprachpraxis Niveaustufe IV (Wirtschaft)	Klausur und semesterbegleitende mündl. und/oder schriftliche Teilleistungen	4	15/18 ECTS

Further information to follow shortly!

4.10. History

This elective is made up of 16 to 19 ECTS.

4.10.1. 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.

Module: History		
Aim of the introduction lecture: This module introduces to the classical Historical Method with its constituting elements heuristic, critical assessment of sources and interpretation. Furthermore, the module is extended by epoch and thematic-specific instruments of investigation, interdisciplinary theories and methods in different historical subject areas.		
Learning outcomes: To collect, analyse and interpret sources in respect to the state of the art and to adequately portray the results in presentations and written elaboration.		
Prerequisites: Required: 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). 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.		
Courses	Hours per week	ECTS
Proseminar: Antiquity, Middle Ages, Early Modern Age, Modern Age, Economic and Social History	4	8
Lecture: Economic History, History of Law and/or Political Contemporary History taken from the master-program “History”	2	4-7
Lecture: Pre-enlightenment, times of change and/or Modern Age taken from the bachelor-program “History”	2	4
Exercise class: Pre-enlightenment, times of change and/or Modern Age taken from the bachelor-program “History”	2	4
ECTS in total		16-19

Form of assessment	<p>The exam of the module consists of component exams which need to be passed in the respective courses.</p> <p>Proseminar: Presentation, exam (min. 60 minutes) and term paper</p> <p>Lecture: Exam(s) (min. 60 minutes)</p> <p>Exercise class: Presentation or written elaboration</p>
Lecturer/Person in charge	Prof. Dr. Christoph Buchheim
Duration of module	2-3 semester
Offering	Fall semester and Spring semester
Language	German
Range of application	Mannheim Master in Management, other Master programs

4.10.2. History for students with skills in humanities

Modul: Geschichte			
Veranstaltung	Form und Art der Prüfung	ECTS-Punkte	
HS Altertum, Mittelalter, Frühe Neuzeit, Neuzeit o. Wirtschaft- und Sozialgeschichte	Klausur	8	
VL Wirtschaftsgeschichte, Rechtsgeschichte u./o. politikwissenschaftliche Zeitgeschichte aus dem Master Geschichte	Referat, Klausur und Hausarbeit	4-7	
VL Vormoderne, Zeiten des Umbruchs o. Moderne aus dem Bachelor	Mündl. Prüfung oder Hausarbeit	4	
Ü Vormoderne, Zeiten des Umbruchs o. Moderne aus dem Bachelor Geschichte	Referat oder schriftliche Ausarbeitung	4	16-19 ECTS

Further information to follow shortly!

4.11. Philosophy

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

Module: Ethics, Society, Economy	
Contents: The two advanced seminars will treat selected topics, which relate to the philosophy of human cohabitation. Special emphasis is put on the philosophical discipline ethics/moral theory, on the philosophy of economic action (in particular of the overlapping field of these areas, Business Ethics), as well as on political philosophy.	
Learning Outcomes: The main goal is the acquisition and the extension of competencies for the differentiated analysis of and discussion about complex philosophical questions regarding social interactions of human beings.	
Prerequisites: Required: - Content Related / Recommended: (Basic philosophical knowledge in the disciplines ethics, political philosophy, social philosophy and neighboring fields are desirable, however they will not be required)	
Courses	Hours per week
HS: Ethics, Society, Economy	2
HS: Ethics, Society, Economy	2
ECTS	
ECTS in total	
16	
Form of assessment	In every advanced seminar one written term paper (usually 20-25 pages)
Lecturer/Person in charge	Professors and doctoral assistants from the area Philosophy
Duration of module	1 - 2 semesters
Offering	At least one of the advanced seminars from this module will be offered in every semester
Language	German (a few seminars can also be offered in English)
Range of application	Master Culture and Economy: Philosophy; Mannheim Master in Management

Module: History of Philosophy		
Contents: <p>The two advanced seminars will treat selected topics from the history of philosophy from the antiquity to the present with the help of important texts. Special emphasis is put in this connection on the philosophy of the modern age (16th – 18th century, Descartes to Kant) and on the Greek antiquity (in particular Plato and Aristotle), but it is possible that also other seminars on other important epochs of the history of philosophy up until the present will be offered.</p>		
Learning outcomes: <p>The main goal is the acquisition and the extension of advanced knowledge in the history of philosophy, as well as the acquisition of deeper insights to philosophical and historical correlations.</p>		
Prerequisites: Required: - Content Related / Recommended: (Basic knowledge of the history of philosophy, in particular in the philosophy of the antiquity and the early modern ages are desirable, however they will not be required)		
Courses	Hours per week	ECTS
HS: History of Philosophy	2	8
HS: History of Philosophy	2	8
ECTS in total		16
Form of assessment	In every advanced seminar one written term paper (usually 20-25 pages)	
Lecturer/Person in charge	Professors and doctoral assistants from the area Philosophy	
Duration of module	1 - 2 semesters	
Offering	At least one of the advanced seminars from this module will be offered in every semester	
Language	German (a few seminars can also be offered in English)	
Range of application	Master Culture and Economy: Philosophy; Mannheim Master in Management	

4.12. Sociology

The elective in Sociology offers a choice between the following two modules. It measures 18 ECTS.

4.12.1 Elective Module Sociology A: General and Specific Sociology

Module Sociology A: General and Specific Sociology

Contents:

The lecture “Foundations of Sociology” introduces in the studies of sociology. The lecture explains the field and highlights leading questions and topics. At first, special emphasis is put on basic sociological methods. Afterwards, central terms and individual topics of sociology, such as social action, social situations, collective action, interaction, exchange, power, roles, norms, institutions and many others, will be treated. Hence, basic components of sociological thinking will be acquired step by step.

In addition to the lecture, basic literature related to the topics outlined in the lecture will be discussed in an exercise course.

The second part of the module ‘General and Specific Sociology’ serves the studies of the theoretical basics of sociology, as well as the theoretic application of it in empirical analysis. The lecture in General Sociology serves as a consolidation of the knowledge of theoretical basics and empirical research fields that has been gained in the lecture “Foundations of Sociology”. Through project-related group work, the exercise courses deal with current topics of specific sociologies as e.g. industrial sociology, sociology of education, sociology of the family, sociology of migration, sociology of organizations, sociology of stratification.

Learning outcomes:

Knowledge of sociological theory and its classification in relation to their explanatory content. Deepened knowledge in general and specific sociology.

Prerequisites:

In regard to content: good command of English

Courses:	Hours per week	ECTS
Lecture Foundations of Sociology	2	6
Exercise Course Foundations of Sociology	2	3
Lecture General Sociology	2	6
Exercise Course Specific Sociology	2	3
Total ECTS for module:		18
Form of assessment	The module exam consists of partial examinations that have to be taken in the respective courses. Lecture: exam of 90 minutes Exercise courses: small essays (where appropriate)	

	also project work), presentation(s)
Lecturer/Person in charge	Chair of General Sociology, of Sociology, Societal Comparisons as well as of Economic and Organizational Sociology, in some cases supported by other chairs of Sociology
Duration of module	2 semesters
Offering	Foundations of Sociology: fall semester General/specific sociology: spring semester
Language	German
Range of application	Mannheim Master in Management

4.12.2 Elective Module Sociology B: European Societies

Module: Elective Sociology B: European Societies		
<p>Contents: The lecture “The Social Structure of Germany in International Comparison” is dedicated to the theoretical basics and sociological analysis of the German social structure in international comparison. Supplemental to the lecture, an exercise course will be offered in order to discuss the topics of the lecture together. The courses for “The Comparison of European Societies“ deepen the knowledge of comparative methods, macro-sociological theories and empirical research of the diversity respectively convergence of modern societies within Europe and in comparison to other developed OECD countries. This module also outlines the processes of Europeanization and its effects on national states. The lecture presents an overview of international comparative research of social subareas (e.g. welfare state, educational system, labor relations, labor market, civil society). The exercise courses deal in project-related group work with current topics related to quantitative respectively comparative, historical research.</p>		
<p>Learning outcomes: Knowledge of social structure analysis, preparation of a scientific term paper. In-depth knowledge of European societies and the methods of social comparison.</p>		
<p>Prerequisites: In regard to content: good command of English</p>		
Courses:	Hours per week	ECTS
Lecture Social Structure of Germany in International Comparison	2	6
Exercise Course Social Structure of Germany in International Comparison	2	3
Lecture European Societies	2	6
Exercise Course Current Research	2	3

Topics (Related to) The Comparison of European Societies	
Total ECTS for module:	18
Form of assessment	The module exam consists of partial examinations that have to be taken in the respective courses. Lecture: exam of 90 minutes Exercise courses: small essays (where appropriate also project work), presentation(s)
Lecturer/Person in charge	Chairs of Sociology, Societal Comparison, of Macrosociology and of Economic and Organizational Sociology, in some cases supported by other chairs of Sociology.
Duration of module	2 semesters
Offering	Structure of Germany in International Comparison: Fall semester European Societies: Spring Semester
Language	German
Range of application	Mannheim Master in Management

4.13. Economics

In this elective module the students can collect up to 24 ECTS. Students are generally free to choose any elective course offered. Detailed information on the courses and their respective prerequisites can be found under the following link: <http://master.vwl.uni-mannheim.de/program.php>. We recommend you to contact Ms. Silvia Huber-Grahl for advice which courses to choose to complete your studies (Email: econgrad@uni-mannheim.de, Tel: 181-1763).

4.14. Theology

In the elective “Theology”, students can collect 12, 18 or 24 ECTS as follows:

- 1) 12 ECTS: Students have to take two courses from the module “(Business) Ethics in theological perspective”; or one course from the module “(Business) Ethics in theological perspective” and either one course from the module “Theology: dogmatics” or one course from the module “Religion in Contemporary Culture and Communication”.
- 2) 18 ECTS: Students have to take one course from each module; or two courses from the module “(Business) Ethics in theological perspective” and either one course from the module “Theology: dogmatics” or from the module “Religion in Contemporary Culture and Communication”.
- 3) 24 ECTS: Students have to take two courses from the module “(Business) Ethics in theological perspective” and one course from the module “Theology: dogmatics” and one course from the module “Religion in Contemporary Culture and Communication”.

Module: (Business) Ethics in a theological perspective		
Contents: Lecture: (Business-) Ethical Concepts and Problems in a Theological Perspective The introduction to theological ethics (usually with a focus on business ethics, under certain circumstances with the orientation towards bioethics or another application area) provides the fundamentals and basic concepts of ethical reflection. Different ethical concepts, sources and normative references of moral and methodological bases of ethical reflection will be covered. The lecture is based on the normative implications, the moral aspects and their ethical reflection in a current practical field or example. The theological perspective is brought into play first, by reference to the Christian religious norms and value systems and on the other with the theological understanding of people and institutions. Seminar: (Business) Ethical Theory Construction in a Theological Perspective Starting from a selected design of the general theory, applied or theological ethics and the methodological and substantial aspects of ethical theory are taught and reflected in a theological perspective. Particularly in view of the business-ethical theory construction, the concepts of economic ethics, integrative business ethics and utilitarian ethics are reconstructed in view of a theological concept of the moral person and contrasted with theological ethics of "integrity and responsibility" (of persons and organizations) or the principles of Catholic social teaching.		
Learning outcomes: Knowledge of the relevant ethical theory, understanding of the aspects of ethical theory construction, acquisition and development of ethical reflection and judgment skills, knowledge and understanding of reference of theology and ethics, ability of independent perception, reconstruction and evaluation of present moral problems and their theological and ethical reflection (especially as a contribution to the Principles of responsible leadership education/ PRME).		
Prerequisites: Required: The attendance of the introduction lecture is generally a prerequisite for participation in the seminar Recommended: Required is the willingness to independent participate and conduct literature research		
Courses:	Hours per week	ECTS

Lecture or Proseminar: (Business-) Ethical Concepts and Problems in a Theological Perspective	2	6
Advanced Seminar: (Business) Ethical Theory in a Theological Perspective	2	6
ECTS in total:		12
Form of assessment	In each course one essay (usually 15 - 20 pages), possibly on the basis of a seminar presentation.	
Lecturer/Person in charge	Prof. Dr. Lämmlin, Prof. Dr. Reifenberg	
Duration of module	1-3 semester	
Offering	Lecture: Fall semester; Seminar: Spring semester	
Language	German	
Range of application	Mannheim Master in Management	

Module: Theology: Dogmatics

Contents:

The thought pattern and terminology of theology is exemplarily processed. Thereby, fundamentals and problems of Christology (teachings of Jesus Christ) and the doctrine of the Trinity (doctrine of the Triune God) are covered. The basic theological structure of the "incarnation", i.e. the understanding of God based on the "incarnation of God in Jesus Christ", and the subsequent symbolic, sacramental form of communication are reflected in their significance for a contemporary "word of God" as well as for the religious practice and culture. The Christian understanding of God and reality is questioned for its plausibility in view of the current scientific-technical, philosophical and cultural understanding of the world.

This addressing of Christian theological topics can take place either in a seminar Dogmatics or in a different theological seminar, for example in a German-Studies-Theological seminar.

Learning outcomes:

Ability to capture and process complex analytical problems. Knowledge in the field of the theological doctrine of God, the doctrine of the Trinity and Christology based on selected concepts or thematic problems. Fundamental knowledge and competency in theological terminology. Understanding the basic structure of Christian theology. Acquisition of the competence of theological thinking and language in present communication (in science, business, technology, politics, culture and religion)

Prerequisites:

Required: –

Recommended: Required is the willingness to independent participate and conduct literature research

Courses:	Hours per week	ECTS
Advanced Seminar: Dogmatics I or II	2	6
Theological seminar in another form (e.g. German-Studies-Theological	2	6

seminar)	
One of the two courses must be taken	
ECTS in total:	6
Form of assessment	Essay (about 20 pages) on a chosen seminar topic , or seminar presentation including written documentation and oral examination
Lecturer/Person in charge	Lecturer of dogmatic theory at the Theological Institute, Prof. Dr. Lämmlin
Duration of module	1 semester
Offering	Spring semester
Language	German
Range of application	Mannheim Master in Management

Module: Religion in Contemporary Culture and Communication

Contents:

The implicit and explicit religious forms and contents of contemporary culture and communication are perceived and interpreted on the basis of theological hermeneutics and aesthetics, and related to the contents of theological tradition. Symbolic communication and ritual forms of interaction in contemporary society (leisure culture, sports, consumerism, advertising or film language, popular music) are interpreted in the context of Christian symbolism and practice of faith. The function and importance of communication media (Holy Communion, money, media communication, body) is reconstructed in discourse with media theory. Contemporary theological issues, such as theodicy, new atheism, naturalistic and neuroscientific perspectives etc. are being discussed.

Learning outcomes:

Acquisition of perceptual and critical thinking ability for religious aspects and content in current communication practices. Development and enhancement of the ability to interpret symbolically mediated communication (of Sense) in daily-life, economic, political and cultural discourses in the perspective of Christian religious symbolism. Development of linguistic competence for the interpretation and religious communication of sense, for example, in educational processes, in advertising language and in the communication of values.

Prerequisites:

Required: The attendance of one course in the modules “(Business) Ethics” or “Theology: Dogmatics” is generally a prerequisite for participation in the seminar

Recommended: Required is the willingness to independently participate and conduct literature research

Courses:	Hours per week	ECTS
Advanced Seminar: Religion in Contemporary Culture (Religious Education II)	2	6
Lecture or seminar: Contemporary	2	6

theological issues	
One of the two courses must be taken	
ECTS in total: 6	
Form of assessment	Essay (about 15 pages) of a seminar presentation
Lecturer/Person in charge	Prof. Dr. Georg Lämmlin
Duration of module	1 semester
Offering	Fall semester
Language	German
Range of application	Mannheim Master in Management

5. Master's Thesis

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
Prof. Dr. Holger Daske	ACC 761 (Acceptance of seminars offered in the Area “Accounting and Taxation” or “Banking, Finance, and Insurance” after consulting Prof. Dr. Holger Daske)
Prof. Dr. Jannis Bischof	
Prof. Dr. Dirk Simons	ACC 711 (Acceptance of seminars from other chairs after consulting Prof. Simons)
Prof. Dr. Ulrich Schreiber / Prof. Dr. Christoph Spengel	TAX 730 (Acceptance of seminars from other chairs after consulting Prof. Dr. Ulrich Schreiber / Prof. Dr. Christoph Spengel)
Prof. Dr. Jens Wüstemann	ACC 713 (Acceptance of seminars from other chairs after consulting Prof. Dr. Jens Wüstemann)
Prof. Dr. Johannes Voget	ACC 7XX <u>or</u> TAX 7XX <u>or</u> FIN 7XX
Prof. Truxius	According to prior agreement

5.2. Area „Banking, Finance, and Insurance“

Chair	Prerequisites for the Master's Thesis
Prof. Dr. Peter Albrecht	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 As part of the participation at the coordinated master thesis allocation process of the Area Finance, seminar theses of the Area are being accepted.
Prof. Ernst Maug, Ph.D.	FIN 5XX <u>and</u> FIN 740 Other seminars offered in the Area “Banking, Finance, and Insurance” are accepted.

Prof. Dr. Alexandra Niessen-Ruenzi	FIN5XX <u>and</u> FIN 720 <u>or</u> FIN5XX <u>and</u> FIN 740 <u>or</u> FIN5XX <u>and</u> FIN 760 <u>or</u> FIN5XX <u>and</u> FIN 780 Other seminars offered in the Area “Banking, Finance, and Insurance” are accepted.
Prof. Dr. Stefan Ruenzi	FIN 5XX <u>and</u> FIN 780 Other seminars offered in the Area “Banking, Finance, and Insurance” are accepted.
Prof. Dr. Eva Terberger	After consulting Prof. Terberger: FIN 7XX
Prof. Dr. Erik Theissen	FIN 5XX und FIN 703 Other seminars offered in the Area “Banking, Finance, and Insurance” are accepted.
Prof. Dr. Martin Weber	FIN 5XX <u>and</u> FIN 720 Other seminars offered in the Area “Banking, Finance, and Insurance” are accepted.

5.3. Area „Information Systems“

Chair	Prerequisites for the Master's Thesis	
Prof. Dr. Christian Becker / Prof. Dr. Armin Heinzl / Prof. Dr. Alexander Mädche / Prof. Dr. Martin Schader / Prof. Dr. Julia Krönung	IS 7XX	Any one of the seminar modules IS 702, IS 712, IS 722, IS 742 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.

5.4. Area „Management“

Chair	Prerequisites for the Master's Thesis
Prof. Dr. Torsten Biemann	<p>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 643 <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</p> <p>Other seminars could be accepted in exceptional cases</p>
Prof. Dr. Matthias Brauer	<p>MAN 650 <u>and</u> MAN 750 <u>or</u> MAN 651 <u>and</u> MAN 750 <u>or</u> MAN 652 <u>and</u> MAN 750 <u>or</u> MAN 653 <u>and</u> MAN 750 <u>or</u> 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</p>
Prof. Dr. Bernd Helmig	<p>MAN 610 <u>and</u> MAN 710 <u>or</u> MAN 611 <u>and</u> MAN 710 <u>or</u> MAN 613 <u>and</u> MAN 710 <u>or</u> MAN 670 <u>and</u> MAN 710 <u>or</u> MAN 672 <u>and</u> MAN 710 <u>or</u> MAN 610 <u>and</u> MAN 711 <u>or</u> MAN 611 <u>and</u> MAN 711 <u>or</u> MAN 613 <u>and</u> MAN 711 <u>or</u> MAN 670 <u>and</u> MAN 711 <u>or</u> MAN 672 <u>and</u> MAN 711 <u>or</u> MAN 610 <u>and</u> MAN 712 <u>or</u> MAN 611 <u>and</u> MAN 712 <u>or</u> MAN 613 <u>and</u> MAN 712 <u>or</u> MAN 670 <u>and</u> MAN 712 <u>or</u> MAN 672 <u>and</u> MAN 712 <u>or</u> MAN 617 <u>and</u> MAN 710 <u>or</u></p>

	MAN 617 <u>and</u> MAN 711 <u>or</u> MAN 674 <u>and</u> MAN 710 <u>or</u> MAN 674 <u>and</u> MAN 711 <u>or</u> MAN 675 <u>and</u> MAN 710 <u>or</u> MAN 675 <u>and</u> MAN 711 <u>or</u> MAN 676 <u>and</u> MAN 710 <u>or</u> MAN 676 <u>and</u> MAN 711
Prof. Dr. Karin Hoisl	MAN 721
Prof. Dr. Michael Woywode	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> The following modules are accepted only in spring semester 2014: MAN 627 <u>and</u> MAN 720 <u>or</u> MAN 628 <u>and</u> MAN 720 <u>or</u> MAN 629 <u>and</u> MAN 720
Prof. Dr. Laura Marie Schons	MAN 761

5.5. Area „Marketing“

Chair	Prerequisites for the Master's Thesis
Prof. Dr. Dr. h.c. mult. Christian Homburg / Prof. Dr. Florian Kraus / Prof. Dr. Sabine Kuester / Prof. Dr. Florian Stahl / Prof. Dr. Arnd Vomberg	Enrollment starting fall 2010: CC 503 <u>and</u> MKT 510 <u>and</u> MKT 520 <u>and</u> MKT 530/531 <u>and</u> MKT 7XX Enrollment starting fall 2012: MKT 510 <u>and</u> MKT 520 <u>and</u> MKT 531/MKT 532/MKT 540/MKT 560/MKT 532 (MKT 614) <u>and</u> MKT 7XX Enrollment starting fall 2013: Modules MKT 510 <u>and</u> MKT 520 <u>and</u> MKT 531/MKT 540/MKT 545/MKT 560 <u>and</u> MKT 7XX 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.

5.6. Area „Operations Management“

Chair	Prerequisites for the Master's Thesis
Prof. Dr. Christoph Bode / Prof. Dr. Moritz Fleischmann / Prof. Dr. Cornelia Schön / Prof. Dr. Raik Stolletz	At least one module OPM 6XX <u>and</u> OPM 701 <u>or</u> at least one module OPM 6XX <u>and</u> OPM 741 <u>or</u> at least one module OPM 6XX <u>and</u> OPM 742 <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 701/741/ 742/761/781/791/792 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.

5.7. Elective

The Master's Thesis can be written in an elective if the thesis includes business-related aspects.