

Module Catalog

„Mannheim Master in Management“

(M.Sc.)

University of Mannheim

(Last update: 29.03.2017)

Structure and Conception of the Program

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

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

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

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

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

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Part I: Summary of the modules

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

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

1. Core Competences

No. of module	Name of module	ECTS	HWS ¹	FSS ²
CC 501	Decision Analysis	6	E ₃	E
CC 502	Applied Econometrics	6	E	
CC 503	Empirical Methods	6	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	
ACC 532	Financial Statement Analysis & Equity Valuation	6		E
TAX 510	Basics of Business Taxation	6	G	

¹ HWS: fall semester

² FSS: spring semester

³ E: language of instruction: English

⁴ G: language of instruction: German

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/TAX 550	International Course – Accounting and Taxation	x	x	x

Level 600 courses

No. of module	Name of module	ECTS	HWS	FSS
ACC 620	Accounting for Financial Instruments & Financial Institutions	6		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 620	Empirical Research in Taxation	4	E	
TAX 630	International Business Taxation (English)	6		E
TAX 650	European Business Taxation	6		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 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	

Level 700 courses

No. of module	Name of module	ECTS	HWS	FSS
FIN 703	Seminar „Topics in Corporate Governance“	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 510	Process Management	6		E
IS 512	IT Management in the Digital Age	6		E
IS 513	Applied IT Management in the Digital Age	6	E	
IS 540	Management of Enterprise Systems	6	E	
IS 541	Theories and Methods in Information Systems	6		E
IS 553	System Software	6	E	
IS 554	Computational Thinking	8	E	
IS 555	Computational Thinking II	4		E
IS 550	International Course – Information Systems	x	x	x

Level 600 courses

No. of module	Name of module	ECTS	HWS	FSS
IS 602	Business Intelligence and Management Support Systems	6	E	
IS 613	Applied Project in Design Thinking and Lean Software Development	6	E	
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	-	E	

IS 742	Seminar: Enterprise Systems	6	E	
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3.1.4. Area “Management“

Level 500 courses

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

Level 600 courses

No. of module	Name of module	ECTS	HWS	FSS
MAN 630	Introduction to Entrepreneurship	6	E	
MAN 632	Advanced Entrepreneurship	6		E
MAN 633	Entrepreneurial Spirit	6	E	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 660	CSR issues as video documentaries	6	E	E
MAN 679	A Scientific Introduction into Public and Nonprofit Management	6	G	
MAN 680	Challenges of Public and Nonprofit Management – Case Study Seminar	6	G	
MAN 690	Innovation Management	6		E
MAN 691	Selected Topics in Organizational Behavior	4		E
MAN 692	Organization Theory	6	G	
MAN 693	Strategic Intellectual Property Management	4	E	

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 and Sales“

Level 500 courses

No. of module	Name of module	ECTS	HWS	FSS
MKT 510	Price and Product Management	6	E	
MKT 520	Market Research	6		E
MKT 531	Marketing Theory	4		E
MKT 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	4		E
MKT 621	Global Marketing	4		E
MKT 622	Country Manager	2		E
MKT 623	Strategic Marketing Management Simulation	2	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 591	Strategic Procurement	6	E	
OPM 599	Procurement Governance and Compliance	4		E
OPM 550	International Course – Operations Management	x	x	x

Level 600 courses

No. of module	Name of module	ECTS	HWS	FSS
OPM 601	Supply Chain Management	6		E
OPM 661	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 Offers

3.2.1. Area “Accounting and Taxation“

Level 500 courses

No. of module	Name of module	ECTS	HWS	FSS
ACC 571	Instruction to Auditing	4	G	
ACC 573	Selected Issues in IFRS Accounting	4	G	

Level 600 courses

No. of module	Name of module	ECTS	HWS	FSS
ACC 626	Transaction Accounting	4		G
ACC 627	Case Studies “Consulting in financial services”	8	G	G
ACC 671	Audit Theory	6		E
TAX 661	Case Studies in International Tax Planning	4		E

Level 700 courses

⁵ Courses of the changing course offer (blue) will take place only once or irregularly.

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 500 courses

No. of module	Name of module	ECTS	HWS	FSS
FIN 520	Banking	12	G	

Level 600 courses

No. of module	Name of module	ECTS	HWS	FSS
FIN 602	Trading and Exchanges	6	E	
FIN 603	Empirical Finance	10		E
FIN 610	Risk Management in Banks and Financial Institutions	4	E	
FIN 660	Quantitative Risk Management	4	G	G
FIN 682	International Asset Management	6		E

Level 700 courses

No. of module	Name of module	ECTS	HWS	FSS
FIN 705	Seminar “Topics in Empirical Asset Pricing	6	E	E
FIN 731	Seminar Corporate Governance	6		E
FIN 750	Seminar in Financial Systems and Development Financ	6		G/E

3.2.3. Area “Information Systems“

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 661	Startery University - Social Entrepreneurship Seminar	6		E
MAN 662	Social Value Creation Seminar mit Adidas	6		E
MAN 675	Selected Challenges in Nonprofit Management	6		G
MAN 676	Selected Challenges in Public Management	6		E
MAN 694	Project Course IMP3rove – Innovation Management in Practice	6	E	

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 and Sales“**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 546	Innovation Management & Operations	4		E
OPM 547	Technology and Operations Strategy	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).

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

Introduction to Political Science	6
Introduction to the Political System of the Federal Republic of Germany	6
Introduction to Political Sociology	6
Introduction to Comparative Government	6
Introduction to International Relations	6
Selected Topics of Comparative Government	7
Selected Topics of Political Sociology	7
Selected Topics of International Relations	7

4.5. Mathematics

4.5.1 Mathematics for students without skills in Mathematics

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

4.5.2 Mathematics for students with skills in Mathematics

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

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	19
Sociology B	19

4.13. Economics

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 behavioural findings that conflict with the prescriptive methods.		
Prerequisites: Formal : - 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: no	Further information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total	6	
Form of assessment	Written exam (90 min.)	
Lecturer/Person in charge	Jun.-Prof. Dr. Irem Demirci	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	English	
Program-specific educational goals	LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math.	

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

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

Learning outcomes:

By the end of the module students will have

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

Prerequisites:

Formal: Not taken Module CC 503

Recommended: Knowledge of introductory statistics at bachelor level

Obligatory registration: no

Further information on registration: -

Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total		6
Form of assessment	Written exam (90 min.)	
Lecturer/Person in charge	Prof.Hidenori Takahashi, Ph.D.	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 2, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.	

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

Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam (60 min.)	
Lecturer/Person in charge	Prof. Dr. Laura Marie Schons	
Duration of module	1 Semester	
Offering	Fall semester and Spring semester	
Language	English	
Program-specific educational goals	LG 4, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.A. K&W	

2. Business Economics

Both modules BE 510 and BE 511 are mandatory modules.

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

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

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

Learning outcomes:

By the end of the module students will have

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

Prerequisites:

Formal: -

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

Obligatory registration: no

Further information on registration: -

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

Lecture

2

6

Exercise class

2

2

ECTS in total

6

Form of assessment

Written exam (90 min.)

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

Grade

graded

Range of application

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

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, analytical theoretical models explaining the fundamental approaches to group accounting presented in the course 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: Formal: - Recommended: 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
Lecture	2	6
Exercise class	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 1	
Grade	graded	

Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ.
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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: Formal: - Recommended: Bachelor-knowledge of financial accounting		
Obligatory registration: yes	Further information on registration: “Student Portal”	
Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	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 1, LG 3, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., 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.

Learning outcomes:

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

Prerequisites:**Formal:**

-

Recommended:

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**

Lecture

2

6

ECTS in total

4

Form of assessment

Written exam (45 min.) or oral exam

Lecturer/Person in charge

Prof. Dr. Peter Oser / Prof. Dr. Dirk Simons

Duration of module

1 semester

Offering

Fall semester and Spring semester

Language

German

Program-specific educational goals

LG 1

Grade

graded

Range of application

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

- 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:

Formal: -

Recommended: Bachelor-knowledge of financial accounting

Obligatory registration: yes

Further Information on the registration: "Student Portal"

Courses	Hours per week	Self-study
Lecture	2	6
Excercise class	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	
Grade	graded	
Program-specific educational goals	LG 1, LG 3, LG 5	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ.	

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: Formal: - 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
Lecture	2	6
Exercise class	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 1, LG 3, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M.	

Module: ACC 532 Financial Statement Analysis & Equity Valuation**Contents:**

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

In the second part, relevant methods for equity valuation, in particular the cash-flow based DCF-model and the earnings-based Residual Income- and AEG-models, are covered. Finally, the class focuses on a discussion regarding the application and potential economic benefits of fundamental analysis and related valuation methods for stock analysis and financial analysts.

Learning outcomes:

The students should get an in-depth understanding of the conceptual approaches and methods available for analysing financial statements, preparing internally consistent pro-forma financial statements and their application 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 to implement them (computer-based) in practice.

Prerequisites:

Formal: -

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
Lecture	2	6
Exercise class	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 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Inf., LL.M., M.Sc. Econ.	

Module: TAX 510 Basics of Business Taxation**Contents:**

- Income tax and corporate income tax,
- trade tax,
- property tax,
- capital transfer tax,
- property transfer tax and,
- value added tax.

Learning outcomes:

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:

Formal: 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
Lecture	2	6
Exercise class	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 1	
Grade	graded	
Range of Application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., 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: 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: Formal: Not taken the Module 530 Recommended: TAX 510		
Obligatory registration: no	Further information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total		6
Form of Assessment	Written exam (90 min.)	
Lecturer/Person in charge	Prof. Dr. Ulrich Schreiber	
Duration of module	1 semester	
Frequency	Fall semester	
Language	German	
Program-specific educational goals	LG 1	
Grade	graded	
Range of Application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., 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: 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: Formal: - Recommended: Basic knowledge of company taxation		
Obligatory registration: no		Further information on registration: -
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam (90 min.)	
Lecturer/Person in charge	Prof. Dr. Matthias Rogall	
Duration of module	1 semester	
Frequency	Spring semester	
Language	German	
Program-specific educational goals	LG 1	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ.	

Module: TAX 530 Taxation of Businesses and Individuals**Contents:**

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

Learning outcomes:

Students know the basic principles of different types of taxes and understand the structure of these taxes (the lecture focuses on the tax systems in the EU member states and the US)

Students understand the relevance as well as the consequences of the transparency principle and the corporation principle and assess the tax burden on profits as well as on shareholder compensations dependent on the legal form of the business.

Most notably, students understand how taxes influence business decisions and evaluate tax planning opportunities created by business tax law.

Prerequisites:

Formal: 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
Lecture	2	6
Exercise	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 1, LG 3, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ.	

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

Module: ACC 620 Accounting for Financial Instruments & 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, classification and 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:

Formal: -

Recommended: Basic knowledge of IFRS accounting.

Obligatory registration: no

Further information on registration: -

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

Form of assessment	Written exam
Lecturer/Person in charge	Prof. Dr. Holger Daske
Duration of module	1 semester
Offering	Spring semester
Language	German
Program-specific educational goals	LG 1, LG 3
Grade	graded
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., 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

- 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:

Formal: -

Recommended: Bachelor-knowledge of financial accounting

Obligatory registration: no

Further information on registration: -

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

Form of assessment	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 3, LG 5
Grade	graded
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ.

Module: ACC 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: Formal: 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: -		
Obligatory registration: yes	Further information on registration: http://daske.bwl.uni-mannheim.de/164.html	
Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	6	2
ECTS in total		8
Form of assessment	Group work and oral exam	
Lecturer/Person in charge	Dr. Steffen Wagner	
Duration of module	1 semester	
Offering	Fall semester (minimum 9 registered participants)	
Language	German	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., 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:

Formal: -

Recommended: Bachelor knowledge of management accounting

Obligatory registration: no	Further information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam (60 min.)	
Lecturer/Person in charge	Prof. Dr. Dieter Truxius	
Offering	Fall Semester	
Language	German	
Program specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., 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:

Formal: -

Recommended: Bachelor knowledge of management accounting

Obligatory registration: no

Further information on registration: -

Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam (60 min.)	
Lecturer/Person in charge	Prof. Dr. Dieter Truxius	
Offering	Spring Semester	
Language	German	
Program specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ.	

Module: ACC 635 Value based Risk-Controlling and -Management in Banking**Contents:**

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: -

Recommended: Accounting basics

Obligatory registration: no

Further Information on the registration: -

Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam (60 min.)	
Lecturer/Person in charge	Dr. Wilhelm Schmundt	
Duration of module	1 term	
Offering	Fall semester	
Language	German	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ.	

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

Contents:

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:

-

Recommended:

Accounting basics

Obligatory registration: no

Further Information on the registration: -

Courses	Hours per week	Self-study
Lecture	2	6
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 semester	
Language	German	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ.	

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: Students know the basics of international taxation (national tax law, double taxation conventions, primary and secondary EU law) and the causes of double taxation. Students understand the tax consequences of establishing domestic and foreign permanent establishments as well as domestic and foreign corporations. Students understand the impact of transfer pricing on the companies' tax burden. Most notably, students are able to evaluate how multinational companies make use of internationally diverging tax burdens.		
Prerequisites: Formal: 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
Lecture	2	6
Exercise class	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 1	
Grade	graded	
Range of Application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ.	

Module: TAX 611 Case Studies in International Company Taxation**Contents:**

- Basic principles of international tax law,
- Taxation of foreign investors with domestic activities (inbound investments),
- Taxation of domestic investors with foreign activities (outbound investments),
- Special issues concerning multinational companies,
- Recent trends in international tax law – current fiscal policy and current tax planning issues.

Learning outcomes:

Students understand the importance of international tax planning in a multinational corporation (use of tax opportunities, minimization of individual tax risk, improvement of the overall tax situation).

Students practice the use of domestic and foreign tax rules on the basis of case studies and are able to evaluate interdependencies of tax effects and their relation to non-tax drivers.

Students learn proactive handling of cross-border tax law.

Prerequisites:

Formal: -

Recommended: Knowledge of contents of Module TAX 510 and Module TAX 520 or Module TAX 530

Obligatory registration: no	Further information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	4
ECTS in total		4
Form of assessment	Written exam (45 min.)	
Lecturer/Person in charge	Dr. Stefan Brunsbach / Prof. Dr. Ulrich Schreiber / Prof. Dr. Christoph Spengel	
Duration of module	1 semester	
Frequency	Fall semester	
Language	German	
Program-specific educational goals	LG 1, LG 3, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ.	

Module: TAX 620 Empirical Research in Taxation**Contents:**

The goal of the seminar is to enable students to conduct an empirical research in the field of taxation. Students will become acquainted with the existing empirical literature and will learn how to establish an individual research project. The colloquium will be held in several blocks each of which will focus on a specific aspect of an empirical research project: developing a research idea, collecting data, analyzing data, presenting results. Students will be required to write a short research paper (either own research idea or replication of an existing paper) and to hold a short research presentation in class.

Learning outcomes:

Students learn how to develop, plan and conduct an empirical research project in corporate taxation. During the seminar, students learn how to use statistical software (Stata) and how to access and analyze large firm databases (Amadeus, Compustat, CRSP etc.). Students will also acquire presentation skills in a research context and learn how to engage in a fruitful scientific discussion.

Prerequisites:

Formal: -

Recommended: Knowledge of introductory statistics at bachelor level

Obligatory registration: no

Further Information on the registration: -

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

Seminar

1

7

ECTS in total

4

Form of assessment

Paper 30 %, Presentation & Participation 70 %

Lecturer/Person in charge

Prof. Dr. Johannes Voget / Maximilian Todtenhaupt

Duration of module

1 Semester

Offering

Fall semester

Language

English

Learning Goals

LG 2, LG 3, LG 4

Grade

graded

Range of application

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

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

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

Learning outcomes:

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

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

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

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

Prerequisites:

Formal: Not taken module TAX 610

Recommended: Knowledge of contents of Module TAX 510 and Module TAX 520 or Module TAX 530

Obligatory registration: no	Further information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total	6	
Form of Assessment	70 % Written exam (90 min.), 30 % individual assignment and group presentation	
Lecturer-in-charge	Prof. Dr. Christoph Spengel	
Duration of module	1 semester	
Frequency	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 3, LG 5	
Grade	graded	
Range of Application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ.	

Module: TAX 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: 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: Formal: - Recommended: Knowledge of contents of Module TAX 510 <u>and</u> Module TAX 520 <u>or</u> Module TAX 530		
Obligatory registration: yes	Further information on registration: "Student Portal"	
Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6
Form of Assessment	70% written exam, 30% individual presentation	
Lecturer/Person in charge	Prof. Dr. Ulrich Schreiber	
Duration of module	1 semester	
Frequency	Spring semester	
Language	English	
Program-specific educational goals	LG 1	
Grade	graded	
Range of Application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., 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: 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: Formal: - 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
Lecture	2	6
Exercise class	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 1, LG 3	
Grade	graded	
Range of Application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., 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: 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: Formal: - 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
Lecture	2	6
Exercise class	2	2
ECTS in total		6
Form of Assessment	70 % Written exam (90 min.), 30 % individual assignment and group presentation	
Lecturer/Person in charge	Prof. Dr. Christoph Spengel	
Duration of module	1 semester	
Frequency	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3, LG 5	
Grade	graded	
Range of Application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ.	

Module: ACC 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: Formal: Module ACC 711 Acceptance of seminars from other chairs after consulting Prof. Simons Recommended: 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
Colloquium	2	-
Exercise class	2	-
ECTS in total		-
Form of assessment	-	
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 1, LG 2, LG 5	
Grade	not graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Ed.	

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: Formal: Module ACC 713 Recommended: 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	Self-study
Exercise class	2	-
ECTS in total		-
Form of assessment	-	
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 1, LG 2, LG 3, LG 5	
Grade	not graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.	

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: Formal: - Recommended: Profound knowledge of financial accounting and 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
Lecture	2	6
Tutorial (intensive)	2	2
ECTS Modul total		6
Form of assessment	Written seminar thesis (60%) and 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 2, LG 3, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.	

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:		
Formal:	ACC 761 Acceptance of seminars from other chairs only in well-founded cases.	
Recommended:	Profound knowledge of financial accounting, finance or capital markets In addition, good knowledge of English language and of 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	Self-study
Lecture	2	-
Tutorial (intensive)	2	-
ECTS Modul total		-
Form of assessment	-	
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 1, LG 2, LG 5	
Grade	not graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.	

Module: TAX 730 Seminar in Business Taxation		
Contents: The seminar focuses in depth on selected cross-module topics in taxation		
Learning outcomes: Students write an essay which is presented to students and discussed in the seminar. The essay shows that students are capable of pursuing independently academic work in the field of business taxation. The essay prepares for a master thesis in business taxation.		
Prerequisites: Formal: - 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
Seminar	2	10
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 1, LG 2, LG 4	
Grade	graded	
Range of Application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.	

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: Formal: Seminar Recommended: -		
Obligatory registration: yes	Further information on registration: Website of the chair	
Courses	Hours per week	Self-study
Lecture	2	-
ECTS in total		-
Form of assessment	-	
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 1, LG 2, LG 4, LG 5	
Grade	not graded	
Range of Application	M.Sc. MMM, M.Sc. Bus. Edu.	

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: Formal: - Recommended: The course requires basic knowledge in mathematics (optimization, elementary matrix algebra) and statistics (expected value, variances, covariances, correlation, t-tests). Students should have successfully attended the courses Finanzwirtschaft I and II in the Mannheim Bachelor program (or similar courses).		
Obligatory registration: no		Further information on registration: -
Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	1	3
ECTS in total		6
Form of assessment	Written exam (closed book, 60 min.)	
Lecturer/Person in charge	Prof. Dr. Erik Theissen	
Duration of module	1 Semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

Module: FIN 540 Corporate Finance I - Lecture (Capital Structure, Cost of Capital and Valuation)		
Contents: Corporate Finance studies how corporations finance their operations. The emphasis of this part of the curriculum is on shareholder value and company valuation. We will also study the cost of capital, introduce theories of capital structure, and initial public offerings. The objective of this course is to introduce the fundamental theoretical concepts of company valuation.		
Learning outcomes: After completing this course, students will know and understand state-of-the-art tools such as DCF, Residual Income, EVA, and Multiples. In particular, participants will know how to determine the cost of capital for corporations and projects using real world data. Further, participants will learn how to identify value drivers by applying financial ratio analysis. Students will also be familiar with event studies in order to analyse how capital markets react to important corporate events like merger announcements or earnings announcements.		
Prerequisites: Formal: - Recommended: Every student participating in this course should have completed the equivalent of the 2-semester finance module, which is part of the Mannheim Bachelor program. The lectures generally assume basic knowledge in accounting (balance sheets, income statements, financial ratios), finance (present value methods, portfolio theory, CAPM), mathematics (calculus, optimization) and statistics (mean, variance, standard deviation, univariate and multivariate regressions). The course assumes that students already manage the material in Brealey, Myers, Allen, <i>Corporate Finance</i> , (McGraw-Hill, 10th edition, 2010), chapters 1-19.		
Obligatory registration: no	Further Information on the registration: -	
Courses	Hours per week	Self-study
Lecture	2	8
ECTS in total	5	
Form of assessment	Written exam	
Lecturer/Person in charge	Prof. Ernst Maug, Ph.D.	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

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

Contents:

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

Learning outcomes:

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

Prerequisites:

Formal:

-

Recommended:

Parallel completion of FIN 540 Corporate Finance I;
Every student participating in this course should have completed the equivalent of the 2-semester finance module, which is part of the Mannheim Bachelor program. The lectures generally assume basic knowledge in accounting (balance sheets, income statements, financial ratios), finance (present value methods, portfolio theory, CAPM), mathematics (calculus, optimization) and statistics (mean, variance, standard deviation, univariate and multivariate regressions). The course assumes that students already manage the material in Brealey, Myers, Allen, *Corporate Finance*, (McGraw-Hill, 10th edition, 2010), chapters 1-19.

Obligatory registration: yes

Further Information on the registration:
Website of the chair, "Student Portal"

Courses	Hours per week	Self-study
Case seminar	1	7
Exercise sessions (Excel)	1	1
ECTS in total		5
Form of assessment	Case write-ups (75%), class participation in case discussions (25%)	
Lecturer/Person in charge	Prof. Ernst Maug, Ph.D	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 2, LG 3	
Grade	graded	

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

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

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

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

Learning outcomes:

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

Prerequisites:**Formal:**

-

Recommended:

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

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

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

Form of assessment	Written Exam (60 min.)
Lecturer/Person in charge	Prof. Dr. Stefan Ruenzi
Duration of module	1 semester
Offering	Fall semester
Language	English
Program-specific educational goals	LG 1, LG 3
Grade	graded
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.

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

Module: FIN 601 Bond Markets		
Contents: This course builds on 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: Formal: - Recommended: Students should have attended FIN 500 or be ready to acquire knowledge of the contents of that course as needed.		
Obligatory registration: no		Further information on registration: -
Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	1	3
ECTS in total		6
Form of assessment	Written exam (closed book, 60 min.)	
Lecturer/Person in charge	Prof. Dr. Erik Theissen	
Duration of module	1 Semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

Module: FIN 620 Behavioral Finance**Contents:**

There is abundant evidence suggesting that the standard economic paradigm of rational investors does not adequately describe behavior in financial markets. Behavioral Finance examines how individuals' attitudes and behavior affect their financial decisions. This course reviews recent research on possible mispricing in financial markets due to the nature of psychological biases. Moreover the course deals with behavioral finance models explaining investor behavior or market anomalies when rational models provide no sufficient explanations. Topics will include among others overconfidence, prospect theory, heuristic driven biases and frame dependence.

Learning outcomes:

Behavioral finance applies scientific research on human and social cognitive and emotional biases. After completing this course, students will be able to better understand economic decisions and how they affect market prices and returns. They will know how behavioral findings are integrated with neo-classical theory.

Prerequisites:

Formal: Module CC 501 and 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
Lecture	2	6
Exercise class	1	3
ECTS in total	6	
Form of assessment	Written 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, LG 3, LG 4	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

Module: FIN 630 Corporate Governance**Contents:**

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

Learning outcomes:

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

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

Prerequisites:

Formal: -

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

Note: Literature collection for self-study is provided.

Obligatory registration: no	Further Information on the registration: -	
Courses	Hours per week	Self-study
Lecture / Exercise	3	9
ECTS in total		6
Form of assessment	Written exam (60 min.)	
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	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

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

Module: FIN 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: Formal: Only students who are writing their master thesis at the chair Recommended: -		
Obligatory registration: yes	Further information on registration: Website of the Chair	
Courses	Hours per week	Self-study
Colloquium	1	-
ECTS in total		-
Form of assessment	-	
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 1, LG 2, LG 3, LG 5	
Grade	not graded	
Range of application	M.Sc. MMM, 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: Formal: 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
Seminar	2	10
ECTS in total		6
Form of assessment	Seminar thesis: 2/3, Presentation and Discussion: 1/3	
Lecturer/Person in charge	Dr. Maximilian Wimmer	
Duration of module	1 semester	
Offering	Fall semester and/or Spring semester	
Language	German or English	
Program-specific educational goals	LG 1, LG 2, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

Module: FIN 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: Formal/Formal: Module FIN 720 Other seminars offered in the Area “Banking, Finance, and Insurance” are accepted. Recommended: -		
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	Self-study
Colloquium	1	-
Support	1	-
ECTS in total		-
Form of assessment	-	
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 2, LG 5	
Grade	not graded	
Range of application	M.Sc. MMM, 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: Formal: Module FIN 5XX Recommended: If you intend to apply for a seminar thesis at our chair, we advise you to follow Corporate Finance I 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
Seminar	2	10
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	
Language	English	
Program-specific educational goals	LG 1, LG 2, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

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

Module: FIN 761 Master Colloquium in Insurance**Contents:**

During the colloquium, students will discuss the research question and the main outline of their Master's 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:

Formal: -

Recommended: -

Note: Only students who are writing their master thesis at the chair can participate.

Obligatory registration: no

Further Information on the registration: -

Courses	Hours per week	Self-study
Colloquium	3	-
ECTS in total		-
Form of assessment	-	
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 5	
Grade	not graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

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

Module: FIN 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 thesis with their supervisor and the chair as well as other students writing their thesis at the Chair Of 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 students' 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:

Formal: Module FIN 780
Other seminars offered in the Area "Banking, Finance, and Insurance" are accepted.

Recommended: -

Note: Only students who are writing their thesis at the chair can participate.

Obligatory registration: yes

Further information on registration:
Website of the chair

Courses

Hours per week

Self-study

Colloquium

2

-

ECTS in total

-

Form of assessment

-

Lecturer/Person in charge

Prof. Dr. Stefan Ruenzi

Duration of module

1 semester

Offering

Fall semester and Spring semester

Language

English

Program-specific educational goals

LG 1, LG 2, LG 5

Grade

not graded

Range of application

M.Sc. MMM, M.Sc. Bus. Ed.

3.1.3. Area “Information Systems“

Module: IS 510 Process Management		
Contents: This lecture offers highly relevant concepts for modeling, analyzing, implementing, and controlling business processes with information and communication technology. Participants will be offered business knowledge as well as the methodological foundations from an information systems perspective to successfully design and manage business process.		
Learning outcomes: After completing the class students should be able to recognize the significance of process management, design and improve business processes by using particular techniques and tools, analyze the structure and behavior of dynamic objects in processes, understand how business processes can be supported with information technology, and control business processes from time, capacity, and cost perspectives-		
Prerequisites: Formal: - Recommended: Fundamentals of Information Systems		
Obligatory registration: yes, limited to 80 participants	Further Information on registration: “Student Portal”	
Courses	Hours per week	Self-study
Lecture	2	8
Exercise class	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. Michael Rosemann	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.	

Module: IS 512 IT Management in the Digital Age**Contents:**

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

It is the objective of this course to offer profound insights into information systems and information technology management. Strategic and tactical issues are given more attention than operational aspects. After successfully completing the course, students should be able to evaluate and initiate strategic IT initiatives, to organize (govern) the IT function, to understand the role of the Chief Information Officer in order to lead this function, to analyze, design and direct outsourcing as well as offshoring initiatives, and to control the IT function from a top management and risk management perspective.

Learning outcomes:

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

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

Prerequisites:**Formal:** -**Recommended:** -**Obligatory registration:** yes, limited to 80 participants**Further Information on registration:** “Student Portal”

Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6
Form of assessment	Written exam (60 min.)	
Lecturer/Person in charge	Prof. Dr. Sunil Mithas	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.	

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

Contents:

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

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

are crucial.

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

Learning outcomes:

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

Prerequisites:

Formal: IS 511 or IS 512

Recommended: -

Obligatory registration: yes, limited to 80 participants

Further Information on the registration:
“Student Portal”

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

Form of assessment	Written test (70%) plus Case study (30%)
Lecturer/Person in charge	Dr. Michael Grebe / Prof. Dr. Armin Heinzl
Duration of module	1 semester
Offering	Fall semester
Language	English
Program-specific educational goals	LG 3
Grade	graded
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.

Module: IS 540 Management of Enterprise Systems

Contents:

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

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

Learning outcomes:

By the end of the module students will

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

Prerequisites:

Formal: -

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
Lecture	2	6
Exercise class / Case Study	1	3
ECTS in total		6
Form of assessment	Assignments and written exam (60 min.)	
Lecturer/Person in charge	Markus Nöltner	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 2, LG 3, LG 4	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.	

Module: IS 541 Theories and Methods in Information Systems**Contents:**

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

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

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

Learning outcomes:

After completing the course, students

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

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

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

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

Prerequisites:

Formal: -

Recommended: Basic statistical knowledge recommended

Obligatory registration: yes, limited to 12 participants

Further Information on the registration:
"Student Portal"

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

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

Module: IS 554 Computational Thinking		
Contents: This module will provide essential knowledge of the technological foundations of information systems. Based on this, students will be able to assess technology but also to contribute to design science related courses.		
Learning outcomes: The students will learn basic concepts of computer hardware (von Neumann architecture) and system software (operating systems concepts), programming fundamentals (Java), as well as algorithms and data structures (searching, sorting, lists, hash-tables, trees). After this module, the students will be able to understand the basic architectures of modern information systems. They are able to model problems and solve them using standard algorithms and programming languages.		
Prerequisites: Formal: - Recommended: -		
Obligatory registration: no	Further Information on registration: -	
Courses	Hours per week	Self-study
Lecture	4	8
Exercise class	2	2
ECTS in total		8
Form of assessment	Written (90 min.) or oral exam	
Lecturer/Person in charge	Prof. Dr.Christian Becker	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf.	

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

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

Learning outcomes:

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

Students in this module will learn about the following topics:

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

Prerequisites:

Formal: -

Recommended: IS 554, Java programming

Obligatory registration: no

Further Information on the registration: -

Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam (45 min.)	
Lecturer/Person in charge	Prof. Dr. Christian Becker	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 4, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus.Inf.	

Module: IS 550 International Course – Information Systems			
Contents: depends on course taken abroad			
Learning outcomes: depends on course taken abroad			
Prerequisites: - Formal : The course level equals a regular 500-level course or 600-level course in the Master in Management program. Recommended: The module can be taken during a study abroad term / semester and complements the Mannheim curriculum of the student.			
Course	Hours per week	Self-study	ECTS
International Course – Information Systems	depends on course taken abroad	depends on course taken abroad	depends on course taken abroad
ECTS in total: depends on course taken abroad			depends on course taken abroad
Form of assessment	depends on course taken abroad		
Lecturer/Person in charge	Lecturer at the host university; in Mannheim the respective <i>Teaching Area</i> is responsible for assessment of course		
Duration of module	1 semester		
Offering	fall or spring semester		
Language	English preferred, but any other language possible if Mannheim faculty member is able to identify content and level		
Program-specific educational goals	LG 3		
Grade	graded		
Range of application	M.Sc. MMM, M.Sc. MMBR, other Master programs, depends on respective study regulations		

Module: IS 602 Business Intelligence and 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:

By the end of the module students will

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

Prerequisites:

Formal: -

Recommended: IS 540 (Management of Enterprise Systems)

Obligatory registration: no	Further Information on the registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
Case study	-	4
ECTS Modul insgesamt		6
Form of assessment	Assignments and written exam (60 min.)	
Lecturer/Person in charge	Prof. Dr. Christoph Sandbrink	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 2, LG 3, LG 4	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.	

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

Contents:

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

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

Learning outcomes:

By the end of the module students will

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

Prerequisites:

Formal: -

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, limited to 32 participants

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

Courses	Hours per week	Self-study
Lecture	2	10
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 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.	

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

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

This lecture deals with the question of how the 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:

Formal: -

Recommended: -

Obligatory registration: no

Further Information on registration: -

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

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

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

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

Learning outcomes:

After this course, the students know about

- Introduction into Self-organizing distributed systems and their architecture
- 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:

Formal: -

Recommended: IS 554, Java programming

Obligatory registration: no

Further Information on the registration: -

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

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

More and more products, from consumer to business markets, show an ever increasing amount of software at their very heart. The ability to understand, design, and manage software-intense products has become of great importance to ensure sustainable success across all industries. This module introduces key aspects of the entire software product lifecycle, ranging from product strategy and planning, to the actual product development and finally the post-development phase covering aspects such as the product launch and product support. Furthermore, the interplay between processes, people, and practices will be discussed and contemporary software development paradigms will be framed into this interplay. This course puts specific emphasize on the two roles of the product manager and the product designer (also: Usability / User Experience Professional) within software development. Following an interdisciplinary perspective, this course will introduce key concepts from the field of management, marketing and human computer interaction. The course contents will be put into a practical perspective by selected industry talks. Furthermore, as part of a case study, the students will be asked to analyze and propose solutions for a given software product development challenge leveraging the knowledge acquired within the lecture and industry talks.

Learning outcomes:

By the end of the course students will

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

Prerequisites:

Formal: -

Recommended: IS 540 (Management of Enterprise Systems)

Obligatory registration: yes

Further Information on the registration: “Student Portal”

Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6
Form of assessment	Written exam & Case Study	
Lecturer/Person in charge	Markus Nöltner	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 2, LG 3	
Grade	graded	

Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.
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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 through information and communication technologies (ICT), or reactions on privacy threats are discussed, analyzed and evaluated.

Literatur:

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

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

Learning outcomes:

By the end of the module students will

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

Prerequisites:

Formal: -

Recommended: -

Obligatory registration: no

Further Information on registration: -

Courses

Hours per week

Self-study

Vorlesung

2

4

ECTS Modul insgesamt

4

Form of assessment

Written exam (60 min.)

Lecturer/Person in charge

Dr. Alex Zarifis

Duration of module

1 Semester

Offering

Fall Semester

Language

English

Program-specific educational goals

LG 1, LG 2, LG 3

Grade

graded

Range of application

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

Module: IS 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: By the end of the module students developed <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: Formal: 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	Self-study
Lecture	2	-
ECTS in total		-
Form of assessment	-	
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	
Grade	not graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf.	

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

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

Module: IS 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:		
Formal: 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	Self-study
Lecture	2	-
ECTS in total		-
Form of assessment	-	
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	
Grade	not graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf.	

Module: IS 722 Seminar Trends in Distributed Systems		
Contents: This module is a research seminar where current topics in research are discussed		
Learning outcomes: Students will learn and train presentation competence. A current topic from the distributed systems domain will be summarized and put into context of related work. Besides oral presentation a written report has to be written.		
Prerequisites: Formal: - Recommended: IS 554		
Obligatory registration: yes	Further Information on registration: http://becker.bwl.uni-mannheim.de	
Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6*
Form of assessment	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	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf.	

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

Module: IS 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:	
Formal:	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
Lecture	2
ECTS in total -	
Form of assessment	Written and oral contribution (report and presentation)
Lecturer/Person in charge	Markus Nöltner
Duration of module	1 semester
Offering	Fall semester
Language	English
Program-specific educational goals	LG 5
Grade	not graded
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf.

Module: IS 742 Seminar Trends in Enterprise Systems		
Contents: This module is a research seminar where state-of-the-art research topics in research are presented and discussed		
Learning outcomes: Students will learn and train presentation competence. A current topic from the enterprise systems domain will be summarized and put into context of related work. Besides oral presentation a written report has to be delivered.		
Prerequisites: Formal: - Recommended: IS 540		
Obligatory registration: yes	Further Information on registration: http://eris.bwl.uni-mannheim.de	
Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6*
Form of assessment	Written and oral contribution (report and presentation)	
Lecturer/Person in charge	Markus Nöltner	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf.	

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

3.1.4. Area “Management“

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

Module: MAN 630 Introduction to Entrepreneurship

Contents:

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:

Formal: -

Recommended: -

Obligatory registration: yes	Further Information on the registration: www.ifm.uni-mammheim.de / "Student Portal"	
Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6
Form of assessment	Written exam	
Lecturer/Person in charge	Prof. Dr. Michael Woywode	
Duration of module	1 Semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.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:

Formal: -

Recommended: -

Obligatory registration: yes

Further Information on the registration:

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

Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6
Form of assessment	Written exam and Presentation	
Lecturer/Person in charge	Prof. Dr. Michael Woywode	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, M.Sc. Econ.	

Module: MAN 633 Entrepreneurial Spirit

Contents:

You do not think inside the box and love working on challenging projects? Next to studying, you are eager to apply your knowledge in the real world and learn from startup teams on the project? You like new ideas and love their execution? You want to dive deeper into the anatomy of business models and get the unit economics right? Then you should opt for **Entrepreneurial Spirit**. The course is a new format to foster startup growth, entrepreneurial culture and to advance the startup ecosystem at and around the University of Mannheim. With their expertise, the students support the startups in improving their products, services and business models and help them to be more competitive. We will work with real companies in this course and you will actively contribute to their growth. Thus, high dedication, willingness to take over responsibilities and professionalism are a prerequisite. There are two tracks in MAN 633: One for students who have no startup project yet and one for students (individual or founding team) who work on their own advanced startup project.

MAN 633 helps to advance startups in our network by sending students teams as a task force (Track 1) but also helps students with an advanced startup idea to reach their next milestones and gain support in a course format (Track 2). For both tracks, the course starts with an initial educational workshop (2 days). The initial workshop is the same for both tracks and provides hands-on tools to assess, structure and solve startup challenges. The workshop part is concluded with an exam (20%). Following this educational element, the students form interdisciplinary teams of 3-5 and solve challenges in real ventures. Experienced MCEI coaches will work closely with the student consulting teams to make sure that they are on track to maximize their learning experience while simultaneously permitting the teams to have as much fun as possible.

Track 1 (for students with no own startup)

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

Track2 (for students who already work on their advanced startup project)

Further advance **your own startup** in class. Your performance appraisal will be according to milestones set at the beginning of class and you will receive continuous counseling by MCEI coaches. MAN 633 offers you the opportunity to recruit a student team from class to work on your startup's challenges during the course just like in our "client companies" in Track 1. Please approach the instructors upon course registration to sort out whether your startup project is eligible for Track 2. This offer is for advanced startup projects only – you can start greenfield (i.e., at idea stage) in MAN 631. The projects have a mid-term presentation (20%), end presentation (20%) and a final managerial report (40%).

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

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

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

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

Learning outcomes:

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

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

Prerequisites:

Formal: -

Recommended: -

Obligatory registration: no	Further Information on the registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total		6
Form of assessment	Written exam (60 min.), Assignment	
Lecturer/Person in charge	Prof. Dr. Torsten Biemann	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 2, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, LL.M., M.Sc. Econ.	

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

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

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

Learning outcomes:

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

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

Prerequisites:

Formal: -

Recommended: Module MAN 645 or MAN 647

Obligatory registration: yes

Further Information on the registration:

Website of the chair / "Student Portal"

Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total		6
Form of assessment	Written exam (60 min.): 75% Coursework: 25%	
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 3, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.	

Module: MAN 647 Strategic and International Human Resource Management**Contents:**

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

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

Learning outcomes:

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

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

Prerequisites:

Formal: -

Recommended: -

Obligatory registration: yes

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

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

Form of assessment	Written exam (60 min.): 75% Coursework: 25%
Lecturer/Person in charge	Prof. Dr. Torsten Biemann / Dr. Jörg Korff
Duration of module	1 semester
Offering	Spring semester
Language	English
Program-specific educational goals	LG 1, LG 3
Grade	graded
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, LL.M., M.Sc. Econ.

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

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

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

Learning outcomes:

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

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

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

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

Prerequisites:

Formal: Not taken MAN 656

Recommended: -

Obligatory registration: yes	Further Information on the registration: Website of the chair / “Student Portal”	
Courses	Hours per week	Self-study
Lecture	2	8
Exercise class	2	
ECTS in total		6
Form of assessment	Written exam and presentations in exercise classes; attendance required	
Lecturer/Person in charge	Prof. Dr. Matthias Brauer	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Inf., Bus. Edu., LL.M., M.Sc. Econ., M.A. K&W	

Module: MAN 655 Corporate Strategy: Managing Business Groups**Contents:**

In this course, we will critically reflect upon the role of corporate centers of multinational companies (MNCs). A particular emphasis will be placed on the challenges faced by corporate centers and their opportunities for value creation in their quest to turn a conglomerate discount into a conglomerate premium.

Learning outcomes:

Students will acquire and demonstrate expert knowledge in the specific subject area of corporate strategy (i.e. about the challenges and value creation opportunities faced by corporate centers of MNCs).

Students will be able to apply and critically reflect upon contemporary theories, models and tools utilized in strategy research and practice (i.e. the repertoire of analytical tools applied by corporate centers to fulfill their “parenting” role).

When analyzing fictitious or real-life business cases, students will be able to identify key issues, derive appropriate solutions, and have good understanding of their impact on strategic decision outcomes.

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

Prerequisites:

Formal: -

Recommended: Knowledge in strategic management

Obligatory registration: yes

Further Information on the registration:

Website of the chair / “Student Portal”

Courses	Hours per week	Self-study
Lecture	2	
Exercise class	2	8
ECTS in total		6
Form of assessment	Written 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 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Inf., Bus. Edu., LL.M., M.Sc. Econ., M.A. K&W	

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

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

Learning outcomes:

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

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

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

Prerequisites:

Formal: Not taken MAN 654

Recommended: -

Obligatory registration: yes

Further Information on the registration:

Website of the chair / "Student Portal"

Courses	Hours per week	Self-study
Lecture	2	8
Exercise class	2	
ECTS in total		6
Form of assessment	Written exam and assignment/presentation; attendance required	
Lecturer/Person in charge	Prof. Dr. Matthias Brauer	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Inf., Bus. Edu., LL.M., M.Sc. Econ., M.A. K&W	

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

Module: MAN 660 CSR issues as video documentaries		
Contents: This module takes an in-depth perspective on specific aspects of Corporate Social Responsibility (CSR). Through the dialogue with relevant organizations and interview partners, groups of students will work on questions related to practice. By employing qualitative research techniques, they will thereby advance the current discussion regarding CSR. The students will present their insights by creating video documentaries, which will be shown and discussed in class and will be the basis for grading. The class will not meet weekly but for a small number of extended sessions. In spring 2017, the module will deal with the topic “Refugees welcome? Chances of and barriers to including refugees in the labor market”.		
Learning outcomes: In this module, students will independently work on, elaborate, and present issues regarding the challenges and limits of Corporate Social Responsibility (CSR). The course places special emphasis on the effective communication of insights using appropriate media.		
Prerequisites: Formal: CC 504 is recommended Recommended: Interest in the field of CSR and documentary filming		
Obligatory registration: yes	Further Information on the registration: “Student Portal”, Website of the Chair	
Courses	Hours per week	Self-study
Lecture/Exercise	2	10
ECTS in total	6	
Form of assessment	Creating a video documentary that will be graded	
Preliminary course work	Presence during the in-class sessions	
Lecturer/Person in charge	Prof. Dr. Laura Marie Schons / Lisa Rothenhöfer	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	The class contents and materials will be provided in English language. However, please be aware that some potential interview partners for the videos may not be able to speak English, and that hence data collection may be more difficult for international students who do not speak German.	
Learning Goals	LG 4	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.A. K&W, M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Edu.	

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

Contents:

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

Learning outcomes:

By the end of the module students will be able to

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

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

Prerequisites:

Formal:

-

Recommended:

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

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

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

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

Contents:

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

Learning outcomes:

By the end of the module students will be able to

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

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

Prerequisites:

Formal:

-

Recommended:

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

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

Obligatory registration: yes	Further Information on the registration: Website of the chair / “Student Portal”	
Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total	6	
Form of assessment	Written exam and/or presentation and/or written project/seminar work	
Lecturer/Person in charge	Prof. Dr. Bernd Helmig	
Duration of module	1 semester	
Offering	Fall semester	
Language	German	
Program-specific educational goals	LG 2, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ., M.A. K&W	

Module: MAN 690 Innovation Management**Contents:**

The lecture “Innovation Management“ provides an overview of theoretical foundations and fundamental conceptions in the field of innovation management. The lecture further analyses innovative activity at the industry as well as at the firm level. In particular, determinants that affect the development and the spread of innovations will be scrutinized. At the industry level, special emphasis will be put on the prediction of market development and future trends. At the firm level, the development of innovation strategies and alternative implementations of innovation processes will be covered. Core topics are, for instance, a business venture's incentive systems, organizational structures that are supposed to foster innovative activity, collaboration in innovation processes, commercialization strategies, and the design of internal interfaces between different departments.

Learning outcomes:

The aim of the lectures on innovation management is to provide the students with central concepts from the area of innovation management and findings from theoretical and empirical research into innovation. Students should also learn to apply findings from theoretical and empirical research into innovation in order to analyze and to solve innovation management-related problems. In particular, they should develop the core competences needed to manage innovation from its early stages to the introduction of products or services in the market and the strategic positioning of the firm within its industry.

Prerequisites:

Formal: 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: no

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

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

Form of assessment	Written exam (60 Min.), assignment (mini-case), group presentation
Lecturer/Person in charge	Prof. Dr. Karin Hoisl
Duration of module	1 semester
Offering	Spring Semester
Language	English
Program-specific educational goals	LG 1
Grade	graded
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Inf., M.Sc. Bus. Edu., LL.M., M.Sc. Econ.

Modul: MAN 691 Selected Topics in Organizational Behavior**Contents:**

Organizational behavior is defined as the systematic study and application of knowledge about how individuals and groups act within the organizations where they work. The lecture presents essential theories and concepts explaining how individual and group behavior shape the internal dynamics of organizations. The course deals with factors that facilitate or hinder effective behavior. Topics include communication, motivation, individual skills, abilities, and emotions, group dynamics, leadership, power, organizational culture and organizational design.

Learning outcomes:

This course helps students develop a conceptual understanding of organizational behavior to analyze, understand, and manage human behavior in organizations to improve organizational efficiency and effectiveness.

Prerequisites:**Formal:** -**Recommended:** Basic bachelor-level knowledge on organization and management**Obligatory registration:** yes**Further Information on registration:**

Website of the chair / "Student Portal"

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

Module: MAN 692 Organization Theory**Contents:**

The study of relationships of organizations with their external environment, and the behavior of individuals within the organization is used to systematically analyze how organizations operate and can best be managed. For instance, it suggests ways to achieve and retain competitive advantage and to anticipate or even initiate change.

This course offers a broad introduction to organization theory. It starts with classical organization theories and then moves on to cover a wide variety of perspectives like New Institutional Economics, Resource Based View of the Firm, Organizational Learning or Networks.

Learning outcomes:

This course aims at providing an overview of the key issues and arguments within organization theory. Additionally, it systematically applies theory to practical organizational challenges to highlight the value of theory for organizational analysis and decision making.

Prerequisites:

Formal: -

Recommended: Basic bachelor-level knowledge on organization and management

Obligatory registration: no

Further Information on registration: -

Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total		6
Form of assessment	Written exam (60 Min.), mini-case study, group presentation	
Lecturer/Person in charge	Prof. Dr. Karin Hoisl	
Duration of module	1 semester	
Offering	Fall Semester	
Language	German	
Program-specific educational goals	LG 1	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Inf., M.Sc. Bus. Edu., LL.M., M.Sc. Econ.	

Module: MAN 693 Strategic Intellectual Property Management**Contents:**

Strategic Intellectual Property (IP) Management is becoming ever more important. IP management does not simply mean filing and maintaining different forms of intellectual property (patents, trademarks, copyright, or trade secrets) or concluding licensing deals. IP has to be integrated with overall business model design and corporate strategy.

This course offers a broad introduction to the types and integrated use of IP. Economic rationales for the increasing contribution of IP rights will be analyzed. Furthermore, it relates IP to current trends in Innovation and Strategic Management like Open Innovation and the development of markets for IP and technology.

Learning outcomes:

This course helps students develop an understanding of different types of IP rights, enables them to evaluate business situations involving IP rights, and to work up appropriate IP strategies for organizations of different sizes (startups, SMEs, MNEs) or active in different industries.

Prerequisites:

Formal: -

Recommended: Basic bachelor-level knowledge on organization and management

Obligatory registration: yes

Further Information on registration:

Website of the chair / "Student Portal"

Courses	Hours per week	Self-study	ECTS
Lecture	2	6	
ECTS in total			4
Form of assessment	Written exam (60 Min.)		
Lecturer/Person in charge	Prof. Dr. Karin Hoisl		
Duration of module	1 semester		
Offering	Fall Semester		
Language	English		
Program-specific educational goals	LG 1		
Grade	graded		
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Wirt.Inf., M.Sc. Wipäd, LL.M., M.Sc. Econ.		

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

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

Module: MAN 750 Seminar Corporate Strategy & Governance		
Contents: The research seminar aims at advancing students' expertise in corporate strategy and governance research. By critically reviewing the extant body of research and conducting complementary analysis, students are meant to distil scientifically grounded insights on topics of both theoretical and practical relevance and to derive fruitful avenues for future research		
Learning outcomes: The students are supposed to acquire and demonstrate expert knowledge about the evolution of and current state-of-the-art in relevant substreams of corporate strategy and governance research. Against the backdrop of this knowledge, students will be able to critically reflect upon contemporary theories, models and research approaches applied in corporate strategy and governance research. Students will be able to develop and deliver effective presentations on their conceptual and empirical work.		
Prerequisites: Formal: MAN 654 (parallel attendance possible) <u>or</u> MAN 655 (parallel attendance possible) <u>or</u> MAN 656 (parallel attendance possible) <u>or</u> MAN 657 (parallel attendance possible) Recommended: -		
Obligatory registration: yes		Further Information on the registration: Website of the chair / "Student Portal"
Courses	Hours per week	Self-study
Compact course ("Blockseminar")	2	10
ECTS in total		6
Form of assessment	Portfolio (depends on the form/focus of the seminar); compulsory attendance	
Lecturer/Person in charge	Prof. Dr. Matthias Brauer	
Duration of module	1 semester	
Offering	Spring and fall	
Language	English	
Program-specific educational goals	LG 1, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

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

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

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

-

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	

ECTS in total 6

Form of assessment	Presentation & Research paper
Lecturer/Person in charge	Prof. Dr. Laura Marie Schons
Duration of module	1 semester
Offering	Fall semester and spring semester
Language	English
Program-specific educational goals	LG 1, LG 4, LG 5
Grade	graded
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.

Module: MAN 770 Research Seminar**Contents:**

The aim of this seminar is to prepare students for writing an empirical master-thesis in family business & entrepreneurship research. The content of this seminar allows students to get an overview regarding current research questions in the area of empirical family business research and entrepreneurship and to work in-depth on one the topics of this research realm. The content focus within the area of empirical family business research and entrepreneurship research may take varying forms depending on the semester. Regarding methods the students will be familiarized with the fundamental econometric methods which are applied in the area of empirical family business & entrepreneurship research.

Learning outcomes:

The students will to apply statistical software (STATA) and will be familiarized to work with the empirical research databases such as Worldscope, Datastream, CRSP, WRDS, Amadeus or Compustat. Moreover, the course teaches the students to understand and apply methods in line with the current state of research and provides access to current research topics in the area of empirical family business and entrepreneurship research.

Prerequisites:

Formal: MAN 630, MAN 631, MAN 632 or MAN 633 (Parallel attendance possible)

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, as 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
Research seminar (block course also possible)	2	10
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 1, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

3.1.5. Area “Marketing and Sales“

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

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

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

Learning outcomes:

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

Prerequisites:**Formal:**

-

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

Obligatory registration: no	Further Information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	1	3
ECTS in total	6	
Form of assessment	Written exam (60 min.)	
Lecturer/Person in charge	Prof. Dr. Florian Kraus	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 2	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, M.Sc. Econ., LL.M.	

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

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

Learning outcomes:

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

Prerequisites:

Formal: Not taken MKT 530

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

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

Module: MKT 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:

Formal: -

Recommended: -

Obligatory registration: yes

Further Information on registration:
Website of the chair

Courses	Hours per week	Self-study
Lecture / Case Studies	2	
Exercise class / Marketing Plan Project	2	12
ECTS in total		8
Form of assessment	Written 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 3, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, M.Sc. Econ., LL.M.	

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

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

Learning outcomes:

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

Prerequisites:

Formal: Not taken MKT 650

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

Obligatory registration: no	Further Information on registration: -	
Course	Hours per week	Self-study
Lecture	2	6
Exercise class	1	3
ECTS in total		6
Form of assessment	Written exam (90 min.)	
Lecturer/Person in charge	Prof. Dr. Florian Stahl	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., K&W, M.Sc. Econ., LL.M.	

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

Module: MKT 550 International Course – Marketing			
Contents: depends on course taken abroad			
Learning outcomes: depends on course taken abroad			
Prerequisites: Formal: The course level equals a regular 500-level course or 600-level course in the Master in Management program. Recommended: The module can be taken during a study abroad term / semester and complements the Mannheim curriculum of the student.			
Course	Hours per week	Self-study	ECTS
International Course - Marketing	depends on course taken abroad	depends on course taken abroad	depends on course taken abroad
ECTS in total: depends on course taken abroad			
Form of assessment	depends on course taken abroad		
Lecturer/Person in charge	Lecturer at the host university; in Mannheim the respective <i>Teaching Area</i> is responsible for assessment of course		
Duration of module	1 semester		
Offering	fall or spring semester		
Language	English preferred, but any other language possible if Mannheim faculty member is able to identify content and level		
Program-specific educational goals	LG 1, LG 3		
Grade	graded		
Range of application	M.Sc. MMM, M.Sc. MMBR, other Master programs, depends on respective study regulations		

Module: MKT 611 Sales Management and Customer Relationship Management**Contents:**

The module deals with the basic marketing task of serving, retaining and developing customers from an instrumental and strategic perspective. Accordingly, the lecture is divided into the two components sales management and customer relationship management.

Thereby, sales management deals with the fundamentals of channel design, the management of external sales partners and the internal sales force as well as the basics of personal selling. In the part customer relationship management, the students will learn how to achieve customer loyalty and how to increase the value of the customer relations from a long-term perspective.

Learning outcomes:

Students understand and can apply the instruments of sales management and customer relationship management. They are aware of the benefits and implications of long-term customer relationships and how these customer relationships can be managed actively.

At the end of this module the students can apply their knowledge about sales strategies, concepts and instruments in practice.

Prerequisites:

Formal: Not taken MKT 610

Recommended: Module MKT 510

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

Module: MKT 612 Business-to-Business-Marketing		
Contents: In many industries (e.g. consumer goods, retail, metalworking industry) an essential part of transactions is done between companies and organizational clients (also companies or public sector institutions). This lecture deals with the central characteristics of business-to-business markets and their consequences for marketing.		
Learning outcomes: Students understand the characteristics of organizational buying behaviour and the peculiarities of the Marketing Mix in the B2B context. Also, students are aware of different types of business and their implications for marketing. At the end of the course, students are able to apply and adapt marketing strategy, concepts and instruments to business-to-business environments.		
Prerequisites: Formal: Not taken MKT 610 Recommended: Module MKT 510		
Obligatory registration: no	Further Information on registration: -	
Courses	Hours per week	Self-study
Lecture	1	3
ECTS in total		2
Form of assessment	Written exam (45 min.)	
Lecturer/Person in charge	Prof. Dr. Florian Kraus	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf.	

Module: MKT 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:

Formal: Not taken MKT 530 or MKT 532

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

Obligatory registration: no	Further Information on registration: -	
Courses	Hours per week	Self-study
Lecture	1	3
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 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, M.Sc. Econ., LL.M.	

Module: MKT 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: Formal: Not taken MKT 620 Recommended: Knowledge on Marketing Strategy and Marketing Mix		
Obligatory registration: yes	Further Information on registration: Website of the hair	
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam (60 min.): 60%, Case Presentation: 40%	
Lecturer/Person in charge	Dr. Elisa Konya-Baumbach	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, M.Sc. Econ., LL.M.	

Module: MKT 622 Country Manager		
Contents: The module is designed for students who expect to undertake international marketing assignments, work for global corporations or help smaller companies to expand globally. The course portrays opportunities and competitive challenges in regional market 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: Formal: 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
Simulation Country Manager	1	3
ECTS in total	2	
Form of assessment	Simulation result: 50%, strategy outline: 25%, final report: 25% Only one examination date per semester!	
Lecturer/Person in charge	Prof. Dr. Sabine Kuester, Sergej von Janda	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 3, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, M.Sc. Econ., LL.M.	

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

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

Learning outcomes:

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

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

Prerequisites:

Formal: -

Recommended: Solid Understanding of Strategic Marketing Management

Obligatory registration: yes	Further Information on the registration: Website of the chair	
Courses	Hours per week	Self-study
Computer Simulation	1	3
ECTS in total		2
Form of assessment	Simulation result: 70%, final report: 30%	
Lecturer/Person in charge	Prof. Dr. Sabine Kuester	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 3, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Econ., M.Sc. Bus. Inf., M.S. Bus. Edu., LL.M	

Module: MKT 710 Research Seminar		
Contents: The seminar is a preparation for writing a master thesis in the field of marketing and introduces students to academic work related to current topics in marketing research. Students independently compile a written paper covering a current research topic and present their research findings in class.		
Learning outcomes: Participation in the seminar will enable students to work academically and independently explore a research topic in the field of marketing. Students will get acquainted with basic literature research techniques and will learn how to organize and structure their research. Furthermore, students will learn how to present their research findings.		
Prerequisites: Formal: 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: -		
Obligatory registration: yes	Further Information on registration: Website of the chair	
Courses	Hours per week	Self-study
Seminar	2	10
ECTS in total		6
Form of assessment	Written paper: 70%, presentation: 30% (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	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.	

Module: MKT 720 Marketing Seminar		
Contents: The seminar is a preparation for writing a master thesis in the field of marketing and introduces students to academic work. Students get acquainted with basic literature research techniques and learn how to organize and structure their research. Students prepare a written paper covering a particular research topic. The paper is presented and discussed with other students in class.		
Learning outcomes: Participation in the seminar will enable students to address all aspects of exploring a research topic in the field of marketing. Students learn how to identify research gaps, to formulate research questions and to position and motivate a particular topic, how to develop a conceptual/theoretical framework for the topic, how to conceptualize and operationalize the focal constructs, how to prepare a review of related empirical studies and how to derive theoretical and managerial implications of their research. Furthermore, students get familiar with presentation techniques.		
Prerequisites: Formal: 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: -		
Obligatory registration: yes	Further Information on registration: Website of the chair / “Student Portal”	
Courses	Hours per week	Self-study
Seminar	2	10
ECTS in total		6
Form of assessment	Written paper: 70%, presentation: 30% (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	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.	

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: Formal: 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: -		
Obligatory registration: yes	Further Information on registration: Website of the chair	
Courses	Hours per week	Self-study
Seminar	2	10
ECTS in total	6	
Form of Assessment	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	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.	

Module: MKT 740 Research Seminar		
Contents: The seminar introduces students to academic work and therefore provides the basis for writing a master thesis in the field of marketing. Students individually prepare a written paper covering a current research topic and present their research findings in class.		
Learning outcomes: Students will get acquainted with basic research techniques and will learn how to organize and structure their research. Furthermore, students will be introduced to presentation techniques.		
Prerequisites: Formal: 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: -		
Obligatory registration: yes	Further Information on registration: Homepage of the chair	
Courses	Hours per week	Self-study
Seminar	2	10
ECTS in total		6
Form of assessment	Written paper: 70% of the final grade, presentation: 30% of the final grade (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	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.	

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: Formal: - Recommended: Basic knowledge in operations management (e.g. BSc course “OPM 301 Operations Management”), basic knowledge in mathematics (including Linear Programming) and in statistics (probability distributions)		
Obligatory registration: no	Further Information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total		6
Form of assessment	Written exam (90 min.)	
Lecturer/Person in charge	Prof. Dr. Moritz Fleischmann	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

Module: OPM 502 Inventory Management**Contents:**

Matching supply with demand constitutes the temporal dimension of logistics. Inventories allow companies to decouple supply and demand and thereby to design the supply processes more efficiently. However, inventories come at a cost. This course discusses different roles that inventory can play in the supply chain. It introduces quantitative models that capture the trade-off between inventory holding costs and performance. The course also complements supply-side inventory management with demand-side revenue management techniques. Core topics of this course include demand forecasting, lot sizing, safety stocks, and revenue management.

Learning outcomes:

In this course, students will learn how inventories can be used to manage supply chain performance. They will learn to distinguish different functions of inventory in different supply chain environments. The course enables students to analyze inventory systems quantitatively and to determine the right inventory levels to achieve given performance objectives. Students will also get acquainted with the basic principles of revenue management and understand how these are interrelated with inventory management.

Prerequisites:**Formal:**

-

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

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

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

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

Learning outcomes:

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

Prerequisites:

Formal: -

Recommended: -

Obligatory registration: no

Further Information on registration: -

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

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

Module: 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:

Formal: -

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

Obligatory registration: no	Further Information on the registration: -	
Courses	Hours per week	Self-study
Lecture/ Exercise class	4	8
ECTS in total		6
Form of assessment	Assignment(s)/work on case studies (individual and/or in groups, maximum 30 points), written exam (maximum 60 point)	
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 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

Module: OPM 581 Service Operations Management

Contents:

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

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

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

Learning outcomes:

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

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

Prerequisites:

Formal: -

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

Obligatory registration: no

Further Information on the registration: -

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

Form of assessment	Written exam (90 min.)
Lecturer/Person in charge	Prof. Dr. Cornelia Schön
Duration of module	1 semester
Offering	Spring semester
Language	English
Program-specific educational goals	LG 1, LG 3
Grade	graded

Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.
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Module: OPM 582 Case Studies in Service Operations Management

Contents:

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

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

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

Learning outcomes:

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

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

Prerequisites:

Formal:

-

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

Obligatory registration: yes

Max. 20 participants

Further Information on the registration: "Student Portal"

Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total	6	
Form of assessment	Assignment(s)/work on case studies: final team report (60%), final presentation (30%), individual class participation (10%)	
Lecturer/Person in charge	Prof. Dr. Cornelia Schön	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3, LG 5	
Grade	graded	

Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.
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Module: OPM 591 Strategic Procurement**Contents:**

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

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

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

Learning outcomes:

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

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

Prerequisites:

Formal: -

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

Obligatory registration: no

Further Information on the registration: -

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

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

Module: OPM 599 Procurement Governance and Compliance

Contents:

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:

-

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

Obligatory registration: no

Further Information on the registration:

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

Courses	Hours per week	Self-study
Lecture and Exercise class	2 (blocked)	6
ECTS in total		4
Form of assessment	Written exam (60 min.; 70%) and case study preparation/ presentation (30%)	
Lecturer/Person in charge	Dr. Egbert Hubmann	
Duration of module	1 semester (blocked)	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 3, LG 4	
Range of application	M.Sc. M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Math., M.Sc. Bus. Inf., M.Sc. Econ.	

Module: OPM 550 International Course – Operations Management			
Contents: depends on course taken abroad			
Learning outcomes: depends on course taken abroad			
Prerequisites: Formal: The course level equals a regular 500-level course or 600-level course in the Master in Management program. Recommended: The module can be taken during a study abroad term / semester and complements the Mannheim curriculum of the student.			
Course	Hours per week	Self-study	ECTS
International Course – Operations Management	depends on course taken abroad 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		
Program-specific educational goals	LG 1		
Grade	graded		
Range of application	M.Sc. MMM, M.Sc. MMBR, other Master programs, depends on respective study regulations		

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

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

Learning outcomes:

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

Prerequisites:

Formal: At least one of the modules OPM 501, 502, 561, 581, or 582 (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
Lecture	2	6
Exercise class	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 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

Module: OPM 661 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:

Formal: 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
Lecture / Exercise class	2	6
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 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.,	

Module: OPM 662 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:

Formal: Module OPM 561 of the Area Operations Management; other modules may be accepted upon request.

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
Lecture	2	6
Exercise class	2	6
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	
Language	English	
Program-specific educational goals	LG 1, LG 2, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

Module: OPM 682 Revenue Management

Contents:

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

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

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

Learning outcomes:

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

Prerequisites:

Formal: At least one of the modules OPM 501, 502, 561, 581, 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
Lecture & Exercise class	2	6
Exercise class	2	2
ECTS in total	6	
Form of assessment	Written exam, optional bonus assignment	
Lecturer/Person in charge	Prof. Dr. Cornelia Schön	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	

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

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

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

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

Learning outcomes:

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

Prerequisites:

Formal: -

Recommended: Good knowledge in supply chain management

Obligatory registration: no	Further Information on the registration: -		
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	
ECTS in total			4
Form of assessment	Written exam (60 min.; 70%) plus assignments and presentations (30%)		
Lecturer/Person in charge	Prof. Dr. Christoph Bode		
Duration of module	1 semester		
Offering	Fall semester		
Language	English		
Program-specific educational goals	LG 1, LG 2, LG 3		
Grade	graded		
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Math., M.Sc. Bus. Inf., M.Sc. Econ.		

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

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

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

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

Learning outcomes:

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

Prerequisites:

Formal: -

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

Obligatory registration: no

Further Information on the registration:

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

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

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: Formal: At least one module OPM 6XX (Parallel attendance possible) or an equivalent module within an exchange program Recommended: Sound knowledge in logistics and supply chain management; sound quantitative skills; interest in scientific research		
Obligatory registration: yes (at the end of the preceding term)	Further Information on registration: Website of the chair	
Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total	6	
Form of assessment	Presentation, active contribution to class discussion, written report	
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	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

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: Formal: - 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	Self-study
Lecture	2	-
ECTS in total		-
Form of assessment	-	
Lecturer/Person in charge	Prof. Dr. Moritz Fleischmann	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	English / German	
Program-specific educational goals	LG 2, LG 5	
Grade	not graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

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

The goal of this seminar is to introduce the participants to conducting scientific research. Thereby, it prepares the students for the writing of their Master thesis. Participants will independently carry out a literature study on a given topic or analyze a decision model in the field of production management using an optimization or simulation tool. The students discuss their findings in a written report and in an oral presentation.

Learning outcomes:

Students will learn how to analyze academic literature on a given topic in production management. They will become acquainted with the setup and composition of scientific publications. Additionally, they will learn how to present the results of their analysis.

Prerequisites:

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

Recommended: The topics are based on the modules OPM 661 or OPM 662; additional preparation is required if students did not attend those modules; sound knowledge in production management; sound quantitative skills; interest in scientific research

Obligatory registration: yes
(at the end of the preceding term)

Further information on registration:
Website of the Chair

Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6
Form of assessment	Written report (60%), presentation (30%), active contribution to class discussion (10%)	
Lecturer/Person in charge	Prof. Dr. Raik Stolletz	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	English	
Program-specific educational goals	LG 2, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

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 fellow students 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 fellow students.		
Prerequisites: Formal: - Recommended: Sound knowledge in production management; sound quantitative skills; interest in scientific research		
Obligatory registration: no	Further information on registration: -	
Courses	Hours per week	Self-study
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 2, LG 5	
Grade	not graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

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, the 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 learn 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: Formal: 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		
Obligatory registration: no	Further information on registration: -	
Courses	Hours per week	Self-study
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	
Grade	not graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

Module: OPM 765 Introduction to scientific writing and presentation for term papers		
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. 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.		
Learning outcomes: Students should be able 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.		
Prerequisites: Formal: Registration for the Research Seminar Production Management (OPM 761) Recommended: Interest in scientific writing and research methods, plan to write thesis at the Chair of Production Management		
Obligatory registration: no	Further information on registration: -	
Courses	Hours per week	Self-study
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	
Grade	not graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

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

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: Formal: - Recommended: Sound knowledge in operations management; sound quantitative skills; interest in scientific research		
Obligatory registration: yes	Further information on registration: Website of the Chair	
Courses	Hours per week	Self-study
Colloquium	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 2, LG 5	
Grade	not graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

Module: OPM 783 Operations Research Lab for Thesis Work		
Contents: 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	Self-study
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 2, LG 5	
Grade	not graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

Module: OPM 790 Master Colloquium Procurement		
Contents: 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: - Recommended: One module OPM 6xx and OPM 7xx.		
Obligatory registration: no		Further Information on the registration: -
Courses	Hours per week	Self-study
Lecture	2	-
ECTS in total		-
Form of assessment	-	
Lecturer/Person in charge	Prof. Dr. Christoph Bode	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	English / German	
Program-specific educational goals	LG 2, LG 5	
Grade	not graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

3.2. Changing Course Offer

3.2.1. Area „Accounting and Taxation“

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: Formal: - Recommended: Bachelor-knowledge of financial accounting		
Obligatory registration: no		Further information on registration: -
Courses	Hour per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam (45 min.)	
Lecturer/Person in charge	Dr. Ulrich Störk	
Duration of module	1 semester	
Offering	Fall semester	
Language	German	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., 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: Formal: - Recommended: Bachelor-knowledge of financial accounting		
Obligatory registration: no	Further Information on the registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam (45 min.)	
Lecturer/Person in charge	Prof. Dr. Peter Wollmert	
Duration of module	1 semester	
Offering	Fall semester	
Language	German	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., 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: Formal: - Recommended: Bachelor-knowledge of financial accounting		
Obligatory registration: no	Further Information on the registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam (45 min.)	
Lecturer/Person in charge	Prof. Dr. Peter Wollmert	
Duration of module	1 semester	
Offering	Spring semester	
Language	German	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., 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: Formal: - 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
Lecture / Exercise class	4	12
ECTS in total		8
Form of assessment	Consulting report, 50%; final presentation, 50%	
Lecturer/Person in charge	Klaus Becker, Prof. Dr. Jens Wüstemann	
Duration of module	1 semester	
Offering	Fall semester and spring semester	
Language	German	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., 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: Formal: - 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
Lecture	2	6
Exercise class	1	3
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 1, LG 2, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ.	

Module: TAX 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: The students learn how to apply their skills in basic taxation on practical cases. The students get a deeper insight into the basics of the most important areas in international tax planning and tax structuring. The students learn how to implement their theoretical knowledge into practical szenarios. Thereby special attention is paid to the application of the wording of law – especially using inaccuracies in law. The students learn to develop international tax planning and tax structuring ideas across different types of taxes.		
Prerequisites:		
Formal: -		
Recommended: Knowledge of contents of Module TAX 610 <u>or</u> Module TAX 630		
Obligatory registration: no	Further information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of Assessment	Written exam (45 min.)	
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 1, LG 3, LG 5	
Grade	graded	
Range of Application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ.	

Module: ACC 711 Seminar		
Contents: The Seminar is an introductory course to research in accounting. Students learn to solve problems autonomously and to approach a problem scientifically. Based on a given topic, a research question has to be determined. The question is then to be analyzed in the thesis. In the paper, a literature review is followed by the discussion of a theoretical model or empirical evidence based on which the research question shall be answered. Eventually, the results of thesis are to be presented and discussed 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: Formal: - Recommended: 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
Lecture	2	6
Exercise class	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	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.	

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: Formal: - Recommended: 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
Lecture	2	6
Exercise class	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 1, LG 2, LG 3, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.	

3.2.2. Area „Banking, Finance, and Insurance“

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: Formal: Not taken FIN 610 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: -	
Courses	Hours per week	Self-study
Lectures Banking I	2	6
Lectures Banking II	2	6
Exercise class Banking I	1	3
Exercise class Banking II	1	3
ECTS in total		12
Form of assessment	Written exam (120 min.)	
Lecturer/Person in charge	Dr. Maximilian Wimmer	
Duration of module	1 semester: 1st half Banking I, 2nd half Banking II	
Offering	Fall semester	
Language	German	
Program-specific educational goals	LG 1, LG 3, LG 4	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

Module: FIN 602 Trading and Exchanges**Contents:**

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

Learning outcomes:

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

Prerequisites:**Formal:**

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Recommended:

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

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

Module: FIN 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: The students will have a sound understanding of empirical methods and their underlying assumptions. The students will be able to choose appropriate methods for given empirical problems and apply them in an efficient way. The case studies enable the students to develop basic programming skills in Stata.		
Prerequisites: Formal: - Recommended: Module CC 502 or CC 503 and Module FIN 5XX or equivalent courses. 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 (45%; 60 min.), Case Studies (45%), Class Participation (10%)	
Lecturer/Person in charge	Prof. Dr. Erik Theissen	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 2, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Math., M.Sc. Econ.	

Module: FIN 610 Risk Management in Banks and Financial Institutions**Contents:**

Modern Financial Institutions (FI) are in the risk management business. In a world of frictionless capital markets, FIs would not exist and individuals would manage their own financial assets and portfolios. But since real-world financial markets are not perfect, FIs provide the positive function of bearing and managing risk on behalf of their customers through the pooling of risks and the sale of their services as risk specialists.

The key areas covered will be:

- Interest rate risk – the effect of interest rate volatility and the mismatching of asset and liability durations on FI risk exposure.
- Market risk – a risk that results when FIs actively trade bonds, equity and foreign currencies.
- Credit risk – Measurement of credit risk on individual loans and bonds, asset portfolios, and the effect of loan concentration on risk exposure.
- Off Balance Sheet banking – Securitization (We will not cover other derivative products such as Swaps, Options, Caps, Floors, Collars, Futures, and Forwards etc as they are likely to be the focus of a derivatives course)

Learning outcomes:

The objective of this course is to provide students with a risk management view of financial institutions (we also use the term financial intermediaries). Traditionally, Banking courses have focused on an overview of the financial services industry, sector by sector, concentrating on balance sheet presentations and overlooking management decision making and risk management. In contrast, this course will emphasize a risk management approach.

Prerequisites:

Formal: -

Recommended: Core Corporate Finance, Fixed Income and Options, as well as an understanding the basic concepts of investments, corporate finance, options, accounting and statistics. It is also important to have an overview of the financial services industry, sector by sector, concentrating on balance sheet presentations.

Obligatory registration: no	Further Information on the registration: -	
Courses	Hours per week	Self-study
Lecture (Block Course)	4	8
ECTS in total		4
Form of assessment	Written exam (open-book, 4 hours)	
Lecturer/Person in charge	Prof. Sreedhar T. Bharath, PhD	
Duration of module	1 Semester	
Offering	Fall Semester	
Language	English	
Program-specific educational goals	LG 1, LG 2	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., M.Sc. Bus. Math..	

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: Formal: - 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
Lecture	2	6
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 1, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

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

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

Learning outcomes:

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

Prerequisites:**Formal:**

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Recommended:

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

Obligatory registration: no	Further information on registration: -	
Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	1	3
ECTS in total		6
Form of assessment	Written exam (60 min.)	
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 2017.	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

Module: FIN 705 Seminar “Topics in Empirical Asset Pricing”		
Contents: The seminar covers specific issues relating to financial markets in depth. The seminar is organized as a block seminar. Prior to the seminar students have to write a seminar paper on a particular topic. This paper has to be presented during the seminar. Students are also expected to actively participate in the discussion during the seminar.		
Learning outcomes: Students learn how to write a research paper. The seminar is thus an important prerequisite for the master thesis. During the seminar the students will also train their presentation and discussion skills.		
Prerequisites: Formal: At least one MMM finance course: FIN 5XX Recommended: Participation in the seminar requires a sound background in finance, a good command of English and of basic statistical and econometric techniques. Students are expected to be able to read and understand current research papers.		
Please note: Participation in the seminar is limited. Information on how to apply is published on the homepage of the chair.		
Obligatory Registration: yes	Further information on registration: Website of the chair	
Courses	Hours per week	Self-study
Seminar	2	10
ECTS in total		6
Form of assessment	Seminar paper (2/3), Presentation and discussion (1/3)	
Lecturer/Person in charge	Dr. Victoria Atanasov	
Duration of module	1 Semester	
Offering	Fall semester and/or Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 3, LG 4	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

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

Module: FIN 750 Seminar in Financial Systems and Development Finance		
Contents: 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
Seminar	2	10
ECTS in total		6
Form of assessment	Seminar thesis: 2/3, Presentation and Discussion: 1/3	
Lecturer/Person in charge	Prof. Dr. Eva Terberger	
Duration of module	1 semester	
Offering	FSS 2017	
Language	German or English	
Program-specific educational goals	LG 1, LG 2, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

3.2.3. Area “Information Systems“

Module: IS 615 Design Thinking and Lean Development in Enterprise Software Development	
<p>Contents:</p> <p>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.</p> <p>A combination with IS 613 as related term project is highly recommended.</p>	
<p>Learning outcomes:</p> <p>After completing the class, students will be able to</p> <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. 	
<p>Prerequisites:</p> <p>Formal: -</p> <p>Recommended: IS 550. Attendance of IS 613 in the same semester is recommended.</p>	
Obligatory registration: no	Further Information on the registration: -
Courses	Hours per week
Lecture	2
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 1, LG 2, LG 3
Grade	graded

Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.
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3.2.4. Area „Management“

Module: MAN 619 Nonprofit Marketing		
Contents: <p>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 April/May 2017.</p>		
Learning outcomes: <p>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. 		
Prerequisites: Formal: - Recommended: -		
Obligatory registration: yes	Further information on registration: Website of the chair / “Student Portal”	
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam	
Lecturer/Person in charge	Prof. Dr. Walter W. Wymer	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 3, LG 4, LG 5	
Grade	graded	
Range of application	M.Sc. M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ., M.A. K&W	

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:

Formal: -

Recommended: -

Obligatory registration: yes	Further information on registration: “Student Portal“	
Courses	Hours per week	Self-study
Lecture with workshop	2	10
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	English	
Program-specific educational goals	LG 2, LG 3, LG 4, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ., M.A. K&W	

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

Contents:

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

Recommended Reading:

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

Learning outcomes:

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

Prerequisites:

Formal: -

Recommended: -

Obligatory registration: yes	Further Information on the registration: "Student Portal"	
Courses	Hours per week	Self-study
Seminar	2	10
ECTS in total		6
Form of assessment	Oral presentations and one green venture design	
Lecturer/Person in charge	Prof. Robert A. Isaak, PhD	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Business Education, M.Sc. Bus. Inf., LL.M., M.Sc. Econ., M.A. K&W	

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

Module: MAN 661 Startery University - Social Entrepreneurship Seminar		
<p>Contents: A social motive as an incentive to found a business? Social Entrepreneurship is exactly this – an innovative, pragmatic, sustainable corporate activity whose primary goal is to dissolve social problems in society or to improve current social situations. In cooperation with Startery (an initiative of SAP and Social Impact), students gain insights into the area of social entrepreneurship. During the seminar, students work together in groups (of approx. 5 students) to build up social businesses and develop these ideas over the course of the semester. Over the period of the seminar, students receive personal coaching from Startery and SAP employees. There will also be excursions to SAP as well as to the Social Impact Labs in Frankfurt and/or Berlin during the course of the semester. Towards the end of the seminar, students present their social business ideas and their social business model canvas in front of a jury of practitioners. The most promising ideas receive an award.</p>		
<p>Learning outcomes: In the seminar, students gain insights on the challenges of founding a social business. The students learn about social entrepreneurship both from a theoretical and a scientific perspective as well as from the hands-on experience in their group work. Students get familiar with prototypical questions and are confronted with typical problems, which occur when founding a social business.</p>		
<p>Prerequisites: Formal: - Recommended: Interest in the topics Social Entrepreneurship and Entrepreneurship in general</p>		
Obligatory registration: yes	Further information on registration: "Student Portal", Website of the Chair	
Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6
Form of assessment	50% final presentation; 50% social business model canvas	
Preliminary course work	Regular attendance	
Lecturer/Person in charge	Prof. Dr. Laura Marie Schons	
Duration of module	1 semester	
Offering	Spring semester	
Language	Seminar in English; Presentations in English; social business model canvas can be handed in in English or German.	
Program-specific educational goals	LG 1, LG 3, LG 4	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, LL.M., M.Sc. Econ.	

Module: MAN 662 - Social Value Creation Seminar with Adidas		
Contents: In cooperation with adidas, students develop solutions for real-life challenges of CSR management. During the seminar, students work together in groups (of approx. 5 students) to develop a concept on how to measure the social/ community value of adidas. In a kickoff workshop on the topic of “creating shared value @adidas”, members of the chair introduce the seminar and the theoretical background of shared value creation; adidas executives provide an overview of CSR strategies and integrated performance measurement at adidas. In addition, there will be other guest lectures that provide practical examples of impact measurement tools. During the course of the semester, there will be an excursion to adidas headquarter in Herzogenaurach where students will present first results to adidas management. In between, students receive personal coaching from members of the chair. In a final event, students’ teams present their approaches to adidas executives and combine their concepts in a workshop using creativity techniques. The most promising approach receives an award.		
Learning outcomes: In the seminar, students gain insights into real-life challenges of CSR management. Students get to know the basic concepts of shared value creation and impact measurement. Students apply this knowledge to create a concept on how to measure the social/community value of adidas.		
Prerequisites: Formal: - Recommended: Interest in the topics of shared value creation und impact measurement		
Obligatory registration: yes	Further information on registration: ”Student Portal” and website of the chair	
Courses	Hours per week	Self-study
Lecture/Exercise	2	10
ECTS in total		6
Form of assessment	50% final presentation; 50% written management report	
Preliminary course work	Regular attendance	
Lecturer/Person in charge	Prof. Dr. Laura Marie Schons	
Duration of module	1 semester	
Offering	Spring Semester	
Language	English	
Program-specific educational goals	LG 3, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, LL.M., M.Sc. Econ.	

Module: MAN 675 Selected Challenges in Nonprofit Management		
Contents: Each semester a focus topic in the area of nonprofit management is chosen and discussed. This is done by analyzing scientific papers and by discussing practical examples, cases and project work.		
Learning outcomes: By the end of the module, students will be able to: <ul style="list-style-type: none"> • explain framework conditions as well as theoretical foundations of nonprofit management with regard to the focus topic, • critically discuss management challenges in the light of the focus topic, • critically analyze scientific papers. Moreover, key competences such as presentation competence, working with academic papers and team competences shall be acquired.		
Prerequisites: Formal: - Recommended: Helmig, B. & Boenigk, S (2012, <i>Nonprofit Management</i> , München, Vahlen.)		
Obligatory registration: yes	Further Information on the registration: Website of the chair / “Student Portal”	
Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total	6	
Form of assessment	Written exam and/or presentation and/or written project/seminar work	
Lecturer/Person in charge	Prof. Dr. Bernd Helmig	
Duration of module	1 semester	
Offering	Spring semester	
Language	German	
Program-specific educational goals	LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ., M.A. K&W	

Module: MAN 676 Selected Challenges in Public Management		
Contents: 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 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: - 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
Lecture	2	10
ECTS in total	6	
Form of assessment	Written exam and/or presentation and/or written project/seminar work	
Lecturer/Person in charge	Prof. Dr. Bernd Helmig	
Duration of module	1 semester	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ., M.A. K&W	

Module: MAN 694 Project Course IMP³rove – Innovation Management in Practice		
Contents: With this special course, offered in collaboration with A.T. Kearney, students gain practical experience in innovation management. They are introduced to an innovation management assessment designed for small and medium sized enterprises. They apply the approach while working on real-life projects together with companies. Students learn to interpret the information they receive from the companies during workshops with the management as well as from a detailed benchmarking report. When developing the recommendations for the company and discussing them in class the students also develop experience in anticipating the constraints of companies.		
Learning outcomes: The already acquired knowledge of theoretical concepts in innovation management is deepened. In addition, the transfer- and problem-solving skills of students in the area of innovation management are enhanced. Students gain insights in the business challenges of a real company and learn how to assess their innovation management as well as how to further develop it.		
Prerequisites: Formal: - Recommended: Master-level knowledge on innovation and management, MAN 690 Innovation Management		
Obligatory registration: yes	Further Information on registration: Website of the chair / “Student Portal”	
Courses	Hours per week	Self-study
Seminar	2	10
ECTS Modul insgesamt		6
Form of assessment	Written report (70%), assignment (30%)	
Lecturer/Person in charge	Prof. Dr. Karin Hoisl	
Duration of module	1 semester	
Offering	Fall Semester	
Language	English	
Program-specific educational goals	LG 1	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf.	

Module: MAN 710 Research Seminar Public & Nonprofit Management			
Contents: In 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: Formal: MAN 611 or MAN 613 or MAN 672 or MAN 617 or MAN 674 (only HWS 2015) or MAN 675 or MAN 676 or MAN 679 or MAN 680 or MAN 619 (only FSS 2016) Recommended: -			
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	
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 5	
Grade		graded	
Range of application		M.Sc. MMM, M.Sc. Bus. Edu.	

Module: MAN 711 Research Seminar “Doing Qualitative Research in Public & Nonprofit Management”		
Contents: 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: MAN 611 <u>or</u> MAN 613 <u>or</u> MAN 672 <u>or</u> MAN 617 <u>or</u> MAN 674 (only HWS 2015) <u>or</u> MAN 675 <u>or</u> MAN 676 <u>or</u> MAN 679 <u>or</u> MAN 680 <u>or</u> MAN 619 (only FSS 2016) Recommended: -		
Obligatory registration: yes	Further Information on the registration: Website of the chair / “Student Portal” (Attention: earlier registration period)	
Courses	Hours per week	Self-study
Seminar	3	10,5
ECTS in total		6
Form of assessment	Written assessment (depends on the form of the seminar)	
Lecturer/Person in charge	Prof. Dr. Bernd Helmig	
Duration of module	1 semester	
Offering	Spring semester	
Language	German/English	
Program-specific educational goals	LG 1, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

3.2.5. Area “Marketing and Sales“

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

Module: MKT 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 <ul style="list-style-type: none"> • show the critical importance of marketing for shareholder value creation; • link the concepts of market orientation and shareholder value; • explain the fundamental principles of analyzing and managing markets for superior financial performance; • apply value-based marketing principles to real-world problems; • integrate national and international retailing topics throughout the course; and • raise awareness of responsible marketing. 		
Prerequisites: Formal: Not taken module MKT 630 Recommended: Module MKT 540		
Obligatory registration: no	Further Information on registration: -	
Courses	Hours per week	Self-study
Lecture	1	3
ECTS in total	2	
Form of assessment	Written exam (45 min.)	
Lecturer/Person in charge	Prof. Dr. Dr. h.c. mult. Christian Homburg / Prof. Dr. Bryan Lukas	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.	

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

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

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

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

Learning outcomes (subject to change):

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

Prerequisites:

Formal: -

Recommended: -

Obligatory registration: no

Further Information on registration: -

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

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

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

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

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

Learning outcomes:

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

Prerequisites:

Formal: -

Recommended: -

Obligatory registration: no

Further Information on registration: -

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

Lecture

2

6

ECTS in total

4

Form of assessment

Written exam (60 min.)

Lecturer/Person in charge

Prof. Dr. Florian Stahl

Duration of module

1 semester

Offering

spring semester

Language

English

Program-specific educational goals

LG 1

Grade

graded

Range of application

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

Module: MKT 664 Brand Strategy Seminar		
Contents: <p>Although brand names represent one of the most valuable (intangible) assets for a firm, creating and nurturing a strong brand poses considerable challenges. Branding is therefore a critical management task that has both strategic and tactical elements.</p> <p>The seminar brand strategy involves the design and implementation of a marketing program to establish in a strategic way an existing brand in a new product category or subcategory. During the seminar we will discuss topics such as the product design, product positioning and product advertising of a new product which extends an existing brand and follows the umbrella brand identity and umbrella brand vision. This seminar will be useful for those pursuing careers in marketing, general management, and consulting.</p>		
Learning outcomes: <p>Learning objectives of this course comprise the design and positioning of a branded product and the strategic brand extension of a well-established global brand. Further learning objectives are writing a marketing plan, design of a specific product advertisement as well as the presentation of the results to managers of a global company.</p>		
Prerequisites: Formal: MKT 663 Branding and Brand Management and Participation in L'Oreal Brandstorm (http://www.brandstorm.loreal.com/) Recommended: -		
Obligatory registration: yes (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
Seminar	1	3
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 1, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., M.A. K&W, LL.M.	

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: Formal: - Recommended: Participants should be familiar with the fundamentals of operations and supply chain management, as covered, e.g., in the modules OPM 501, OPM 502, and OPM 561.		
Obligatory registration: yes	Further Information on the registration: “Student Portal”	
Courses	Hours per week	Self-study
Lecture	2 (blocked)	6
ECTS in total		4
Form of assessment	Written exam	
Lecturer/Person in charge	Dr. Josef Packowski / Prof. Dr. Moritz Fleischmann	
Duration of module	3 days (blocked)	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ., M.Sc. Bus. Edu.	

Module: OPM 545 Cases on Current Issues in Supply Chain Management		
Contents: 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: - 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
Lecture / Case Discussion	2	6
ECTS in total		4
Form of assessment	Presentation documents, oral presentation, in-class discussion	
Lecturer/Person in charge	Dr. Josef Packowski / Prof. Dr. Moritz Fleischmann	
Duration of module	1 term	
Offering	Spring	
Language	English	
Program-specific educational goals	LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ., M.Sc. Bus. Edu.	

Module: OPM 546 Innovation Management & Operations**Contents:**

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:** -**Recommended:** -**Obligatory registration:** yes
(max. 20 participants)**Further Information on the registration:**
Website of the chair

Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written essay	
Lecturer/Person in charge	Dr. Jochen Schlapp	
Duration of module	3 days (blocked)	
Offering	Spring semester	
Language	English	
Program-specific educational goals	LG 1, LG 3	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Math., M.Sc. Econ., M.A. K&W, M.Sc. Bus. Edu.	

Module: OPM 547 Technology and Operations Strategy

Contents:

In today's fast changing markets, operations strategy is considered as a main lever to improve a firm's performance, to achieve a lasting competitive advantage, and to offer a good customer service.

This course provides a broad coverage of the many different facets of operations strategy. The topics include the historical sources of operations strategy, its link to other strategic decisions, the role of organizational learning and forgetting, the integration of new technologies, search theory, new business models, environmental considerations, and the question of how to manage the implementation of a new strategic initiative.

Learning outcomes:

This course is recommended to students that have already taken courses in operations management and that now aim to gain a broader understanding of the strategic dimensions of operations-related decisions.

The main goal of this course is to provide students with a sound understanding of the interactions between a firm's operations strategy and other areas of the company. Furthermore, students will learn how to implement strategic initiatives in practice, and how new technologies can help or hinder these efforts.

Prerequisites:

Formal: At least two OPM courses (5xx or 6xx)

Recommended: Sound knowledge in operations management and decent knowledge in statistics

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

Module: OPM 565 Integrated New Product Development

Contents:

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

Learning outcomes:

By the end of the course students have

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

Prerequisites:

Formal: -

Recommended: General interest in technology, fluent German language skills

Obligatory registration: Yes
(maximum of 30 participants)

Further Information on the registration:
"Student Portal"

Courses

Hours per week

Self-study

Lecture

2

6

ECTS Modul insgesamt

4

Form of assessment

Oral or written exam (40%) and group presentations (60%)

Lecturer/Person in charge

Prof. Dr. Sandor Vajna

Duration of module

1 semester

Offering

Spring semester

Language

German

Program-specific educational goals

LG 1

Grade

graded

Range of application

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

Module: 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: Formal: At least one module OPM 6XX (Parallel attendance possible) or an equivalent module within an exchange program Recommended: Sound knowledge in logistics and supply chain management; sound quantitative skills; interest in scientific research		
Obligatory registration: yes (at the end of the preceding term)	Further Information on the registration: Website of the chair	
Courses	Hours per week	Self-study
Seminar / Project work	2	10
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 3, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

Module: OPM 791 Research Seminar Procurement		
Contents: This research seminar examines current procurement topics from a research perspective. Students will deepen their understanding of procurement and supply chain research and its implications for practice. The main deliverables of this module are a research paper, which each participant prepares independently over the course of the semester, and a corresponding in-class presentation at the end of the module. The suggested topics will emphasize research rather than application and will be related to the current research interests of the Endowed Chair of Procurement. Participants will obtain an introduction to business research and to scientific writing in the context of supply (chain) management.		
Learning outcomes: The main intended learning outcome is to attain the competences for writing a high-quality master thesis about a topic in the broader procurement arena. Participants will learn how to structure a research question systematically and how to independently gather the knowledge of the foundations, structures, and methodologies underlying a given topic. In addition, participants will learn how to present research findings.		
Prerequisites: Formal: At least one module OPM 6XX (parallel attendance is possible) or an equivalent module within an exchange program Recommended: OPM 591 and OPM 692 or equivalent modules within exchange programs		
Obligatory registration: Yes (at the end of the preceding semester)	Further Information on the registration: http://procurement.bwl.uni-mannheim.de	
Courses	Hours per week	Self-study
Seminar	2	10
ECTS in total		6
Form of assessment	Paper, presentation, and contribution to in-class discussion	
Lecturer/Person in charge	Prof. Dr. Christoph Bode	
Duration of module	1 semester	
Offering	Fall semester	
Language	English	
Program-specific educational goals	LG 2, LG 5	
Grade	graded	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

Module: OPM 792 Applied Seminar Procurement		
Contents: This applied seminar revolves around a field study and combines readings in procurement with the work as consultants to a business. Organized in small teams, participants will work on specific procurement-related problems, defined in collaboration with companies. At the end of the seminar, each team will present a solution to the specific problem, based on the relevant literature and their own analyses. Results are summarized in a written report and an oral presentation.		
Learning outcomes: The goal of the seminar is to provide participants with a unique learning experience in analyzing and solving procurement-related problems and in carrying out a practice-oriented project, rooted in the academic literature. In addition, participants will learn how to apply procurement knowledge and link it to a wide array of business disciplines, such as strategy, organization, marketing, or information systems. It thereby prepares them for the writing of a (practice-oriented) master thesis in the field of procurement.		
Prerequisites: Formal: At least one module OPM 6XX (parallel attendance is possible) or an equivalent module within an exchange program Recommended: OPM 591 and OPM 692 or equivalent modules within exchange programs; project management skills		
Obligatory registration: Yes (at the end of the preceding semester)	Further Information on the registration: http://procurement.bwl.uni-mannheim.de	
Courses	Hours per week	Self-study
Seminar / Project work	2	10
ECTS in total		6
Form of assessment	Written report and presentation	
Lecturer/Person in charge	Prof. Dr. Christoph Bode	
Duration of module	1 semester	
Offering	Spring semester	
Language	English / German	
Program-specific educational goals	LG 2, LG 3, LG 5	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.	

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).

4. Elective

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

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

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

4.1. 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: Formal: - Recommended: -

Courses	Hours per week	Self-study	ECTS
Educational Management I: Vocational Education Lecture and exercise class	3	5	4
Educational Management II: Vocational Training Lecture and exercise class	3	5	4
Educational Management III: Learning culture in organizations Lecture and exercise class	3	5	4
ECTS in total			12
Form of assessment	Written exams (180 min.)		
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		
Grade	graded		
Range of application	M.Sc. MMM, B.Sc. Bus. Edu.		

Module: Special Subject**Contents:**

- 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:

By the end of the courses students

- 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:

Formal: -

Recommended: -

Courses	Hours per week	Self-study	ECTS
Quality Management at Educational Institutions Seminar	2	6	4
Evaluation Methods and Standards Seminar	2	6	4
Ideas and History of vocational Training Lecture	2	6	4
Current Didactical Problems Seminar	2	6	4
ECTS in total			min. 4

Form of assessment	Referring to the examination regulations (§ 11 (2)), the form of the assessment will be communicated at the latest at the start of the course. For more information see the module catalog of the M.Sc. Business Education: https://wipaed.uni-mannheim.de/fileadmin/files/wipaed/Broschueren/Modulkatalog_MSc_Wirtschaftspaedagogik_ab_HWS_2016_17.pdf .
Lecturer/Person in charge	Prof. Dr. Hermann G. Ebner / Prof. Dr. Jürgen Seifried
Duration of module	1 semester
Offering	Changing course offering
Language	German
Grade	graded
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.

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: By the end of the module the students have basic knowledge of Computer Science terminology (Algorithm, program, correctness of programs), knowledge of design, implementation and evaluation of small (object-oriented) programs.		
Prerequisites: Formal: - Recommended: -		
Courses	Hours per week	Self-study
Lecture	4	9
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; Written exam (90 min.)	
Lecturer/Person in charge	Lecturers of the Institute of Informatics	
Duration of module	1 semester	
Offering	Fall semester	
Language	German	
Grade	graded	
Range of application	M.Sc. MMM, B. Sc. Bus. Inf.	

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:

By the end of the module students have basic knowledge of the working principles of computer systems as well as knowledge of machine-oriented programming and compiler construction.

Prerequisites:

Formal: -

Recommended: Basic knowledge in Computer Science

Courses	Hours per week	Self-study
Lecture	4	
Exercise class	2	5
ECTS in total		8
Form of assessment	Written exam (90 min.)	
Lecturer/Person in charge	Lecturers of Computer Science	
Duration of module	1 semester	
Offering	Spring semester	
Language	German	
Grade	graded	
Range of application	M.Sc. MMM, B. Sc. Bus. Inf.	

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: By the end of the module the students have investigated a pool of important algorithms and become familiar with the analysis of algorithms. Furthermore students have learned important principles for the design of efficient algorithms.		
Prerequisites: Formal: - Recommended: Basic knowledge in Computer Science I		
Courses	Hours per week	Self-study
Lecture	4	
Exercise class	2	8
ECTS in total		8
Form of assessment	Preparatory assessment: generally, successful participation in the exercise classes; Written exam (90 min.) or two partial exams	
Lecturer/Person in charge	Lecturers of Computer Science	
Duration of module	1 semester	
Offering	Fall semester	
Language	German	
Grade	graded	
Range of application	M.Sc. MMM, B.Sc. Bus. Inf., B.Sc. Bus. Math.	

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:

By the end of the module the students have a basic knowledge of database systems.

Prerequisites:

Formal: -

Recommended: Basic knowledge of *Computer Science I*

Courses	Hours per week	Self-study
Lecture	4	ca. 9
Exercise class	2	
ECTS in total		8
Form of assessment	Written exam (90 min.)	
Lecturer/Person in charge	Prof. Dr. Guido Moerkotte	
Duration of module	1 semester	
Offering	Spring semester	
Language	German	
Grade	graded	
Range of application	M.Sc. MMM, B.Sc. Bus. Inf., B.Sc. Bus. Math.	

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

Duration of module	1 year, Start: spring semester
Cycle of curriculum	spring semester: Individual Employment Law, Case Study fall semester: Collective Employment Law, Social Security Law
Language	German
Grade	graded
Range of application	M.Sc. MMM

4.3.2 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			
Contents: 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:			
Formal: -			
Recommended: Basic knowledge of civil law.			
Courses	Hours per week	Self-study	ECTS
Lecture Commercial Law	3	ca. 7	5
Lecture Corporate and Partnership Law	3	ca. 7	5
Tutorial Commercial Law/ Corporate and Partnership Law	2	ca. 2	2
Lecture Stock Corporation Law	2	ca. 4	4
Lecture Corporate Law	1	ca. 5	2
Total ECTS for module:			max. 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. Carsten 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		
Grade	graded		
Range of application	M.Sc. MMM		

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

4.3.4 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:			
Formal: -			
Recommended: Basic knowledge of civil law.			
Courses and course structure:	Hours per week	Self-study	ECTS
Lecture (with study group) German Economic Constitutional Law	2 (+ study group = 4)	ca. 4	4
Lecture (with study group) European Economic Constitutional Law	2 (+ study group = 4)	ca. 4	4
Lecture (with study group) Basics of Economic Administrative Law	2 (+ study group = 4)	ca. 4	4
Seminar for Public Business Law	2	ca. 8	5
Total ECTS for module:			17
Form and extent of examination	Written exam (180 min.), which will test the content of the lecture and a term paper. The grade of the final exam measures 70% of the final module grade, the grade of the term paper measures 30%.		
Lecturer/person responsible for module	Prof. Dr. Thomas Puhl		
Duration of module	1 year, Start: fall semester		
Cycle of curriculum	Fall semester: German Economic Constitutional Law Spring semester: European Economic Constitutional Law, Basics of Economic Administrative Law Fall semester or spring semester (according to offering): seminar		
Language	German		
Grade	graded		
Range of application	M.Sc. MMM		

4.3.5 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. Information about the course contents are available on the website of the chair: http://fetzer.jura.uni-mannheim.de/Steuerrecht/ .			
Educational and Qualification Objectives: In addition to the modules in Business Taxation offered by the Areas Accounting and Taxation, students are familiar with basic regulations of Procedural Tax Law and the treated special tax laws. They are able to apply these regulations on facts of a case, taking the judicial methodology into account.			
Prerequisites: Formal: - Recommended: It is helpful to also enroll in the modules TAX 510 and 520 (respectively 530).			
Courses and course structure:	Hours per week	Self-study	ECTS
Procedural Tax Law (Fall semester)	2	ca. 6	4
Value Added Tax Law (Fall semester)	2	ca. 6	4
Financial and Tax Accounting (Fall semester)	2	ca. 6	4
Advanced Enterprise Tax Law (Fall semester)	2	ca. 6	4
Penal Fiscal Law (Fall semester)	2	ca. 6	4
European Tax Law Fall semester)	2	ca. 6	4
Inheritance Tax Law and Legal Valuation (Spring semester)	2	ca. 6	4
Tax Reorganization Law (Spring semester)	2	ca. 6	4
International Tax Law (Spring semester)	2	ca. 6	4
Enterprise Tax Law (Spring/Fall semester)	2	ca. 6	4
Income Tax Law (Spring semester)	2	ca. 10	6
Total ECTS for module:			12-24
Form and extent of examination	There is a written exam (90 min.) in every course, which can be substituted for an oral exam of 15 min. per candidate (according to the decision of the examining committee).		

Lecturer/person responsible for module	Prof. Dr. Thomas Fetzer
Duration of module	1 year, Start: spring semester or fall semester
Cycle of curriculum	Spring semester: Inheritance Tax Law and Legal Valuation, Tax Reorganization Law, International Tax Law, Enterprise Tax Law, Income Tax Law Fall semester: Procedural Tax Law, Value Added Tax Law, Financial and Tax Accounting, Penal Fiscal Law, European Tax Law (subject to alterations)
Language	German
Grade	graded
Range of application	M.Sc. MMM, LL.M.

4.3.6 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. Please register with Mrs. Meta Geisbüsch (mcbl@uni-mannheim.de).

Module: Elective European and International Business Law			
Course content: You find the Course content of each course at the module catalog of the Master of Comparative Business Law: http://mcbl.uni-mannheim.de/Downloads/Module_Guide%202016-17.pdf .			
Educational and Qualification Objectives: You find the Educational and Qualification Objectives of each course at the module catalog of the Master of Comparative Business Law: http://mcbl.uni-mannheim.de/Downloads/Module_Guide%202016-17.pdf .			
Prerequisites: Formal: - Recommended: Basic knowledge of civil law and public law			
Courses and course structure:	Hours per Week	Self-study	ECTS
European Market Freedoms (HWS)	2	ca. 4	3
European Competition Law (HWS)	2	ca. 4	3
EU Financial Markets & Transactions (HWS)	2	ca. 4	3
International Trade Law (FSS)	2	ca. 4	3
International Business Transaction (FSS)	2	ca. 4	3
Behavioral Law & Economics (FSS)	2	ca. 4	3
Law & Economics (FSS)	2	ca. 2	2
Total ECTS for module:			5-15
Form and extent of examination	There will be a written exam in every course at the end of the semester. Oral exams are possible.		
Lecturer/person responsible for module	Meta Geisbüsch (mcbl@uni-mannheim.de)		
Duration of module	flexible		
Cycle of curriculum	Spring and Fall Semester		
Language	English		
Grade	graded		
Range of application	M.Sc. MMM, M.C.B.L.		

4.4. Political Science

For students who start the elective *Political Science* in fall 2015 or later: Students choose up to three courses in the field of political science. Students can choose up to two introductory lectures and up to two advanced lectures. Information about the course contents and the learning outcomes can be found in the module catalog of the B.A. Political Science (http://home.sowi.uni-mannheim.de/politikwissenschaft/b_a_politikwissenschaft/dokumente/Modulkatalog%20BA%20Powi%20HWS%202015_VER%C3%96FFENTLICHUNG.pdf).

Students who started the elective in *Politic Science* before fall 2015 find all information about their study plan here: http://home.sowi.uni-mannheim.de/politikwissenschaft/studierende_anderer_fakultaeten/.

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

Introductory Lectures

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

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

Advanced Lectures

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

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

4.5. Mathematics

4.5.1 Mathematics for students without skills in mathematics

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

Module: Analysis I			
Contents: Sets and mappings, real numbers, continuity and differentiability of functions in one real variable, power series, Riemannian integral.			
Learning outcomes: By the end of the module, students gained familiarity in dealing with the fundamental terms and methods of Analysis, knowledge of the essential mathematical methods of proof.			
Prerequisites:			
Formal: -			
Recommended: -			
Courses	Hours per week	Self-study	ECTS
Lecture	4+2	13	
Exercise class	2		
ECTS in total			10
Form of assessment⁶	In advance (generally): successful participation in the exercise classes; Written (90 min.) or oral exam (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	M.Sc. MMM, B.Sc. Bus. Inf., B.Sc. Bus. Math., <i>Lehramt</i> Mathematics		

⁶ 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: By the end of the module students gained familiarity in dealing with functions of several real variables.		
Prerequisites:		
Formal:	Basic knowledge in Linear Algebra	
Recommended:	Module Analysis I	
Courses	Hours per week	Self-study
Lecture	4 + 2	
Exercise class	2	13
ECTS in total		10
Form of assessment⁷	In advance (generally): successful participation in the exercise classes; Written (90min.) or oral exam (30 min.)	
Lecturer/Person in charge	Lecturers of the Institute of Mathematics	
Duration of module	1 semester	
Offering	Spring semester	
Language	German	
Grade	graded	
Range of application	M.Sc. MMM, B.Sc. Bus. Math., <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: 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: By the end of the module students gained knowledge of the essential ideas and methods of Linear Algebra as well as knowledge of the essential mathematical methods of proof.		
Prerequisites: Formal: - Recommended: -		
Courses	Hours per week	Self-study
Lecture	4+2	
Exercise class	2	11
ECTS in total		3
Form of assessments	In advance (generally): successful participation in the exercise classes; Written (90min.) or oral exam (30 min.).	
Lecturer/Person in charge	Lecturers of the Institute of Mathematics	
Duration of module	1 semester	
Offering	Fall semester	
Language	German	
Grade	graded	
Range of application	M.Sc. MMM, B.Sc. Bus. Inf., B.Sc. Bus. Math., <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 II		
Contents: Finite groups, elementary theory of numbers, linear programming, finite fields, supplements to Linear Algebra I.		
Learning outcomes: By the end of the module students gained knowledge about Discrete Mathematics.		
Prerequisites: Formal: - Recommended: Module Linear Algebra I		
Courses	Hours per week	Self-study
Lecture	4	
Exercise class	2	10
ECTS in total		9
Form of assessment⁹	In advance (generally): successful participation in the exercise classes; Written (60 min.) or oral exam (30 min.).	
Lecturer/Person in charge	Lecturers of the Institute of Mathematics	
Duration of module	1 semester	
Offering	Spring semester	
Language	German	
Grade	graded	
Range of application	M.Sc. MMM, B.Sc. Bus. Inf., B.Sc. Bus. Math., <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.

4.5.2 Mathematics for students with skills in mathematics

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

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

https://www.wim.uni-mannheim.de/fileadmin/download/Studium/Modulkataloge/HWS-FSS_2016-2017/2016_03_15_Modulkatalog_B.Sc._Wima_2016_2017.pdf

https://www.wim.uni-mannheim.de/fileadmin/download/Studium/Modulkataloge/HWS-FSS_2016-2017/2016_03_15_Modulkatalog_MSc_Wima_2016_2017.pdf

or

<https://www.wim.uni-mannheim.de/en/student-affairs/module-catalogues/>

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

4.6. Psychology

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

Module: Psychology			
Contents: 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.			
Learning Outcomes: 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: Formal: - Recommended: -			
Courses	Hours per Week	Self-study	ECTS
L1: Industrial and Organizational Psychology (lecture)	2	6	4
N1: Consumer Psychology (lecture)	2	6	4
K1: Social Psychology I (lecture)	2	6	4
K3: Social Psychology II (lecture)	2	6	4
Total ECTS for module:			12
Form of Assessment	Written exam (60 min.) in each lecture; 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 and Economic Psychology, b) 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.		
Offering	(Start is recommended in the fall semester) K1: spring semester K3: fall semester L1: fall semester N1: fall semester		
Language	German		
Grade	graded		
Range of Application	M.Sc. MMM		

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:		
Formal: -		
Recommended: -		
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam	
Lecturer/Person in charge	Dr. Ira Gawlitzek	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	English	
Grade	graded	
Range of application	M.Sc. MMM, 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: Formal: - Recommended: -		
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam	
Lecturer/Person in charge	Prof. Dr. Arnulf Deppermann/ Prof. Dr. Stefan Engelberg respectively changing lecturers	
Duration of module	1 semester	
Offering	Fall semester	
Language	German or English	
Grade	graded	
Range of application	M.Sc. MMM, 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: Formal: 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	Self-study
Seminar	2	13
ECTS in total		7
Form of assessment	Written exam <i>or</i> oral exam <i>or</i> term paper	
Lecturer/Person in charge	Dr. Dieter Thoma	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German or English or French or Spanish	
Grade	graded	
Range of application	M.Sc. MMM, 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>		
Contents 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		
Contents 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: Formal: - Recommended: Interest in questions concerning literature and cultural studies, theoretical concepts and literary texts		
Courses	Hours per week	Self-studySelf-study
Lecture	2	6/8
ECTS in total		4-5
Form of assessment	Written exam (90 min.)	
Lecturer/Person in charge	Dr. Stefan Glomb/ Prof. Dr. Christa Grewe-Volpp respectively changing lecturers	
Duration of module	1 semester	
Offering	Fall semester and Spring semester (lecture series only during Fall semester)	
Language	German	
Grade	graded	
Range of application	M.Sc. MMM, other Master programs	

Module: Lecture Literature Studies		
Contents: This module focuses on the analysis of selected aspects of English as well as American literary and cultural history. It imparts advanced knowledge in the area of literary theory building (models, approaches, and methods) as well as theories, models and techniques of describing and interpreting literary texts within their respective sociocultural contexts.		
Learning Outcomes: The module imparts advanced knowledge in the area of literary theory building (models, approaches, and methods) as well as theories, models and techniques of describing and interpreting literary texts within their respective sociocultural contexts.		
Prerequisites: Formal: Introduction to English and American Literature Studies <u>or</u> Lecture series Theoretical Basics Recommended: Interest in questions concerning literature and cultural studies, theoretical concepts and literary texts		
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written or oral exam	
Lecturer/Person in charge	Changing Lecturers	
Duration of module	1 Semester	
Offering	Fall semester and Spring semester	
Language	German/English	
Grade	graded	
Range of application	M.Sc. MMM, other Master programs	

**Module: Seminar to be chosen from the offerings 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 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:

Formal: Lecture *Introduction to English and American Literature Studies* or
Lecture series *Theories of Modern Culture*

Recommended: knowledge of basic concepts of literature and cultural studies

Courses	Hours per week	Self-study
Seminar	2	13
ECTS in total		7
Form of assessment	Written exam (90 min.) <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	
Grade	graded	
Range of application	M.Sc. MMM, other Master programs	

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

You find detailed information about the courses in the module catalogs (<http://master.phil.uni-mannheim.de/Studienf%C3%BChrer/Studienf%C3%BChrer%202016/>) and Portal2.

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

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

4.8. 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 (16 or 18 ECTS).

Module: Introduction to German synchronic linguistics (without tutorial)		
Contents: Phonology, syntax, (functional) discourse grammar, semantics, pragmatics, sociolinguistics, psycholinguistics, semiotics		
Learning outcomes: By the end of the module students acquainted with, understand and use paradigms and working methods of linguistics.		
Prerequisites:		
Formal: -		
Recommended: -		
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam	
Lecturer/Person in charge	Lecturers of Linguistics	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German	
Grade	graded	
Range of application	M.Sc. MMM, 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: Students become acquainted with, understand, evaluate and analyze developments of German standard language. Exercise Class: Students understand, evaluate and analyze developments of German standard language.			
Prerequisites: Formal: - Recommended: -			
Courses	Hours per week	Self-study	ECTS
Lecture	2	6	4
Seminar	2	10	6
ECTS in total			4-6
Form of assessment			
Lecture	Written exam		
Exercise Class	Term paper		
Lecturer/Person in charge	Lecturers of Linguistics		
Duration of module	1 semester		
Offering	Fall semester and Spring semester		
Language	German		
Grade	graded		
Range of application	M.Sc. MMM, other Master programs		

Module: Seminar taken out of the Module „Language and Media“		
Contents: Advanced knowledge in one of the areas language as a system, language as means of (media) communication, language history, reflection of the relationship between (one's own) media and language usage, or language analysis as means of cultural and media analysis.		
Learning outcomes: Advanced knowledge of the German language history up to the present day as well as an extended investigation with exemplary problems of synchronous linguistics and especially the reflection of mediality of language and its different media usage.		
Prerequisites: Formal: Introduction to synchronic linguistics Recommended: -		
Courses	Hours per week	Self-study
Seminar	2	14
ECTS in total		8
Form of assessment	Term paper or oral exam	
Lecturer/Person in charge	Changing Lecturers	
Duration of module	1 Semester	
Offering	Fall semester and Spring semester	
Language	German	
Grade	graded	
Range of application	M.Sc. MMM, other Master programs	

German Literature Studies (Alternative II)

All of the following modules have to be taken (16 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:		
Formal: -		
Recommended: An interest in literary texts, questions considering the issue of literary criticism and theoretical concepts		
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam (60 min.)	
Lecturer/Person in charge	Changing Lecturers	
Duration of module	1 semester	
Offering	Fall semester	
Language	German	
Grade	graded	
Range of application	M.Sc. MMM, other Master programs	

Module: German Literature Studies**Course: PS - Literature Studies****Contents:**

Lecture - literature studies

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.

Contents:

PS - literature studies

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.

Learning outcomes:

By the end of the module students are able to work independently scientifically with reference to secondary literature. They furthermore have detailed knowledge of methods and theories of literature studies.

Prerequisites:

Formal: Lecture - Introduction to German Literature Studies

Recommended: An interest in literary texts, questions considering the issue of literary criticism and theoretical concepts

Courses	Hours per week	Self-study
Seminar	2	8
ECTS in total		5
Form of assessment	Term paper	
Lecturer/Person in charge	changing lecturer	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German	
Grade	graded	
Range of application	M.Sc. MMM, 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:**Formal:** Lecture - Introduction to modern/contemporary German literature studies**Recommended:** Knowledge of basic concepts of cultural studies and literature

Courses	Hours per week	Self-study
Exercise class	2	12
ECTS in total		7
Form of assessment	Written exam (90 min.) <i>or</i> oral exam (20 min.) <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	
Grade	graded	
Range of application	M.Sc. MMM, other Master programs	

4.8.2. German Studies for students with skills in humanities

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

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

4.9. 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)		
Contents: <ul style="list-style-type: none">• Development, differentiation and present form of Romance languages• Concepts, theories and methods of modern linguistics		
Learning outcomes: <p>By the end of the module students know 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). Furthermore the students acquired basic knowledge prerequisite to take further courses of literature and/or media studies.</p>		
Prerequisites: Formal: - Recommended: -		
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam (max. 90 min.)	
Lecturer/Person in charge	Prof. Dr. Eva Eckkrammer / Prof. Dr. Johannes Müller-Lancé	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German	
Grade	graded	
Range of application	M.Sc. MMM	

Module: Proseminar: Linguistics (Alternative: course related to cultural areas)		
Contents: <ul style="list-style-type: none"> • Deepening and application of theories and methods of linguistics and media studies • Questions of Romance linguistics and media studies 		
Learning outcomes: By the end of the module students broadened their knowledge of a specific field of linguistics such as text linguistics, sociolinguistics, analysis of conversations and language acquisition). They have a deeper knowledge of literature and media theories and are able to apply it. Students gained the ability to handle with specialized literature of linguistics and media studies.		
Prerequisites: Formal: Lecture <i>Introduction to Linguistics and Media Studies of Romance Studies</i> Recommended: Fundamental knowledge of linguistic concepts		
Courses	Hours per week	Self-study
Seminar	2	10
ECTS in total		6
Form of assessment	Presentation and written exam (max. 90 min.) <i>or</i> term paper (the form of assessment depends on the lecturers)	
Lecturer/Person in charge	Prof. Dr. Eva Eckkrammer / Prof. Dr. Johannes Müller-Lancé	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German/ chosen Romance language	
Grade	graded	
Range of application	M.Sc. MMM	

Module: Proseminar (PS) related to cultural areas		
Alternative: Advanced seminar: Literature and Media Studies		
Contents: Background studies and current cultural and social topics of the cultural area of the chosen Romance language		
Learning outcomes: By the end of the module students broadened and deepened their knowledge about the cultural area. Students broadened their intercultural competence.		
Prerequisites:		
Formal:	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	Self-study
Seminar	2	10
ECTS in total		6
Form of assessment	Written exam (max. 90 min.) <i>or</i> term paper, at least part of it in the chosen foreign language	
Lecturer/Person in charge	French: Dr. Caroline Mary-Franssen / Italian: Alessandra Volpe / Spanish: Crisanta Bielsa	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German/ chosen Romance language	
Grade	graded	
Range of application	M.Sc. MMM	

Module: Exercise class Practical Language Level II		
Lerninhalte: <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: By the end of the module students have improved their foreign language competence. Furthermore students broadened their knowledge of the cultural area.		
Prerequisites: Formal: 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	Self-study
Exercise Class	2	4
ECTS in total		3
Form of assessment	Written exam and exercises or oral exams throughout the semester	
Lecturer/Person in charge	French: Dr. Caroline Mary-Franssen / Italian: Alessandra Volpe / Spanish: Crisanta Bielsa	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	Chosen Romance language	
Grade	graded	
Range of application	M.Sc. MMM	

Module: Exercise class Practical Language Level III (economics – economic alignment)		
Contents: <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: By the end of the module students have improved their foreign language competences. Furthermore, they gained a broaden vocabulary of the chosen language.		
Prerequisites: Formal: 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	Self-study
Exercise class	2	4
ECTS in total		3
Form of assessment	Written exam and exercises or oral exams throughout the semester	
Lecturer/Person in charge	French: Dr. Caroline Mary-Franssen / Italian: Alessandra Volpe / Spanish: Crisanta Bielsa	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	Chosen Romance language	
Grade	graded	

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		
Contents: <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: <p>By the end of the module students are familiar with the terminology, concepts and models of analysis of literature and media studies. Students acquired a basic knowledge prerequisite to take further courses of literature and/or media studies.</p>		
Prerequisites:		
Formal: -		
Recommended: -		
Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4
Form of assessment	Written exam (max. 90 min.)	
Lecturer/Person in charge	Prof. Dr. Claudia Gronemann / Prof. Dr. Cornelia Ruhe	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German	
Grade	graded	
Range of application	M.Sc. MMM, other Master programs	

Module: Proseminar: Literature Studies (Alternative: Course related to cultural areas)		
Contents: <ul style="list-style-type: none"> • Objects of investigation: literature and media text taken from the Romance studies • Theory: various approaches to analyse these objects 		
Learning outcomes: By the end of the module students gained expertise in literature and media studies. Students deepened their knowledge in literature and media theories and are able to apply it. Students are able to handle specialized literature of literature and media studies.		
Prerequisites: Formal: Lecture <i>Introduction to Literature and Media Studies of Romance Studies</i> Recommended: Fundamental knowledge of literature and media studies		
Courses	Hours per week	Self-study
Seminar	2	10
ECTS in total		6
Form of assessment	Presentation and written exam (max. 90 min.) <i>or</i> term paper (the form of assessment depends on the lecturers)	
Lecturer/Person in charge	Prof. Dr. Claudia Gronemann / Prof. Dr. Cornelia Ruhe	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German/ chosen Romance language	
Grade	graded	
Range of application	M.Sc. MMM	

Module: Proseminar (PS) related to cultural areas (Alternative: Proseminar: Literature Studies)		
Contents: Background studies and current cultural and social topics of the cultural area of the chosen Romance language.		
Learning outcomes: By the end of the module students broadened and deepened their knowledge about the cultural area. Students broadened their intercultural competence.		
Prerequisites: Formal: 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	Self-study
Seminar	2	10
ECTS in total		6
Form of assessment	Presentation and written exam (max. 90 min.) <i>or</i> term paper (the form of assessment depends on the lecturers)	
Lecturer/Person in charge	French: Dr. Caroline Mary-Franssen / Italian: Alessandra Volpe / Spanish: Crisanta Bielsa	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	German/ chosen Romance language	
Grade	graded	
Range of application	M.Sc. MMM	

Module: Exercise class practical language level II		
Contents: <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: By the end of the module students improved their foreign language competence. Students furthermore broadened their knowledge of the cultural area.		
Prerequisites: Formal: 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	Self-study
Exercise class	2	4
ECTS in total		3
Form of assessment	Written exams and oral exams or exercises throughout the semester	
Lecturer/Person in charge	French: Dr. Caroline Mary-Franssen / Italian: Alessandra Volpe / Spanish: Crisanta Bielsa	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	Chosen Romance language	
Grade	graded	
Range of application	M.Sc. MMM	

Module: Exercise class: Practical Language Level III (economics – economic alignment)		
Contents: <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: By the end of the module students improved their foreign language competence. Students broadened their vocabulary of the chosen language.		
Prerequisites: Formal: 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	Self-study
Exercise class	2	4
ECTS in total		3
Form of assessment	Written and oral exams or exercises throughout the semester	
Lecturer/Person in charge	French: Dr. Caroline Mary-Franssen / Italian: Alessandra Volpe / Spanish: Crisanta Bielsa	
Duration of module	1 semester	
Offering	Fall semester and Spring semester	
Language	Chosen Romance language	
Grade	graded	
Range of application	M.Sc. MMM	

4.9.2. Romance Studies for students with skills in humanities

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

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

4.10. 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			
Contents: 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: Formal and recommended: 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	Self-study	ECTS
Proseminar: Antiquity, Middle Ages, Early Modern Age, Modern Age, Economic and Social History	4	12	8
Lecture: Economic History, History of Law and/or Political Contemporary History taken from the master-program “History”	2	6-12	4-7
Lecture: Pre-enlightenment, times of change and/or Modern Age taken from the bachelor-program “History”	2	6	4
Exercise class: Pre-enlightenment, times of change and/or Modern Age taken from the bachelor-program “History”	2	6	4
ECTS in total			16-19
Form of assessment	The exam of the module consists of component exams which need to be passed in the respective courses.		

	Proseminar: Presentation, written exam (min. 60 min.) and term paper Lecture: Written exam(s) (min. 60 min.) Exercise class: Presentation and written elaboration
Lecturer/Person in charge	Changing Lecturers
Duration of module	2-3 semester
Offering	Fall semester and Spring semester
Language	German
Grade	graded
Range of application	M.Sc. MMM, other Master programs

4.10.2. History for students with skills in humanities

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

4.11. 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: Formal: - 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	Self-study	
HS: Ethics, Society, Economy	2	14	8
HS: Ethics, Society, Economy	2	14	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)		
Grade	graded		
Range of application	M.Sc. MMM, M.A. K&W (Philosophy)		

Module: History of Philosophy			
Contents: 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 (16 th – 18 th 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.			
Learning outcomes: 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.			
Prerequisites: Formal: - 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	Self-study	
HS: History of Philosophy	2	14	8
HS: History of Philosophy	2	14	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)		
Grade	graded		
Range of application	M.Sc. MMM, M.A. K&W (Philosophy)		

4.12. Sociology

For students who started their studies in fall semester 2015 or later: The elective in Sociology offers a choice between the following two modules. It measures 19 ECTS. Students choose one of the following two modules. The module grade consists of the examination grades weighted by the number of ECTS credits. You find the Contents and the Learning Outcomes of each course in the module catalog of the B.A. Sociology (http://home.sowi.uni-mannheim.de/soziologie/b_a_soziologie/dokumente/Modulkatalog%20BA%20Soz%20ab%20HWS%2015_VER%C3%96FFENTLICHUNG.pdf). The courses usually are taught in German. If they are taught in English, the responsible lecturer will announce it on time.

4.12.1 Elective Sociology A: General and Specific Sociology

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

4.12.2 Elective Sociology B: European Societies

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

Students who started their studies before fall semester 2015 have to choose between the following courses: http://sowi.uni-mannheim.de/soziologie/studierende_anderer_fakultaeten/M.Sc.%20Management/

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://www2.vwl.uni-mannheim.de/3933.0.html>. We recommend you to contact the Program Management of the Department of Economics for advice which courses to choose to complete your studies (Email: econgrad@uni-mannheim.de, Tel: 181-1763).

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 from other chairs only in well-founded cases)
Prof. Dr. Jannis Bischof	ACC 7XX or TAX7XX or FIN7XX
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	According to prior agreement
Prof. Dr. 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.
Prof. Dr. Sascha Steffen	FIN 5XX <u>and</u> FIN 7XX

5.3. Area „Information Systems“

Chair	Prerequisites for the Master's Thesis	
Prof. Dr. Christian Becker / Prof. Dr. Armin Heinzl / Jun.-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. Seminars from other areas may be accepted if the supervising professor confirms how it fits to the area of Information Systems.

5.4. Area „Management“

Chair	Prerequisites for the Master's Thesis
Prof. Dr. Torsten Biemann	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 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 Other seminars could be accepted in exceptional cases
Prof. Dr. Matthias Brauer	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
Prof. Dr. Bernd Helmig	MAN 611 <u>and</u> MAN 710/711 <u>or</u> MAN 613 <u>and</u> MAN 710/711 <u>or</u> MAN 617 <u>and</u> MAN 710/711 <u>or</u> MAN 619 <u>and</u> MAN 710/711 <u>or</u> MAN 672 <u>and</u> MAN 710/711 <u>or</u> MAN 674 <u>and</u> MAN 710/711 <u>or</u> MAN 675 <u>and</u> MAN 710/711 <u>or</u> MAN 676 <u>and</u> MAN 710/711 <u>or</u> MAN 679 <u>and</u> MAN 710/711 <u>or</u> MAN 680 <u>and</u> MAN 710/711
Prof. Dr. Karin Hoisl	MAN 690 <u>and</u> MAN 721 <u>or</u> MAN 691 <u>and</u> MAN 721 <u>or</u> MAN 692 <u>and</u> MAN 721 <u>or</u> MAN 693 <u>and</u> MAN 721 <u>or</u> MAN 658 <u>and</u> MAN 721
Prof. Dr. Michael Woywode	MAN 630 <u>and</u> MAN 770 <u>or</u> MAN 631 <u>and</u> MAN 770 <u>or</u>

	MAN 632 <u>and</u> MAN 770 <u>or</u> MAN 633 <u>and</u> MAN 770
Prof. Dr. Laura Marie Schons	MAN 761

5.5. Area „Marketing and Sales“

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 / Jun.-Prof. Dr. Arnd Vomberg	<p>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</p> <p>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</p> <p>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</p> <p>Any one of the seminar modules MKT 710, MKT 720, MKT 730 and MKT 740 entitles students to write their Master thesis at any one of the Marketing departments. However, it is recommended to write the Master thesis at the same department at which the seminar module was taken. This allows for an early integration into the respective research and work projects at the department.</p>

5.6. Area „Operations Management“

Chair	Prerequisites for the Master's Thesis
Prof. Dr. Christoph Bode / Prof. Dr. Moritz Fleischmann / Prof. Dr. Cornelia Schön / Prof. Dr. Raik Stolletz	<p>At least one module OPM 6XX <u>and</u> OPM 701 <u>or</u> at least one module OPM 6XX <u>and</u> OPM 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</p> <p>The Area Operations Management recommends that the seminar and the Master's Thesis are written at the same chair. However, seminars from another chair within the area are accepted.</p>

5.7. Elective

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