



WESTFÄLISCHE
WILHELMS-UNIVERSITÄT
MÜNSTER

Module Descriptions

for the Master of Science in Business Administration
at the University of Münster
from winter semester 2020/21

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1. Structure of the Master in Business Administration

	Major	Minor
1 st semester	MAJOR 66 CP	<ul style="list-style-type: none"> > more classes of the elected Major (in addition to Minor) > basic classes of a different Major > additional Minor (z.B. Economics, IS, Research)
2 nd semester		MINOR 24 CP
3 rd semester		
4 th semester	Masterthesis 30 CP	

2. Master Program Business Administration – Combination of major and minor subjects

Major Accounting	Major Finance	Major Management	Major Marketing	
	X	X	X	Minor Accounting
X				Supplementary Minor Accounting
X		X	X	Minor Finance
	X			Supplementary Minor Finance
X	X		X	Minor Management
X	X	X		Minor Marketing
			X	Supplementary Minor Marketing
X	X	X	X	Minor Entrepreneurship
X	X	X	X	Minor Information Systems
X	X	X	X	Minor Economics
X	X	X	X	Minor Research

Feasible combinations of major and minor subjects are marked with crosses

3. Module descriptions

Module Offer

ACM

Accounting Center Münster

ACM01	Strategic Management Accounting
ACM02	Financial Accounting
ACM03	International Taxation
ACM04	International Management Accounting and Control
ACM05	Seminar on Accounting I
ACM06	Seminar on Accounting II
ACM07	Enterprise Analysis and Valuation
ACM08	Corporate Taxation I
ACM09	Advanced Accounting on specific topics I
ACM10	Auditing
ACM11	Advanced Financial Accounting under German GAAP and IFRS
ACM12	Advanced Accounting on specific topics II
ACM13	Performance Management and Strategy Execution
ACM14	IFRS and Management Control
ACM15	Electives on Accounting
ACM16	Advanced International Accounting
ACM17	Corporate Taxation II
ACM18	From Data to Insights: Driving Corporate Performance

Major Accounting			Minor	
ACM 1) Strategic Management Accounting (6 CP)	ACM 2) Financial Accounting (6 CP)	ACM 3) International Taxation (6 CP)		
ACM 5) Seminar Accounting I (12 CP)		4 x 6 CP (4 out of 10) ACM 4) Intern. Mgt. Acc. and Control ACM 7) Enterprise Analysis and Valuation ACM 10) Auditing ACM 11) Adv. Fin. Accounting under German GAAP and IFRS ACM 12) Adv. Accounting on Specific Topics II ACM 16) Adv. International Accounting ACM 18) From Data to Insights: Driving Corp. Perf.		
ACM 6) Seminar Accounting II (12 CP)	ACM 8) Corporate Taxation I ACM 9) Adv. Accounting on Specific Topics I	ACM 10) Auditing ACM 13) Performance Mgt. & Strat. Execution ACM 14) IFRS and Management Control ACM 15) Electives on Accounting		
Master Thesis (30 CP)				

Major Accounting			Minor Spec. Accounting	
ACM 1) Strategic Management Accounting (6 CP)	ACM 2) Financial Accounting (6 CP)	ACM 3) International Taxation (6 CP)	Selection 8 out of 13 (at least 4 with *) ACM 8) Corporate Taxation I* ACM 9) Adv. Accounting on specific Topics I ACM 10) Auditing*	
AC(M 5) Seminar Accounting I (12 CP)			ACM 4) International Management Accounting and Control* ACM 7) Enterprise Analysis and Valuation* ACM 11) Adv. Financial Accounting under German GAAP and IFRS* ACM 12) Adv. Accounting on specific Topics II ACM 16) Adv. International Accounting* ACM 17) Corporate Taxation II* ACM 18) From Data to Insights: Driving Corporate Performance*	
ACM 6) Seminar Accounting II (12 CP)			ACM 13) Performance Management and Strategy Execution ACM 14) IFRS and Management Control* ACM 15) Electives on Accounting	
Master Thesis (30 CP)				

Major	Minor Accounting
Major Finance Major Management Major Marketing	Across all semesters 4 x 6 CP (4 out of 13), at least 2 electives with (*) Selection 8 out of 12 ACM 1) Strategic Management Accounting* ACM 2) Financial Accounting* ACM 3) International Taxation* ACM 8) Corporate Taxation I ACM 9) Adv. Accounting on specific Topics I ACM 10) Auditing ACM 13) Performance Management & Strategy Execution ACM 14) IFRS and Management Accounting ACM 4) International Management Accounting and Control ACM 7) Enterprise Analysis and Valuation ACM 11) Adv. Financial Accounting under German GAAP and IFRS ACM 12) Adv. Accounting on specific Topics II ACM 16) Adv. International Accounting ACM 17) Corporate Taxation II
Master Thesis	

Strategic Management Accounting

Module Title english:		Strategic Management Accounting			
Course Program:		Master Business Administration			
1	Module No: ACMo1	State: Compulsory	Language of Instruction: English		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Strategic Management Accounting	Compulsory	30 h (2 CH) 60
	2	Exercise	Tutorial on Strategic Management Accounting	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: This course introduces master students into management accounting and control as an integrative corporate function. It is about management accounting concepts and instruments designed to develop, implement, and control corporate and business unit strategies. The course covers theoretical and empirical perspectives and prepares students for taking an active part in strategy development and control in their later career. Importantly, the course takes the perspective of a manager dealing with management accounting instruments instead of the perspective of a functional specialist working in a management accounting department ("controller"). It therefore prepares students for a career not only in management accounting and corporate finance departments, but also for jobs that actively contribute to strategy development such as consultancy, business development, or general management. The course builds on knowledge in management accounting, financial accounting, finance, and management as it is acquired during bachelor studies. It further builds a foundation for other, more specialized accounting courses such as "Performance Management & Strategy Execution", "Management Control for Entrepreneurship, Technology, and Innovation", "International Management Accounting and Control", or "IFRS und Controlling".</p> <p>Course content: The objective of this course is to enable students to understand which factors of the firm environment determine strategies, how firms can react to these factors and how they can use managerial accounting instruments to develop and control strategies. In facing real-world problems and challenges, students are expected to consider the trade-offs underlying managerial decisions and the assumptions going along with the use of specific instruments. During the exercise sessions, students are supposed to learn the rigorous application of managerial instruments as well as the economic intuition necessary to make decisions under uncertainty.</p>				

	Themes	Learning objectives
	Intro – The importance of strategic management accounting	Getting to know the differences between operative and strategic management accounting and decision-making versus control.
	Corporate objectives	Understanding the concepts of shareholder value and market value of the firm, stakeholder interests, and corporate vision, mission and values.
	Economic fundamentals of corporate strategy	Understanding the concepts of corporate cost functions, economies of scale, and economies of scope.
	Analyzing markets and competition	Getting familiar with the concepts of market definition, competitor analyses, market structure, short- and long-run prices, and vertical integration.
	Analyzing the value chain, make or buy decisions, and corporate diversification	Linking the economic theories of transaction costs and holdup problems to “make or buy” decisions; understanding diversification decisions of firms in context of internal financing and business unit portfolio considerations (i.e., consultancy matrix models).
	Strategic planning and sales forecasting	Getting to know forecasting and scenario methods.
	Strategic cost management	Linking management accounting concepts such as target costing, operating leverage, and dynamic break-even analyses to strategy development.
	Strategic investment and capacity decisions	Getting familiar with investment evaluations, cost of capital estimation, and resource allocation within the firm.
	Value-based management	Learning the principles of value-based management.
	Comprehensive performance measurement systems	Understanding the importance of non-financial performance measures and the balanced scorecard for decision-making.
	Strategic Benchmarking	Learning how to use benchmarking, success-factor analyses, pilot projects and field experiments for strategy implementation.
	Capstone: cognitive biases in strategic decision making and strategic reporting	Understanding core decision biases and de-biasing techniques with regard to core strategic decision processes and reporting.
5	<p>Learning outcomes:</p> <p>Academic:</p> <p>On successful completion of this module, students are able to</p> <ul style="list-style-type: none"> • understand which factors of the firm environment determine corporate and business unit strategy. • decide how firms can react to dynamic environmental conditions. • select and use appropriate management accounting instruments for strategy development and control. • recognize the trade-offs underlying managerial decisions and the assumptions going along with the use of specific instruments. • understand how empirical methods and insights help in fostering learning and continuous improvement with regard to management accounting and control. 	

	Soft skills: On successful completion of this module, students are able to <ul style="list-style-type: none"> handle the core terminology of strategy development and control in English language. develop clear and logical arguments to convince others of the value of a particular concept. critically transfer academic theory and empirical insights into concrete real-world challenges. connect the dots between management accounting concepts and those in related fields of studying such as corporate strategy, corporate governance, financial accounting, or corporate finance. 																
6	Description of possible electives within the modules: none																
7	Examination: Final Module Exam																
8	Relevant Work: <table border="1"> <thead> <tr> <th>No</th> <th>Number and Type; Connection to Course</th> <th>Duration</th> <th>Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Final written exam</td> <td>120 min.</td> <td>100 %</td> </tr> </tbody> </table>			No	Number and Type; Connection to Course	Duration	Part of final mark in %	1	Final written exam	120 min.	100 %						
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9	Study Work: <table border="1"> <thead> <tr> <th>No</th> <th>Number and Type; Connection to Course</th> <th>Duration</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Case study</td> <td>max. of 7 pages</td> </tr> </tbody> </table>			No	Number and Type; Connection to Course	Duration	1	Case study	max. of 7 pages								
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10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.																
11	CP Assignment: <table border="1"> <tbody> <tr> <td rowspan="2">Presence (see part 3)</td> <td>No 1</td> <td>1.00 CP</td> </tr> <tr> <td>No 2</td> <td>1.00 CP</td> </tr> <tr> <td>Relevant Work (see part 8)</td> <td>No 1</td> <td>3.00 CP</td> </tr> <tr> <td>Study Work (see part 9)</td> <td>No 1</td> <td>1.00 CP</td> </tr> <tr> <td>Total</td> <td></td> <td>6 CP</td> </tr> </tbody> </table>			Presence (see part 3)	No 1	1.00 CP	No 2	1.00 CP	Relevant Work (see part 8)	No 1	3.00 CP	Study Work (see part 9)	No 1	1.00 CP	Total		6 CP
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	No 2	1.00 CP															
Relevant Work (see part 8)	No 1	3.00 CP															
Study Work (see part 9)	No 1	1.00 CP															
Total		6 CP															
12	Weight of the module grade for the overall grade: 6/120 (5%)																
13	Module Prerequisites: none																
14	Presence: Presence is strongly recommended to warrant learning success.																
15	Mobility/Acknowledgement: <table border="1"> <tbody> <tr> <td>Use of the module for other course programs</td> <td>Master Information Systems, Master Mathematics, Master Physics</td> </tr> </tbody> </table>			Use of the module for other course programs	Master Information Systems, Master Mathematics, Master Physics												
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16	Responsible Lecturer: Professor Dr. Martin Artz	Department: University of Münster, School of Business and Economics
17	Misc.:	

Financial Accounting

Module Title english:		Financial Accounting			
Course Program:		Master Business Administration			
1	Module No: ACMo2	State: Compulsory	Language of Instruction: German, partly English		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	International Financial Reporting (in English)	Compulsory	30 h (2 CH) 60
	2	Lecture	Financial Reporting under German GAAP (in German)	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: The module extends and deepens knowledge in the field of international financial reporting as well as under German GAAP.</p> <p>Course content: The focal point of this module is financial accounting according to IFRS and German GAAP. It discusses in particular the principles of IFRS and German GAAP, the financial statements and the recognition, measurement and disclosure of balance sheet items. Moreover, the course deals with preparing consolidated financial statements. Evidence from empirical research is presented as well. Extensive practical exercises and case studies are integrated in the module.</p>				
5	Learning outcomes:				
	<p>Academic: After completing the course, students have a profound knowledge of the IFRS and German GAAP, their development as well as their enforcement. They are capable of understanding financial statements and evaluating accounting options offered by the standards. In addition, students know the differences to the national financial accounting system (German GAAP) and they are able to assess potential consequences when adopting IFRS for the first time.</p> <p>Soft skills: Having passed the module students are able to analyze theoretical questions in a profound way and to identify and solve practical problems in a differentiated way.</p>				
6	Description of possible electives within the modules: none				
7	Examination: Examinations for every part of the module				
8	Relevant Work:				

No	Number and Type; Connection to Course	Duration	Part of final mark in %
1	Written exam "International Financial Reporting"	60 min.	50 %
2	Written exam "Financial Reporting under German GAAP"	60 min.	50 %
9	Study Work: none		
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.		
11	CP Assignment:		
	Presence (see part 3)	No 1	1.00 CP
		No 2	1.00 CP
	Relevant Work (see part 8)	No 1	2.00 CP
		No 2	2.00 CP
Total		6 CP	
12	Weight of the module grade for the overall grade: 6/120 (5%)		
13	Module Prerequisites: none		
14	Presence: Presence is strongly recommended to warrant learning success.		
15	Mobility/Acknowledgement:		
	Use of the module for other course programs	Master Information Systems, Master Mathematics, Master Physics	
16	Responsible Lecturer: Professor Dr. Peter Kajüter, Prof. Dr. Hans-Jürgen Kirsch		Department: School of Business and Economics
	17 Misc.:		

International Taxation

Module Title english:		International Taxation			
Course Program:		Master Business Administration			
1	Module No: ACM03	State: Compulsory	Language of Instruction: German		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture / Exercise	International Taxation	Elective	60 h (4 CH) 120
	2	Lecture / Exercise	International Taxation and Tax Planning	Elective	60 h (4 CH) 120
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: In order to enter new markets or exploit location advantages, firms are passing national borders and undertake foreign direct investments. Seen from the perspective of the involved governments, these international transactions are very important subjects. First of all, governments want to attract investments of foreign enterprises leading to further job creation in their country. Besides that, the entrance of a company through an inbound investment raises tax revenues since all enterprises are subject to taxation. Every government sets its own taxation rules. The course is dealing with German international tax law. Since international taxation builds upon national tax law, the course assumes that it is known how national companies are taxed in Germany.</p> <p>Course content: International taxation deals with two main issues. The first one is double taxation arising from the fact that the tax authorities of each nation that is involved in an international business will levy a tax on every transaction which is not purely domestic. The access of at least two different jurisdictions to one and the same transaction lowers the gains from international trade, thus leading to economic inefficiency. In this respect the course explains unilateral and bilateral methods used to handle double taxation issues and it is further discussed how taxing rights are distributed among involved jurisdictions in different settings. The second major theme is related to profit shifting. The international business context gives rise to several arrangements in which profits of a multinational enterprise can be shifted from a state with a high tax rate to countries with a lower tax burden. In this respect the course covers a series of German regulations trying to prevent companies from implementing unintended tax minimizing strategies. Based on the core elements of international taxation it is further discussed which impact corporate taxation has on the legal form choice of foreign inbound and outbound direct investments. The main goal of the course is to provide students with an understanding of German international corporate tax law and therefore to build the fundamentals for international tax planning strategies. The lecture is accompanied with a tutorial where cases and exercises help to amplify the lecture's contents.</p>				

5	<p>Learning outcomes:</p> <p>Academic: Students are able to assess the fiscal impact of international corporate structures. For this, the students apply the tax rules competently in order to determine the tax burden of international companies. Participants are familiar with national tax laws and international tax treaties, which are applied at the same time.</p> <p>Soft skills: Having passed the module, students are able to analyze theoretical questions in a profound way and to identify and solve practical problems in a differentiated way.</p>													
6	<p>Description of possible electives within the modules: You can choose either "International Taxation" or "International Taxation and Tax Planning". The language of the course will either be German or English. In every year of study only one of the alternatives will be offered.</p>													
7	<p>Examination: Final Module Exam</p>													
8	<p>Relevant Work:</p> <table border="1"> <thead> <tr> <th>No</th> <th>Number and Type; Connection to Course</th> <th>Duration</th> <th>Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Final written exam</td> <td>120 min.</td> <td>100 %</td> </tr> </tbody> </table>			No	Number and Type; Connection to Course	Duration	Part of final mark in %	1	Final written exam	120 min.	100 %			
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	No 2	2.00 CP												
Relevant Work (see part 8)	No 1	4.00 CP												
Total		6 CP												
12	<p>Weight of the module grade for the overall grade: 6/120 (5%)</p>													
13	<p>Module Prerequisites: none</p>													
14	<p>Presence: Presence is strongly recommended to warrant learning success.</p>													
15	<p>Mobility/Acknowledgement:</p> <table border="1"> <tbody> <tr> <td>Use of the module for other course programs</td> <td>Master Information Systems, Master Mathematics, Master Physics</td> </tr> </tbody> </table>			Use of the module for other course programs	Master Information Systems, Master Mathematics, Master Physics									
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16	Responsible Lecturer: Professor Dr. Christoph Watrin	Department: School of Business and Economics
17	Misc.:	

International Management Accounting and Control

Module Title english:		International Management Accounting and Control			
Course Program:		Master Business Administration			
1	Module No: ACMo4	State: Elective	Language of Instruction: German		
2	Turn: each summer semester	Duration: 1 semester	Semester: 2	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	International Management Accounting and Control	Compulsory	45 h (3 CH) 75
	2	Exercise	Tutorial on International Management Accounting and Control	Compulsory	15 h (1 CH) 45
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: In an increasingly international business environment, multinational enterprises are confronted with several issues that make management control more difficult. For example, multinational enterprises are exposed to various economic, legal and cultural environments. Different currencies induce the need for foreign currency translation. Transfer prices have to be set to consider both tax and control requirements. Moreover, differences in national cultures raise the question to what extent national preferences regarding participation in the budgeting process should be considered by multinational enterprises. These and many other issues require an in-depth understanding about the design of management control systems in multinational firms and the national particularities of national management accounting traditions in different countries. This course builds upon the course "Concepts and tools of management control" in the 1st semester. Hence, introductory knowledge of management accounting and control is required for this course.</p> <p>Course content: The course International Management Accounting and Control imparts on the one hand knowledge about management accounting in multinational enterprises. Among other topics, students learn about cross-border investments and cross-border M&A, international relocation of business activities, offshoring, performance evaluation of foreign subsidiaries, foreign currency translation, particularities in international budgeting and transfer pricing as well as risk management in multinational enterprises. On the other hand, country specifics in managerial accounting are compared internationally (comparative management accounting). In particular, managerial accounting is contrasted between Germany and the USA and Japan. After completing the course, students will have a profound knowledge of international management accounting. They will learn the specific challenges of international management accounting that multinational corporations have to face and will be able to apply this knowledge to practical problems. In addition to that, the students will be aware of national specifics in managerial accounting in selected countries. They will be capable of evaluating advantages and disadvantages of different</p>				

	concepts critically and to assess managerial accounting in German firms from an international perspective.		
	Themes	Learning objectives	
	Internationalisation of firms	To learn about the process of internationalisation and the challenges associated with it for management accounting and control	
	Managerial accounting in multinational enterprises	To be able to explain the specific requirements for management control systems in a multinational enterprise To be able to apply the concepts and tools discussed to practical problems of multinational enterprises	
	Comparative management accounting	To learn differences in management accounting across countries To be aware of the strengths and weaknesses of different national approaches to management accounting To be able to evaluate the state of management accounting in Germany from an international perspective	
5	Learning outcomes:		
6	Description of possible electives within the modules: none		
7	Examination: Final Module Exam		
8	Relevant Work:		
	No	Number and Type; Connection to Course	Duration
	1	Final written exam	120 min.
			Part of final mark in % 100 %
9	Study Work: none		
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.		
11	CP Assignment:		
	Presence (see part 3)	No 1	1.50 CP
		No 2	0.50 CP
	Relevant Work (see part 8)	No 1	4.00 CP
	Total		6 CP
12	Weight of the module grade for the overall grade: 6/120 (5%)		
13	Module Prerequisites: none		

14	Presence: Presence is strongly recommended to warrant learning success.	
15	Mobility/Acknowledgement: <hr/> Use of the module for other course programs Master Information Systems, Master Mathematics, Master Physics	
16	Responsible Lecturer: Professor Dr. Peter Kajüter	Department: School of Business and Economics
17	Misc.:	

Seminar on Accounting I

Module Title english:		Seminar on Accounting I			
Course Program:		Master Business Administration			
1	Module No: ACMo5	State: Compulsory	Language of Instruction: German, partly English		
2	Turn: each summer semester	Duration: 1 semester	Semester: 2	CP: 12	Workload (h): 360
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Seminar	Seminar on Business Taxation	Elective	30 h (2 CH) 330
	2	Seminar	Management Accounting & Control Seminar	Elective	30 h (2 CH) 330
	3	Seminar	Seminar on International Accounting	Elective	30 h (2 CH) 330
4	Seminar	Seminar on Accounting and Auditing	Elective	30 h (2 CH) 330	
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: In this module students deal with varying current topics concerning accounting.</p> <p>Course content: In this module students deal with varying, current topics concerning accounting by writing a term paper or by solving case studies. The results are presented and defended in groups in the plenum. Therefore students form groups in order to discuss and exchange their research results. The topics dealt with originate from the field of research of the institute/chair in question so that current research results can be integrated into the lectures. The students' own empirical respectively theoretical and methodological analyses are consequently supported as well as the integration of international aspects. Within this module students are allowed to choose those courses/modules of the module ACMo6.</p>				
5	Learning outcomes:				
	<p>Academic: After completing the module, students are able to write a scientific work and to defend their arguments in a critical scientific discussion. Depending on the topic, they apply qualitative and analytical or formal and methodological instruments. Furthermore, they master key competences relevant in this context, whereas the primary focus is based on students' communication and rhetoric skills.</p> <p>Soft skills: Having passed the module students are able to analyze theoretical questions in a profound way and to identify and solve practical problems in a differentiated way.</p>				
6	Description of possible electives within the modules: One of the offered seminars has to be chosen.				
7	Examination: Examinations for every part of the module				

8	Relevant Work:			
	No	Number and Type; Connection to Course	Duration	Part of final mark in %
		Seminar on Business Taxation		
	1	Term paper and presentation of the paper and discussion and defence of the paper	15 pages & max. of 60 min.	100 %
		Management Accounting & Control Seminar		
	2	Term paper and presentation and discussion of the paper	max. of 15 pages & approx. 30 min.	100 %
		Seminar on International Accounting		
	3	Term paper and its presentation	15 pages & approx. 30 min.	70 %
4	Exam	120 min.	30 %	
	Seminar on Accounting and Auditing			
5	Term paper & presentation and discussion of the paper	12 pages & approx. 60 min.	70 %	
6	Exam	60 min.	30 %	
9	Study Work: none			
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
11	CP Assignment:			
	Presence (see part 3)	No 1 or	1.00 CP	
		No 2 or	1.00 CP	
		No 3 or	1.00 CP	
		No 4	1.00 CP	
	Relevant Work (see part 8)	No 1 (depending on choice under presence)	11.00 CP	
		No 2 (depending on choice under presence)	11.00 CP	
		No 3 (depending on choice under presence) and	8.00 CP	
		No 4	3.00 CP	
		No 5 (depending on choice under presence) and	8.00 CP	
No 6		3.00 CP		
Total		12 CP		

12	Weight of the module grade for the overall grade: 12/120 (10%)	
13	Module Prerequisites: none	
14	Presence: Presence strongly recommended, to warrant learning success.	
15	Mobility/Acknowledgement: <hr/> Use of the module for other course programs none	
16	Responsible Lecturer: Prof. Dr. Hans-Jürgen Kirsch	Department: School of Business and Economics
17	Misc.: Due to organizational reasons, an early registration at the institute/chair in question is necessary before the binding registration at the registrar's office.	

Seminar on Accounting II

Module Title english:		Seminar on Accounting II			
Course Program:		Master Business Administration			
1	Module No: ACMo6	State: Compulsory	Language of Instruction: German, partly English		
2	Turn: each winter semester	Duration: 1 semester	Semester: 3	CP: 12	Workload (h): 360
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Seminar	Seminar on Business Taxation	Elective	30 h (2 CH) 330
	2	Seminar	Management Accounting & Control Seminar	Elective	30 h (2 CH) 330
3	Seminar	Seminar on Accounting and Auditing	Elective	30 h (2 CH) 330	
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: In this module students deal with varying, current topics concerning accounting by writing a term paper or by solving case studies.</p> <p>Course content: In this module students deal with varying, current topics concerning accounting by writing a term paper or by solving case studies. The results are presented and defended in groups in the plenum. Therefore students form groups in order to discuss and exchange their research results. The topics dealt with originate from the field of research of the institute/chair in question so that current research results can be integrated into the lectures. The students' own empirical respectively theoretical and methodological analyses are consequently supported as well as the integration of international aspects. Within this module students are allowed to choose those courses/modules of the module ACMo5.</p>				
5	Learning outcomes:				
	<p>Academic: After completing the module, students are able to write a scientific work and to defend their arguments in a critical scientific discussion. Depending on the topic, they apply qualitative and analytical or formal and methodological instruments. This second seminar before the master thesis enables students to realize the recognized improvement potentials.</p> <p>Soft skills: Having passed the module students are able to analyze theoretical questions in a profound way and to identify and solve practical problems in a differentiated way.</p>				
6	Description of possible electives within the modules: One of the offered seminars has to be chosen.				
7	Examination: Examinations for every part of the module				

8	Relevant Work:			
	No	Number and Type; Connection to Course	Duration	Part of final mark in %
		Seminar on Business Taxation		
	1	Term paper and Presentation of the paper and discussion and defence of the paper	15 pages & max. of 60 min.	100 %
		Management Accounting & Control Seminar		
	2	Term paper and Presentation and discussion of the paper	max. of 15 pages & approx. 30 min.	100 %
	Seminar on Accounting and Auditing			
3	Term paper & presentation and discussion of the paper	12 pages & approx. 60 min.	70 %	
4	Exam	60 min.	30 %	
9	Study Work: none			
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
11	CP Assignment:			
	Presence (see part 3)	No 1 or	1.00 CP	
		No 2 or	1.00 CP	
		No 3	1.00 CP	
	Relevant Work (see part 8)	No 1 (depending on choice under presence)	11.00 CP	
		No 2 (depending on choice under presence)	11.00 CP	
		No 3 (depending on choice under presence) and	8.00 CP	
No 4		3.00 CP		
Total		12 CP		
12	Weight of the module grade for the overall grade: 12/120 (10%)			
13	Module Prerequisites: none			
14	Presence: Presence is strongly recommended to warrant learning success.			

15	Mobility/Acknowledgement:	
	Use of the module for other course programs	none
16	Responsible Lecturer: Prof. Dr. Hans-Jürgen Kirsch	Department: School of Business and Economics
17	Misc.: Due to organizational reasons, an early registration at the institute/chair in question is necessary before the binding registration at the registrar's office.	

Enterprise Analysis and Valuation

Module Title english:		Enterprise Analysis and Valuation			
Course Program:		Master Business Administration			
1	Module No: ACM07	State: Elective	Language of Instruction: German		
2	Turn: each summer semester	Duration: 1 semester	Semester: 2	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Enterprise Valuation	Compulsory	30 h (2 CH) 60
	2	Lecture	Enterprise Analysis	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: The module develops knowledge in the field of enterprise valuation and enterprise analysis.</p> <p>Course content: In this module knowledge about the analysis of financial accounting and valuation is provided and their relation to one another is discussed as well as the relation to other business areas. Within the scope of enterprise analysis for example mathematical-statistical methods are presented. Valuation is primarily based on the basics of financial theory. Extensive practical exercises and case studies are integrated into the lectures. On the whole, students should be made aware of how the various business subdisciplines influence the enterprise value and how they have to be taken into consideration in an enterprise valuation.</p>				
5	Learning outcomes:				
	<p>Academic: After completing the course, students are able to identify and distinguish the different factors of an enterprise's success on the basis of financial accounting. Thus they are capable of evaluating which part of success is sustainable and can be allocated to operating business in order to identify the prior factors to be considered in an enterprise valuation. After having successfully accomplished this module, students are able to apply different decision-theoretical methods and models belonging to financial theory as far as enterprise valuations are concerned. They can further identify the key influencing factors and they are able to quantify the impact on the enterprise value. At the same time students are able to analyze the relations between single business transactions and the enterprise's overall performance.</p> <p>Soft skills: Having passed the module students are able to analyze theoretical questions in a profound way and to identify and solve practical problems in a differentiated way.</p>				
6	Description of possible electives within the modules: none				
7	Examination: Examinations for every part of the module				

8	Relevant Work:			
	No	Number and Type; Connection to Course	Duration	Part of final mark in %
	1	Written exam "Enterprise Valuation"	60 min.	50 %
	2	Written exam "Enterprise Analysis"	60 min.	50 %
9	Study Work: none			
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
11	CP Assignment:			
	Presence (see part 3)	No 1	1.00 CP	
		No 2	1.00 CP	
	Relevant Work (see part 8)	No 1	2.00 CP	
		No 2	2.00 CP	
Total		6 CP		
12	Weight of the module grade for the overall grade: 6/120 (5%)			
13	Module Prerequisites: none			
14	Presence: Presence is strongly recommended to warrant learning success.			
15	Mobility/Acknowledgement:			
	Use of the module for other course programs	Master Information Systems		
16	Responsible Lecturer: Prof. Dr. Hans-Jürgen Kirsch		Department: School of Business and Economics	
	17 Misc.:			

Corporate Taxation I

Module Title english:		Corporate Taxation I			
Course Program:		Master Business Administration			
1	Module No: ACMo8	State: Elective	Language of Instruction: German		
2	Turn: each semester	Duration: 2 semesters	Semester: 2 or 3	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	General Fiscal Code (summer term)	Elective	30 h (2 CH) 60
	2	Lecture	Taxation of Asset Succession (winter term)	Elective	30 h (2 CH) 60
	3	Lecture	Tax Planning (summer term)	Elective	30 h (2 CH) 60
	4	Lecture	Tax Accounting (summer term)	Elective	30 h (2 CH) 60
	5	Lecture	Reorganisation Tax Law (summer term)	Elective	30 h (2 CH) 60
	6	Lecture	German International Taxation (summer term)	Elective	30 h (2 CH) 60
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: The module allows for deeper insights into certain aspects of German tax law. It is helpful, although not necessary to attend, to have some previous tax-related knowledge for some parts of the module. The courses are identical to those from Corporate Taxation II and can be combined with each other.</p> <p>Course content: In the lecture "General Fiscal Code" students will gain insights into procedural tax law. The General Fiscal Code (AO) contains basic regulations applying to all types of taxes like tax procedures, administrative appeals, or regulations regarding fiscal offenses. Therefore, it can be seen as the core of German tax law. The lecture "Taxation of Asset Succession" mainly deals with the inheritance and gift tax law. The inheritance and gift tax is a major capital-based tax, which is characterised by a complex linking of personal and business-related elements. Moreover, the course covers other tax regulations from the income tax act, which are also relevant in the field of asset succession. The lecture "Tax Planning" with integrated exercises deals with the tax optimal design of facts and circumstances. There will be examples showing how the tax burden can be reduced by means of the legal structure of a company, company finance and choice of location. The first part is theoretical and covers aspects of company tax planning based on the Scholes-Wolfson Paradigm and includes findings from the empirical literature. The second part has a practically oriented approach and discusses concrete tax-related design choices. The determination of taxable income is the main topic of the course "Tax Accounting". In this regard, this course introduces students to the basic tax rules and types of determination of taxable income, the principle of book-tax conformity, tax valuation rules, and tax amortization rules. Since there are links to the accounting rules in the German Commercial Code (HGB), it is desirable to have basic knowledge of it. There are exercises included in the course. In "Reorganisation Tax</p>				

	Law", students are introduced to tax effects of business reorganisation and transformation. They learn to distinguish between the different types of reorganization (merger, splitting, and contribution). In particular, it is important to see how such reorganisation can be pursued in a tax-neutral way. There are exercises included in the course. Previous knowledge regarding tax law is helpful. However, there will be a short repetition of some very important issues at the beginning of the course.																												
5	<p>Learning outcomes:</p> <p>Academic: After completing the course, students are able to analyse a business' facts and circumstances from several tax perspectives. They can apply the relevant tax codes in a competent way and they have the basic knowledge to evaluate complex issues and can tax-optimize management decisions.</p> <p>Soft skills: Having passed the module students are able to analyze theoretical questions in a profound way and to identify and solve practical problems in a differentiated way. The course objective is to also provide an opportunity for students to participate actively in some manner during class. There will be opportunities to test students' knowledge on sample problems, both as a means of reinforcing learning and to prepare students for the written examination. Students are expected to have read and thought about the materials before coming to class and the sessions are approached with this assumption in mind.</p>																												
6	<p>Description of possible electives within the modules: Students must choose two lectures in order to obtain a total of 6 CP. It is not possible to choose the same courses as in Corporate Taxation II.</p>																												
7	Examination: Examinations for every part of the module																												
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	Presence (see part 3)	No 2 (choice of 2 courses)	1.00 CP
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		No 4 (choice of 2 courses)	1.00 CP
		No 5 (choice of 2 courses)	1.00 CP
		No 6 (choice of 2 courses)	1.00 CP
	Relevant Work (see part 8)	No 1 (depending on choice under presence)	2.00 CP
		No 2 (depending on choice under presence)	2.00 CP
		No 3 (depending on choice under presence)	2.00 CP
		No 4 (depending on choice under presence)	2.00 CP
		No 5 (depending on choice under presence)	2.00 CP
		No 6 (depending on choice under presence)	2.00 CP
	Total		6 CP
12	Weight of the module grade for the overall grade: 6/120 (5%)		
13	Module Prerequisites: none		
14	Presence: Presence is strongly recommended to warrant learning success.		
15	Mobility/Acknowledgement: Use of the module for other course programs Master Information Systems		
16	Responsible Lecturer: Professor Dr. Christoph Watrin	Department: School of Business and Economics	
17	Misc.:		

Advanced Accounting on specific topics I

Module Title english:		Advanced Accounting on specific topics I			
Course Program:		Master Business Administration			
1	Module No: ACM09	State: Elective	Language of Instruction: German, partly English		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1 or 3	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Accounting and Auditing II	Elective	30 h (2 CH) 60
	2	Seminar	Applied Business Analysis	Elective	15 h (1 CH) 165
	3	Lecture	Company Law II	Elective	30 h (2 CH) 60
	4	Lecture / Seminar	Leading and Controlling of Corporate Groups	Elective	60 h (4 CH) 120
	5	Seminar	INTOP (in English)	Elective	60 h (4 CH) 120
	6	Lecture / Seminar	Accounting Theory (PhD program, in English)	Elective	30 h (2 CH) 150
	7	Lecture	Value-Added Tax	Elective	30 h (2 CH) 60
8	Lecture / Seminar	Maschine Learning in R (in English)	Elective	60 h (2 CH) 120	
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: The module deepens the knowledge about specific topics in the field of accounting.</p> <p>Course content: In this module current topics in the field of accounting are introduced and discussed. The lectures' varying contents depend on current developments. Practical exercises and case studies are integrated into the lectures. Simultaneously, special attention is paid to the reference to current research areas of accounting. Depending on the concrete course offering the lectures' number and contents might differ from semester to semester. However, each winter term lectures to the extent of at least 6 CP will be offered. Within this module students are allowed to choose those courses/modules of the module ACM 12 that have not yet been accomplished.</p>				
5	Learning outcomes:				
	Academic:				

	<p>Students are familiarized with current topics and they can specialize depending on their own field of interest. In addition to theoretical fundamentals, students also learn techniques and methods which qualify for a successful career start in this special area. Because of the close interrelationship between research and teaching students recognize the direct link between economic research and current requirements of the business world.</p> <p>Soft skills: Having passed the module students are able to analyze theoretical questions in a profound way and to identify and solve practical problems in a differentiated way.</p>																																																				
6	<p>Description of possible electives within the modules: Courses totalling to 6 CP have to be chosen from the course offering.</p>																																																				
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11	<p>CP Assignment:</p>																																																				

	Presence (see part 3)	No 1 (on choice)	1.00 CP
		No 2 (on choice)	0.50 CP
		No 3 (on choice)	1.00 CP
		No 4 (on choice)	2.00 CP
		No 5 (on choice)	2.00 CP
		No 6 (on choice)	1.00 CP
		No 7 (on choice)	1.00 CP
		No 8 (on choice)	0.50 CP
	Relevant Work (see part 8)	No 1 (depending on choice under presence)	2.00 CP
		No 2 (depending on choice under presence)	4.00 CP
		No 3 (depending on choice under presence)	5.50 CP
		No 4 (depending on choice under presence)	4.00 CP
		No 5 (depending on choice under presence)	1.50 CP
		No 6	2.50 CP
		No 7 (depending on choice under presence)	5.00 CP
Total		6 CP	
12	Weight of the module grade for the overall grade: 6/120 (5%)		
13	Module Prerequisites: The number of participants of the courses "INTOP", "Applied Business Analysis" and "Leading and Controlling of Corporate Groups" and "Machine Learning in R" can be restricted.		
14	Presence: Attendance is strongly recommended to warrant learning success.		
15	Mobility/Acknowledgement:		
	Use of the module for other course programs	Master Information Systems	
16	Responsible Lecturer: Prof. Dr. Hans-Jürgen Kirsch	Department: School of Business and Economics	
17	Misc.: The seminar "Leading and controlling of corporate groups" consists of a lecture part in the summer term, the writing of a thesis in the summer break and the presentation of the thesis in the winter term. Participation in the lectures is obligatory. Participants need to apply for participation before the summer term at the Chair of Organization, Human Resource Management and Innovation or at the Chair of Management Accounting. The application form is available on the respective websites. The seminar "INTOP" can either be a block course or a weekly course. Beside the success in the simulation game, the final presentation and the term paper will be assessed.		

As places for this course are restricted, an application at the Institute of Accounting and Taxation is necessary.

Auditing

Module Title english:		Auditing			
Course Program:		Master Business Administration			
1	Module No: ACM10	State: Elective	Language of Instruction: German		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1 or 3	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture / Exercise	Auditing	Compulsory	60 h (4 CH) 120
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: The module develops and deepens knowledge in the field of auditing.</p> <p>Course content: In this module knowledge about the requirements for audit procedures in companies especially concerning audits under German commercial law is provided. Moreover, concrete audit procedures are introduced and discussed. When introducing the audit process special attention is paid to methods used to obtain audit evidence. In addition, knowledge about the operational and organizational structure is integrated into the lectures in order to identify possible problem areas within the audit of financial statements. It is further critically examined by means of which methods audit quality can be ensured and controlled. The presentation of the requirements for the auditing profession is substantiated by theoretical concepts about the effects of capital market players (Principal Agent Theory). Numerous practical examples complement the lecture.</p>				
5	Learning outcomes:				
	<p>Academic: After completing the course, students are able to adequately structure and analyze an auditing process. They know how to handle central audit objects, audit procedures as well as selection procedures in order to obtain reasonable results of the audit without conducting a full audit. Moreover, students are sensitized for potential problem areas in the company processes and its organization. In addition, students recognize the need for external audits to guarantee capital market efficiency. They are also able to evaluate the informative value of annual financial statements especially for the investors' forecasts.</p> <p>Soft skills: Having passed the module students are able to analyze theoretical questions in a profound way and to identify and solve practical problems in a differentiated way.</p>				
6	Description of possible electives within the modules: none				
7	Examination: Final Module Exam				

8	Relevant Work:			
	No	Number and Type; Connection to Course	Duration	Part of final mark in %
	1	Final Written Exam	120 min.	100 %
9	Study Work: none			
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
11	CP Assignment:			
	Presence (see part 3)	No 1	2.00 CP	
	Relevant Work (see part 8)	No 1	4.00 CP	
	Total		6 CP	
12	Weight of the module grade for the overall grade: 6/120 (5%)			
13	Module Prerequisites: none			
14	Presence: Presence is strongly recommended to warrant learning success.			
15	Mobility/Acknowledgement:			
	Use of the module for other course programs	Master Information Systems		
16	Responsible Lecturer: Prof. Dr. Hans-Jürgen Kirsch		Department: School of Business and Economics	
	17 Misc.:			

Advanced Financial Accounting under German GAAP and IFRS

Module Title english:		Advanced Financial Accounting under German GAAP and IFRS			
Course Program:		Master Business Administration			
1	Module No: ACM11	State: Elective	Language of Instruction: German		
2	Turn: each summer semester	Duration: 1 semester	Semester: 2	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Advanced Financial Accounting under German GAAP and IFRS	Compulsory	30 h (2 CH) 60
	2	Exercise	Advanced Financial Accounting under German GAAP and IFRS Tutorial	Compulsory	15 h (1 CH) 75
4	Module Profile:				
	Purpose of the module/integration into curriculum: The module deepens knowledge in the field of financial accounting under German GAAP and IFRS.				
	Course content: The modul examines and deepens topics under German accounting standards as well as under IFRS, e. g. leasing, financial instruments and provisions. Furthermore, knowledge about accounting under German GAAP and IFRS is deepened by examining numerous selected accounting issues regarding consolidated financial statements. Practical exercises and examples complement the issues addressed in the course.				
5	Learning outcomes:				
	Academic: After completing the course, students have a command of the concepts of financial accounting under German GAAP and IFRS. They are familiar with important aspects of financial accounting and have a basic knowledge about national accounting principles which have to be applied for the preparation of single and consolidated financial statements. Students are further capable of analyzing specific accounting problems conceptually to reach an informed judgement.				
	Soft skills: Having passed the module students are able to analyze theoretical questions in a profound way and to identify and solve practical problems in a differentiated way.				
6	Description of possible electives within the modules: none				
7	Examination: Final Module Exam				
8	Relevant Work:				
	No	Number and Type; Connection to Course	Duration	Part of final mark in %	

	1	Final Written Exam	120 min.	100 %
9	Study Work: none			
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
11	CP Assignment:			
	Presence (see part 3)	No 1	1.00 CP	
		No 2	0.50 CP	
	Relevant Work (see part 8)	No 1	4.50 CP	
Total		6 CP		
12	Weight of the module grade for the overall grade: 6/120 (5%)			
13	Module Prerequisites: none			
14	Presence: Presence is strongly recommended to warrant learning success.			
15	Mobility/Acknowledgement:			
	Use of the module for other course programs	Master Information Systems		
16	Responsible Lecturer: Prof. Dr. Hans-Jürgen Kirsch		Department: School of Business and Economics	
	17 Misc.:			

Advanced Accounting on specific topics II

Module Title english:		Advanced Accounting on specific topics II			
Course Program:		Master Business Administration			
1	Module No: ACM12	State: Elective	Language of Instruction: German, partly English		
2	Turn: each summer semester	Duration: 1 semester	Semester: 2	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Accounting and Auditing I	Elective	30 h (2 CH) 60
	2	Lecture	Trade and Company Law I	Elective	30 h (2 CH) 60
	3	Lecture	Insurance Economics	Elective	60 h (4 CH) 120
	4	Seminar	INTOP (in English)	Elective	60 h (4 CH) 120
	5	Seminar	Case Studies in International Accounting	Elective	30 h (2 CH) 60
	6	Lecture / Seminar	Accounting Research Seminar (PhD)	Elective	30 h (2 CH) 150
	7	Lecture / Seminar	Empirical Accounting Research	Elective	30 h (2 CH) 60
	8	Lecture / Seminar	Cases in Top management Decision Making (in English)	Elective	30 h (2 CH) 150
9	Lecture / Exercise	Managing Growth: Organizational Design and Financial Management	Elective	60 h (4 CH) 120	
10	Lecture / Seminar	Management Accounting Research (PhD Course)	Elective	30 h (2 CH) 150	
4	<p>Module Profile:</p> <p>Purpose of the module/integration into curriculum: The module deepens the knowledge about specific topics in the field of accounting.</p> <p>Course content: In this module current topics in the field of accounting are introduced and discussed. The lectures' varying contents depend on current developments. Practical exercises and case studies are integrated into the lectures. Simultaneously, special attention is paid to the reference to current research areas of accounting. Depending on the concrete course offering the lectures'</p>				

	number and contents might differ from semester to semester. However, each summer term lectures to the extent of at least 6 CP will be offered. Within this module students are allowed to choose those courses/modules of the module ACMog that have not yet been accomplished.																																																																						
5	<p>Learning outcomes:</p> <p>Academic: Students are familiarized with current topics and they can specialize depending on their own field of interest. In addition to theoretical fundamentals, students also learn techniques and methods which qualify for a successful career start in this special area. Because of the close interrelationship between research and teaching students recognize the direct link between economic research and current requirements of the business world.</p> <p>Soft skills: Having passed the module students are able to analyze theoretical questions in a profound way and to identify and solve practical problems in a differentiated way.</p>																																																																						
6	<p>Description of possible electives within the modules: Courses totalling 6 CP have to be chosen from the course offering.</p>																																																																						
7	<p>Examination: Examinations for every part of the module</p>																																																																						
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	10	Case study	max. of 5 pages	30 %
		Management Accounting Research		
	11	Written reviewer report & presentation	max. of 25 pages & 45 min.	100 %
9	Study Work: none			
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
11	CP Assignment:			
	Presence (see part 3)	No 1 (on choice)		1.00 CP
		No 2 (on choice)		1.00 CP
		No 3 (on choice)		2.00 CP
		No 4 (on choice)		2.00 CP
		No 5 (on choice)		1.00 CP
		No 6 (on choice)		1.00 CP
		No 7 (on choice)		1.00 CP
		No 8 (on choice)		1.00 CP
		No 9 (on choice)		2.00 CP
		No 10 (on choice)		1.00 CP
	Relevant Work (see part 8)	No 1 (depending on choice under presence)		2.00 CP
		No 2 (depending on choice under presence)		4.00 CP
		No 3 (depending on choice under presence) and		1.50 CP
		No 4		2.50 CP
		No 5 (depending on choice under presence)		5.00 CP
		No 6 (depending on choice under presence)		5.00 CP
		No 7 (depending on choice under presence)		5.00 CP
		No 8 (depending on choice under presence)		5.00 CP
		No 9 (depending on choice under presence) and		3.00 CP
No 10			1.00 CP	
No 11 (depending on choice under presence)			5.00 CP	
Total			6 CP	

12	Weight of the module grade for the overall grade: 6/120 (5%)	
13	Module Prerequisites: The number of participants for "INTOP" can be restricted.	
14	Presence: Attendance is strongly recommended to warrant learning success.	
15	Mobility/Acknowledgement:	
	Use of the module for other course programs	Master Information Systems
16	Responsible Lecturer: Prof. Dr. Hans-Jürgen Kirsch	Department: School of Business and Economics
	17 Misc.: The seminar "INTOP" can either be a block course or a weekly course. Beside the success in the simulation game, the final presentation and the term paper will be assessed. As places for this course are restricted, an application at the Institute of Accounting and Taxation is necessary.	

Performance Management & Strategy Execution

Module Title english:		Performance Management & Strategy Execution			
Course Program:		Master Business Administration			
1	Module No: ACM13	State: Elective	Language of Instruction: English		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1 or 3	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Performance Management & Strategy Execution	Compulsory	30 h (2 CH) 60
	2	Exercise	Tutorial on Performance Management & Strategy Execution	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: This course is about how to align managers and employees in the organization to implement strategy. The alignment problems get especially severe if individual objectives of employees differ from those of company owners or upper-level managers. "Getting things done", i.e., implementing strategic approaches, has therefore been discussed as one of the key challenges modern firms face. The course therefore puts an emphasis on approaches and instruments for managerial alignment (i.e., management control systems) such as performance measurement and performance management practices (e.g., target setting, budgeting, design of performance management systems, performance evaluation, or feedback) and organizational design of modern firms (e.g., delegation of decision rights, development of a corporate culture with shared norms and values). It connects the dots to the course ACM 01 Strategic Management Accounting. The course builds on knowledge in the areas of management accounting, financial accounting, finance, and management as it is typically acquired during bachelor studies. Successfully attending the course in any semester is possible. However, it is recommended to attend the course after successfully attending ACM 01 Strategic Management Accounting.</p> <p>Course content: The objective of this course is to enable students to understand how management control problems in firms can be addressed. Students are expected to learn and consider the economic trade-offs underlying managerial incentive design choices and organizational design. Topics of the course are therefore the role of control systems in firms, the design of incentive plans, the delegation of decision rights, performance measurement and performance management practices, as well as the role of corporate culture for managerial alignment. A major element – beyond alignment – will be managerial short-run orientation and unethical behavior of employees and its prevention. The course relies on theory, empirical evidence, case studies, exercises, and a very interactive teaching style.</p>				
	Themes	Learning objectives			

	<p>The importance of management control systems for alignment and strategy execution</p> <p>Theory background: the power (and costs) of incentives and their challenges in corporate practice</p> <p>Designing incentive systems in practice</p> <p>Performance Measurement (1): Financial and non-financial performance measures</p> <p>Performance Measurement (2): Subjective performance measures</p> <p>Performance Measurement (3): Comprehensive performance management systems</p> <p>Performance Management (1): Defining the performance object</p> <p>Performance Management (2): Target setting and budgeting</p> <p>Performance Management (3): Relative performance evaluation</p> <p>Performance Management (4): Controllability and subjectivity</p> <p>Performance management in the new economy</p>	<p>Getting to know the strategy execution framework for this course; learning the role of action, personal, and outcome controls for strategy implementation purposes.</p> <p>Understanding why incentives work to address strategy execution problems; learning the principles of agency theory and stewardship theory; understanding the role of managerial power in incentive contracts and the hidden costs of control.</p> <p>Learning the main determinants of incentive systems such as the incentive function, the level of performance measurement, and the type of reward.</p> <p>Learning the benefits and costs of using financial and non-financial performance measures for strategy execution.</p> <p>Learning the benefits and costs of using subjective performance measures for strategy execution.</p> <p>Understanding how a balanced scorecard can be designed and evaluated for strategy implementation purposes.</p> <p>Learning the advantages and disadvantages of performance measurement at different levels in the hierarchy such as individuals, teams, groups, or divisions.</p> <p>Understanding how targets should be set in organizations and budgets can be used for strategy implementation.</p> <p>Understanding whether and under which circumstances relative performance measures are useful for strategy implementation.</p> <p>Understanding whether and how controllability and fairness concerns matter for performance management.</p> <p>Learning the role cultural control elements such as norms, values, identification, and job purpose for strategy implementation.</p>
5	<p>Learning outcomes:</p> <p>Academic: On successful completion of this module, students are able to</p> <ul style="list-style-type: none"> • understand why a lack of strategy execution often represents an incentive problem. • understand why and how incentives work and can critically reflect on their downsides. • design a performance management system (and understand all trade-offs involved). • select and use appropriate management accounting instruments for strategy execution. • differentiate between different elements of performance management systems and how their combination works. • consider the importance and role of non-formal controls and how they relate to formal control systems. <p>Soft skills: On successful completion of this module, students are able to</p> <ul style="list-style-type: none"> • come to creative and innovative solutions for unstructured problems. 	

	<ul style="list-style-type: none"> understand, critically reflect, and apply findings from academic literature. present and defend their proposed solution in interactive discussions. critically apply academic theory and empirical insights to concrete real-world challenges. reflect on the course content in the English language and in an international setting. 																
6	Description of possible electives within the modules: none																
7	Examination: Final Module Exam																
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Total		6 CP															
12	Weight of the module grade for the overall grade: 6/120 (5%)																
13	Module Prerequisites: none																
14	Presence: Presence is strongly recommended to warrant learning success.																
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16	<table border="1"> <tr> <td> Responsible Lecturer: Professor Dr. Martin Artz </td> <td> Department: University of Münster, School of Business and Economics </td> </tr> </table>	Responsible Lecturer: Professor Dr. Martin Artz	Department: University of Münster, School of Business and Economics														
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17	Misc.:
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IFRS and Management Control

Module Title english:		IFRS and Management Control			
Course Program:		Master Business Administration			
1	Module No: ACM14	State: Elective	Language of Instruction: German		
2	Turn: each winter semester	Duration: 1 semester	Semester: 3	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	IFRS and Management Control	Compulsory	45 h (3 CH) 75
	2	Exercise	Tutorial on IFRS and Management Control	Compulsory	15 h (1 CH) 45
4	Module Profile:				
	Purpose of the module/integration into curriculum:				
	<p>Financial accounting and management accounting are traditionally treated as two independent fields in both science and practice. This separation is to a large extent a result of the different purposes that both areas of accounting pursue. However, under IFRS the interfaces and interdependencies between both areas become more important. First, management accounting data is used for measurement under IFRS. Second, IFRS financial statements are used to determine KPI such as EVA whereby changes in IFRS have a direct effect on these performance measures. Third, disclosures required according to IFRS often refer to management accounting data. As a consequence, it is vital for management accountants, financial accountants and auditors to understand the links between IFRS and management control.</p> <p>Course content:</p> <p>In this course, participants shall gain an in-depth understanding of the interface between IFRS and management control. In this context, topics like the management approach, goodwill controlling, accounting for construction contracts and project-controlling, the use of integrated vs. dual accounting systems, fair value measurement and its implications for management control, integrated reporting and segment reporting are discussed in class. After completing the course, students will have a profound knowledge to assess the relevance of management accounting as an information provider for financial accounting. They will learn methods of management control that are of relevance to apply IFRS. In addition to that, the students will be aware of the impact of financial accounting on management control. They will be able to critically appraise the opportunities and drawbacks on integrating financial and management accounting.</p>				
Themes		Learning objectives			
Fundamentals		To learn and comprehend the interfaces and interdependencies of financial accounting under IFRS and management control; To be able to explain the implications of IFRS for management accountants			

	Management accounting data for measurement under IFRS	To be able to account for inventories, property, plant and equipment, construction contracts and development costs and explain the interfaces with management control systems; To be able to conduct goodwill impairment tests based on management accounting data		
	Management control based on IFRS financial statements	To learn about the convergence of financial and management accounting; To be able to evaluate the implications of fair value assessment for the decision facilitating and decision influencing role of management accounting; To understand and comprehend the consequences of IFRS adoption on KPI		
	Management accounting data for IFRS disclosures	To learn about the theories of corporate disclosure; To be able to explain how management accounting data is used for disclosures in the notes, the management report and the segment report		
5	Learning outcomes: Academic: After completion of the module, students are in a position to judge the importance of management accounting as a provider of information for financial reporting. Students have mastered the methods of management accounting, which are necessary for implementation of IFRS. In addition, students are familiar with the impact of IFRS on management accounting. They can critically assess the possibilities and limits of harmonization of accounting under IFRS. Overall, it is possible for students to expand their expertise in internal and external accounting and acquire a deeper understanding of the relationships existing between them.			
6	Description of possible electives within the modules: none			
7	Examination: Final Module Exam			
8	Relevant Work:			
	No	Number and Type; Connection to Course	Duration	Part of final mark in %
	1	Final written exam	120 min.	100 %
9	Study Work: none			
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
11	CP Assignment:			
	Presence (see part 3)	No 1	1.50 CP	
		No 2	0.50 CP	
	Relevant Work (see part 8)	No 1	4.00 CP	
	Total		6 CP	
12	Weight of the module grade for the overall grade: 6/120 (5%)			

13	Module Prerequisites: The module “Concepts and Tools of Management Accounting” should have been absolved	
14	Presence: Presence is strongly recommended to warrant learning success.	
15	Mobility/Acknowledgement: <hr/> Use of the module for other course programs Master Information Systems	
16	Responsible Lecturer: Professor Dr. Peter Kajüter	Department: School of Business and Economics
17	Misc.:	

Elective on Accounting

Module Title english:		Elective on Accounting			
Course Program:		Master Business Administration			
1	Module No: ACM15	State: Elective	Language of Instruction: German		
2	Turn: each semester	Duration: 1 semester	Semester: 2 or 3	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h) Presence (h + CH) Self-Study (h)
	1	Lecture / Exercise / Seminar	on choice (see part 13)	Elective	30 – 60 h (2 – 4 CH) 120 – 150
4	<p>Module Profile: Purpose of the module/integration into curriculum: The module offers students the possibility to realign their individual study programme and to integrate related topics. Course content: In the module “Electives on Accounting” students gain knowledge and skills in related scientific disciplines and they recognize interdependencies between different areas.</p>				
5	<p>Learning outcomes: Academic: The competences gained in the course basically depend on the contents examined in the lectures. The international context respectively a mathematical-statistical focus is always ensured. Soft skills: Having passed the module students are able to analyze theoretical questions in a profound way and to identify and solve practical problems in a differentiated way.</p>				
6	<p>Description of possible electives within the modules: Lectures for 6 CP have to be chosen from the course offering.</p>				
7	Examination: Examinations for every part of the module				
8	Relevant Work:				
	No	Number and Type; Connection to Course		Duration	Part of final mark in %
	1	To complete the module at least one examination has to be passed which basically consists of a written exam. If several examinations have to be passed, the type of examinations, the			100 %

	extent and their weighting will be publicly announced before the lecture		
9	Study Work: none		
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.		
11	CP Assignment:		
	Presence (see part 3)	No 1 (depending on the concretely chosen course)	1.0 – 2.00 CP
	Relevant Work (see part 8)	No 1 (depending on the concretely chosen course)	3.00 – 5.00 CP
	Study Work (see part 9)	No 1 (depending on the concretely chosen course)	0.00 – 1.00 CP
	Total		6 CP
12	Weight of the module grade for the overall grade: 6/120 (5%)		
13	Module Prerequisites: Courses from the modules ACM09 or ACM12 can be chosen, if not yet chosen within these modules. Further courses from other majors of the Master in Business Administration can be chosen, if not yet chosen within the minor and if the prerequisites are fulfilled. Courses from the Minor Research and the Minor Entrepreneurship can be chosen, if not already chosen within the minor, if the prerequisites are fulfilled and if places are available. In principle also courses/modules being offered in the Master in Economics and Information Systems can be chosen.		
14	Presence: Presence is strongly recommended to warrant learning success.		
15	Mobility/Acknowledgement:		
	Use of the module for other course programs	none	
16	Responsible Lecturer: Prof. Dr. Hans-Jürgen Kirsch		Department: School of Business and Economics
	Misc.: A course choice must always be agreed on with the person responsible for examination at the Institute for Accounting and Auditing (Prof. Dr. Kirsch).		

Advanced International Accounting

Module Title english:		Advanced International Accounting			
Course Program:		Master Business Administration			
1	Module No: ACM16	State: Elective	Language of Instruction: English		
2	Turn: each summer semester	Duration: 1 semester	Semester: 2	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Advanced International Financial Reporting	Compulsory	30 h (2 CH) 60
	2	Exercise	Tutorial in Advanced International Financial Reporting	Compulsory	20 h (1 CH) 70
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: The module builds upon the module International Financial Reporting (ACMo2) and extends students' knowledge in the field of international financial reporting.</p> <p>Course content: Building on the fundamentals of IFRS introduced in International Financial Reporting (ACMo2), this module deals with advanced financial reporting issues of both public and private firms (e.g., interim reporting, leases, revenue recognition, hedge accounting, consolidated financial statements, IFRS for SMEs). In this class, we assume a problem-oriented perspective: Instead of discussing accounting standards or balance sheet items in an isolated way, we conduct an integrated analysis of financial reporting issues using real challenges that firms regularly face. These challenges include:</p> <ul style="list-style-type: none"> • Going public: What are the consequences when private firms decide to issue stocks or bonds at a public exchange? • Earnings management: How can managers "cook the books" when faced with earnings pressure? • Restructuring: What do firms need to consider when restructuring as a response to financial distress? • M&A accounting: How to account for acquisitions and divestments? • Sustainability: How to deal with the increasing challenge of sustainability demands and its consequences for financial reporting? • Going international: How to prepare financial reports for private and public firms in other countries? <p>Extensive practical exercises and insights from research are integrated in the lectures and tutorials. Moreover, students have to apply their IFRS knowledge on a complex case study and present their solution in class.</p>				
5	Learning outcomes:				
	Academic:				

	<p>After completing the course, students have a profound knowledge of the International Financial Reporting Standards and their application. They are capable of understanding IFRS financial statements and evaluating accounting options offered by the standards. In addition, students know the differences to national financial accounting systems (German GAAP, US-GAAP) and they are able to assess national influences on IFRS practice.</p> <p>Soft skills: Having passed the module students are able to analyze theoretical questions in a profound way and to identify and solve practical problems related to IFRS application. Moreover, they are able to develop a solution in a team and present their work in a professional way.</p>															
6	Description of possible electives within the modules: none															
7	Examination: Examinations for every part of the module															
8	<p>Relevant Work:</p> <table border="1"> <thead> <tr> <th>No</th> <th>Number and Type; Connection to Course</th> <th>Duration</th> <th>Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Written exam</td> <td>90 min.</td> <td>80 %</td> </tr> <tr> <td>2</td> <td>Case study presentation</td> <td>1 x approx. 30 pages, 1 x approx. 25 min.</td> <td>20 %</td> </tr> </tbody> </table>			No	Number and Type; Connection to Course	Duration	Part of final mark in %	1	Written exam	90 min.	80 %	2	Case study presentation	1 x approx. 30 pages, 1 x approx. 25 min.	20 %	
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12	Weight of the module grade for the overall grade: 6/120 (5%)															
13	Module Prerequisites: none															
14	Presence: Presence is recommended but not compulsory.															
15	<p>Mobility/Acknowledgement:</p> <table border="1"> <tbody> <tr> <td>Use of the module for other course programs</td> <td>Master Information Systems</td> </tr> </tbody> </table>			Use of the module for other course programs	Master Information Systems											
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16	Responsible Lecturer: Professor Dr. Peter Kajüter	Department: School of Business and Economics
17	Misc.:	

Corporate Taxation II

Module Title english:		Corporate Taxation II				
Course Program:		Master Business Administration				
1	Module No: ACM17	State: Elective	Language of Instruction: German			
2	Turn: each summer semester	Duration: 2 semesters	Semester: 2	CP: 6	Workload (h): 180	
3	Module Structure:					
	No	Type	Course	State	Workload (h)	
					Presence (h + CH)	
					Self-Study (h)	
	1	Lecture	General Fiscal Code (summer term)	Elective	30 h (2 CH)	60
	2	Lecture	Taxation of Asset Succession (winter term)	Elective	30 h (2 CH)	60
	3	Lecture	Tax Planning (summer term)	Elective	30 h (2 CH)	60
	4	Lecture / Exercise	Tax Accounting (summer term)	Elective	30 h (2 CH)	60
5	Lecture / Exercise	Reorganisation Tax Law (summer term)	Elective	30 h (2 CH)	60	
6	Lecture	German International Taxation (summer term)	Elective	30 h (2 CH)	60	
4	Module Profile:					
	<p>Purpose of the module/integration into curriculum: The module allows for deeper insights into certain aspects of German tax law. It is helpful, although not necessary to attend, to have some previous tax-related knowledge for some parts of the module. The courses are identical to those from Corporate Taxation II and can be combined with each other.</p> <p>Course content: In the lecture "General Fiscal Code" students will gain insights into procedural tax law. The General Fiscal Code (AO) contains basic regulations applying to all types of taxes like tax procedures, administrative appeals, or regulations regarding fiscal offenses. Therefore, it can be seen as the core of German tax law. The lecture "Taxation of Asset Succession" mainly deals with the inheritance and gift tax law. The inheritance and gift tax is a major capital-based tax, which is characterised by a complex linking of personal and business-related elements. Moreover, the course covers other tax regulations from the income tax act, which are also relevant in the field of asset succession. The lecture "Tax Planning" with integrated exercises deals with the tax optimal design of facts and circumstances. There will be examples showing how the tax burden can be reduced by means of the legal structure of a company, company finance and choice of location. The first part is theoretical and covers aspects of company tax planning based on the Scholes-Wolfson Paradigm and includes findings from the empirical literature. The second part has a</p>					

	<p>practically oriented approach and discusses concrete tax-related design choices. The determination of taxable income is the main topic of the course "Tax Accounting". In this regard, this course introduces students to the basic tax rules and types of determination of taxable income, the principle of book-tax conformity, tax valuation rules, and tax amortization rules. Since there are links to the accounting rules in the German Commercial Code (HGB), it is desirable to have basic knowledge of it. There are exercises included in the course. In "Reorganisation Tax Law", students are introduced to tax effects of business reorganisation and transformation. They learn to distinguish between the different types of reorganization (merger, splitting, and contribution). In particular, it is important to see how such reorganisation can be pursued in a tax-neutral way. There are exercises included in the course. Previous knowledge regarding tax law is helpful. However, there will be a short repetition of some very important issues at the beginning of the course.</p>																												
5	<p>Learning outcomes: Academic: After completing the course, students are able to analyse a business' facts and circumstances from several tax perspectives. They can apply the relevant tax codes in a competent way and they have the basic knowledge to evaluate complex issues and can tax-optimize management decisions. Soft skills: Having passed the module students are able to analyze theoretical questions in a profound way and to identify and solve practical problems in a differentiated way. The course objective is to also provide an opportunity for students to participate actively in some manner during class. There will be opportunities to test students' knowledge on sample problems, both as a means of reinforcing learning and to prepare students for the written examination. Students are expected to have read and thought about the materials before coming to class and the sessions are approached with this assumption in mind.</p>																												
6	<p>Description of possible electives within the modules: Students must choose two lecturers in order to obtain a total of 6 CP. It is not possible to choose the same courses as in Corporate Taxation I</p>																												
7	<p>Examination: Examinations for every part of the module</p>																												
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9	<p>Study Work: none</p>																												
10	<p>Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.</p>																												

11	CP Assignment:	
	Presence (see part 3)	No 1 (on choice) 1.00 CP
		No 2 (on choice) 1.00 CP
		No 3 (on choice) 1.00 CP
		No 4 (on choice) 1.00 CP
		No 5 (on choice) 1.00 CP
		No 6 (on choice) 1.00 CP
	Relevant Work (see part 8)	No 1 (depending on choice under presence) 2.00 CP
		No 2 (depending on choice under presence) 2.00 CP
		No 3 (depending on choice under presence) 2.00 CP
		No 4 (depending on choice under presence) 2.00 CP
		No 5 (depending on choice under presence) 2.00 CP
		No 6 (depending on choice under presence) 2.00 CP
Total	6 CP	
12	Weight of the module grade for the overall grade: 6/120 (5%)	
13	Module Prerequisites: none	
14	Presence: Presence is strongly recommended to warrant learning success.	
15	Mobility/Acknowledgement:	
	Use of the module for other course programs	Master Information Systems
16	Responsible Lecturer: Professor Dr. Christoph Watrin	Department: School of Business and Economics
	17 Misc.:	

From Data to Insights: Driving Corporate Performance

Module Title english:		From Data to Insights: Driving Corporate Performance			
Course Program:		Master Business Administration			
1	Module No: ACM18	State: Elective	Language of Instruction: English		
2	Turn: each summer semester	Duration: 1 semester	Semester: 2	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	From Data to Insights: Driving Corporate Performance	Compulsory	30 h (2 CH) 60
	2	Exercise	From Data to Insights: Driving Corporate Performance	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: The ability and skill to collect, clean, merge, investigate, and interpret data has become important in practice and, in light of current developments, will likely get more important in the future. With regard to management accounting, the task at hand is to use structured and unstructured data in organizations to detect critical performance measures and performance drivers, and to identify causal relationships in firms to improve managerial decision-making and management control. Therefore, this course covers data-driven performance measurement in modern firms with an emphasis on applied empirical methods. A particular emphasis is put on the effect of actions (value-drivers) on nonfinancial performance measures and their subsequent impact on short- and long-term financial performance. An additional focus lies on how to investigate organizational design for performance and growth. The course is based on case studies to show how data can be used to find solutions for management problems. All students are expected to do (guided) real-time programming in class using STATA as the primary software. Any pre-knowledge of the STATA software and programming language is not required.</p> <p>Course content: The course addresses managerial problems and the use of data to find solutions for them. A broad range of topics in the area of performance management is covered, such as dealing with data issues, concepts of performance measurement and applied business statistics, as well as the empirical estimation of value drivers. Students acquire a broad range of skills related to programming, statistics, group work, and the English language. With regard to methodology, the course also prepares for doctoral studies in the area of management accounting and performance management and in accounting and business in general.</p>				
	Themes	Learning objectives			

Foundations of empirical performance measurement	Understand how business models can be transferred into frameworks being useful for data analytics. Discussion of challenges of modern data analytics.
Hypotheses-driven problem decomposition and analyses	Understand how to address practical problems with theory-driven data analytics.
Using descriptive data for decision-making and strategic control	Understand the importance and benefits of univariate analyses (i.e., differentiated group comparisons) for decision-making support.
Using (multivariate) cross-sectional regression analysis for decision-making	Understand the importance and benefits of multivariate regressions (economic interpretation, importance of controls, regression diagnostics, interaction effects).
Using (multivariate) panel regression analyses for decision-making	Understand the importance and benefits of panel regressions (economic interpretation, importance of controls, regression diagnostics), including fixed and random effects models.
Using non-linear regression models (e.g., logit) for decision-making	Understand the importance and benefits of logit regressions (economic interpretation, importance of controls, regression diagnostics).
Analyzing structural breaks in firms	Understand the logic and importance of difference, and difference-in-difference research designs.
Managing an own data analytics project	Understand how to manage and merge data from various sources, how to clean up data, and to prepare multi-dimensional datasets for analyses.
Data analytics in practice	Understand approaches and challenges of modern data analytics in management accounting practice (including standard solutions such as "Tableau").
Learning practical skills for data analytics	Learning the basics of the standard software package STATA.

5	<p>Learning outcomes:</p> <p>Academic: On successful completion of this module, students are able to</p> <ul style="list-style-type: none"> • apply fundamentals and theories regarding the measurement of performance within firms. • consider the trade-offs that influence the interpretation and choice of performance measures. • apply concepts of business statistics to performance management. • differentiate between prediction and causality approaches and understand when to use which approach. • link empirical research methods to their application in practice (in light of recent trends in data analytics). <p>Soft skills: On successful completion of this module, students are able to</p> <ul style="list-style-type: none"> • conduct data management and data analyses with the standard software package STATA. • work successfully in a team environment and present, discuss, and defend their results in front of others. • find creative and innovative solutions for unstructured problems. • solve unfamiliar problems based on theoretical frameworks and structured approaches. • understand, critically reflect on, and apply findings from academic literature. • reflect on the course content in the English language and in an international setting.
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6	Description of possible electives within the modules: none			
7	Examination: Final Module Exam			
8	Relevant Work:			
	No	Number and Type; Connection to Course	Duration	Part of final mark in %
	1	Written assignment	max. of 15 pages	100 %
9	Study Work:			
	No	Number and Type; Connection to Course	Duration	
	1	Presentation in group	45 min.	
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
11	CP Assignment:			
	Presence (see part 3)	No 1	1.00 CP	
		No 2	1.00 CP	
	Relevant Work (see part 8)	No 1	2.50 CP	
	Study Work (see part 9)	No 1	1.50 CP	
	Total		6 CP	
12	Weight of the module grade for the overall grade: 6/120 (5%)			
13	Module Prerequisites: none			
14	Presence: Presence is strongly recommended to warrant learning success.			
15	Mobility/Acknowledgement:			
	Use of the module for other course programs	Master Information Systems		
16	Responsible Lecturer: Professor Dr. Martin Artz		Department: University of Münster, School of Business and Economics	
	Misc.: Preparation of this course (e.g., purchasing software licences, licensing Harvard cases) requires an application before course start. Details are announced on the Chair's webpage.			

Module Offer

FCM

Finance Center Münster

FCM01	Introduction to Advanced Finance
FCM02	Behavioral Finance
FCM03	Derivatives I
FCM04	Financial Intermediation I
FCM05	Advanced Corporate Finance
FCM06	Corporate Governance and Responsible Business Practices
FCM07	Asset Pricing
FCM08	Financial Intermediation II
FCM09	Financial Research Seminar
FCM10	Case Studies in Finance
FCM11	Empirical Lab I
FCM12	Empirical Lab II
FCM13	Advanced Finance on Specific Topics I
FCM14	Advanced Finance on Specific Topics II
FCM15	Electives in Finance
FCM16	Seminar Advanced Finance

Major Finance		
6 CP FCM 1) Introduction to Advanced Finance	6 CP FCM 2) Behavioral Finance	6 CP FCM 3) Derivatives I
6 CP FCM 4) Financial Intermediation I	24 CP (SS and WS) FCM 5) Advanced Corporate Finance FCM 6) Corporate Governance FCM 7) Asset Pricing FCM 8) Financial Intermediation II	
6 CP FCM 10) Case Studies in Finance	FCM 11) Empirical Lab I FCM 12) Empirical Lab II FCM 13) Adv. Finance on spec. Topics I FCM 14) Adv. Finance on spec. Topics II FCM 15) Elective in Finance	12 CP FCM 9) Financial Research Seminar
Thesis 30 CP		

Major Finance			Supplementary Minor Finance	
6 CP FCM 1) Introduction to Advanced Finance	6 CP FCM 2) Behavioral Finance	6 CP FCM 3) Derivatives I	6 CP FCM 11) Empirical Lab I	6 CP FCM 12) Empirical Lab II
6 CP FCM 4) Financial Intermediation I	24 CP (SS and WS) FCM 5) Advanced Corporate Finance FCM 6) Corporate Governance FCM 7) Asset Pricing FCM 8) Financial Intermediation II		12 CP FCM 16) Seminar Advanced Finance	
6 CP FCM 10) Case Studies in Finance	FCM 13) Adv. Finance on Spec. Topics I FCM 14) Adv. Finance on Spec. Topics II FCM 15) Elective in Finance		12 LP FCM 9) Financial Research Seminar	
Thesis 30 CP				

Minor Finance

Choose from below 4 x 6 CP (4 out of 9),
at least 2 electives with (*)

- FCM 1) Introduction to Advanced Finance*
- FCM 2) Behavioral Finance*
- FCM 3) Derivatives I*
- FCM 4) Financial Intermediation I*
- FCM 5) Advanced Corporate Finance
- FCM 6) Corporate Governance
- FCM 7) Asset Pricing
- FCM 8) Financial Intermediation II
- FCM13) Adv. Finance on Spec. Topics I

Introduction to Advanced Finance

Module Title english:		Introduction to Advanced Finance			
Course Program:		Master Business Administration			
1	Module No: FCMo1	State: Compulsory	Language of Instruction: English		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Introduction to Advanced Finance	Compulsory	30 h (2 CH) 60
	2	Exercise	Tutorial on Introduction to Advanced Finance	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: This module provides the fundamental contents in finance for more advanced classes of the Finance master program. The essential contents of the Bachelor program are refreshed and deepened, so that all students have a similar level of knowledge for the following classes.</p> <p>Course content: In the module the students learn the main concepts in finance. The class mainly focuses on investment topics, but also comprises fundamentals of corporate finance. The investment part contains, for example, the investment environment, decision making (utility theory) and investment decisions (portfolio theory), the relation between risk and return, and single and multi-factor asset pricing models (theoretical derivations and empirical tests). The corporate finance part focuses on optimal capital structure theory and valuation. The lecture is supplemented by a tutorial which consists of exercises and case studies. All classes are taught in English.</p>				
5	Learning outcomes:				
	<p>Academic: The students become familiar with the main concepts in finance. In the investment part, the students gain knowledge about financial markets, in particular debt and equity. The students theoretically learn how to construct a portfolio and apply this knowledge in a case study. They also gain a fundamental understanding of the different asset pricing models and apply these models to evaluate portfolio performance. Both of these skills, portfolio construction and performance evaluation, are essential skills for students, who aim to pursue a career in an investment company. In the corporate finance part, students obtain a good understanding of the main determinants of capital structure decisions. They learn how to value a firm, using among other techniques the asset pricing models introduced in the investment part. This part of the class provides (some of) the relevant skills for students, who aim for a career in the finance department of an international corporation, consulting, or valuation (e.g., private equity). Students obtain a thorough understanding of the different topics in finance as preparation for</p>				

	<p>more advanced classes of the program. Therefore, they possess the ability to connect the different fields of finance with each other. Furthermore, students can associate current problems with the relevant context and analyze them in a structured manner. They are able to explain and apply compiled knowledge from academic papers. They are familiar with the mathematical (e.g. optimization under constraints) and statistical (e.g. OLS regression) tools which are frequently used.</p> <p>Soft skills: The students complete case studies in small teams, which are presented to the class. In this process, they practice their team-working skills, academic writing skills, and presentation skills.</p>																
6	<p>Description of possible electives within the modules: none</p>																
7	<p>Examination: Examinations for every part of the module</p>																
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Relevant Work (see part 8)	No 1	3.00 CP															
	No 2	1.00 CP															
Total		6 CP															
12	<p>Weight of the module grade for the overall grade: 6/120 (5%)</p>																
13	<p>Module Prerequisites: Students are required to have a basic knowledge about financial topics as provided in the Bachelor Finance courses at the University of Muenster or in the textbook "Principles of Corporate Finance", 9th Edition, by Brealey, Myers and Allen.</p>																
14	<p>Presence: Presence is strongly recommended to warrant learning success.</p>																
15	<p>Mobility/Acknowledgement:</p>																

	Use of the module for other course programs	Master Economics, Master Information Systems, Master Mathematics, Master Physics
16	Responsible Lecturer: Prof. Nadja Guenster	Department: School of Business and Economics
17	Misc.:	

Behavioral Finance

Module Title english:		Behavioral Finance			
Course Program:		Master Business Administration			
1	Module No: FCMo2	State: Compulsory	Language of Instruction: English		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Behavioral Finance	Compulsory	30 h (2 CH) 60
	2	Exercise	Tutorial on Behavioral Finance	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	Course content:				
	The class delivers an introduction to the modern research field “behavioral finance”. Behavioral finance aims to explain and predict financial decision making and financial market data by incorporating behavioral insights on individual judgment and decision making. First, systematic errors in individual decision making will be presented and frequently used heuristics will be explained. Afterwards, the consequences of the biases and heuristics will be discussed in a financial context and supported by empirical and experimental research findings. Finally, the implications for financial markets (esp. security prices and turnover) will be considered and the relevance of behavioral findings in the context of the market efficiency hypothesis and arbitrage considerations will be discussed. The lecture will be supported by a seminar (“Vertiefungsseminar”), which comprises exercise sessions, case studies and lectures from visiting researchers as well as practitioners. This module will be taught in English.				
	Themes		Learning objectives		
	Motivation/Basic concepts of Behavioral Finance		To understand the key perspective of behavioral finance and to be able to evaluate it in the light of the traditional approaches		
	Systematic errors in individual decision making		To learn about systematic deviations from rational judgment and decision making by individuals.		
Investor behavior		To understand the consequences of systematic errors in decision making for investors, e.g. with respect to retirement provisions.			
Behavioral Finance and markets		To comprehend the impact of irrational behavior on financial markets.			
Behavioral Corporate Finance		To appreciate the role of behavioral insights in corporate decision making.			

5	<p>Learning outcomes:</p> <p>Academic: The students will attain a modern view on financial markets, where not only perfectly rational decision makers (homo oeconomicus) act, but also real decision makers with all their flaws and weaknesses. The students become equipped to apply this perspective (behavioral economics) to many other fields, for example to discuss the effectiveness of incentive schemes or the design of contracts and products. By discussing current studies as well as the implementation of small experiments in the lecture and exercise sessions, the students will achieve strong skills of advanced research methodology.</p> <p>Soft skills: The self-preparation of the students for the lecture facilitates the ability of the students to manage themselves and their time in a more effective and efficient way. The analysis of complex financial problems helps them to solve problems in a structured way. The interactive character of the lectures and tutorials strengthens the student's discussion skills in the academic context. By the incorporation of literature from psychology, students are exposed to an interdisciplinary approach and learn to look at class content from different perspectives. As lecture and tutorial are taught in English, the students' 'Business English' is improved.</p>													
6	<p>Description of possible electives within the modules: none</p>													
7	<p>Examination: Final Module Exam</p>													
8	<p>Relevant Work:</p> <table border="1" data-bbox="145 1043 1061 1137"> <thead> <tr> <th data-bbox="145 1043 204 1084">No</th> <th data-bbox="204 1043 644 1084">Number and Type; Connection to Course</th> <th data-bbox="644 1043 815 1084">Duration</th> <th data-bbox="815 1043 1061 1084">Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td data-bbox="145 1084 204 1137">1</td> <td data-bbox="204 1084 644 1137">Final written exam</td> <td data-bbox="644 1084 815 1137">120 min.</td> <td data-bbox="815 1084 1061 1137">100 %</td> </tr> </tbody> </table>			No	Number and Type; Connection to Course	Duration	Part of final mark in %	1	Final written exam	120 min.	100 %			
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9	<p>Study Work: none</p>													
10	<p>Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.</p>													
11	<p>CP Assignment:</p> <table border="1" data-bbox="145 1357 1061 1538"> <tbody> <tr> <td data-bbox="145 1357 464 1397" rowspan="2">Presence (see part 3)</td> <td data-bbox="464 1357 759 1397">No 1</td> <td data-bbox="759 1357 1061 1397">1.00 CP</td> </tr> <tr> <td data-bbox="464 1397 759 1438">No 2</td> <td data-bbox="759 1397 1061 1438">1.00 CP</td> </tr> <tr> <td data-bbox="145 1438 464 1478">Relevant Work (see part 8)</td> <td data-bbox="464 1438 759 1478">No 1</td> <td data-bbox="759 1438 1061 1478">4.00 CP</td> </tr> <tr> <td data-bbox="145 1478 464 1538">Total</td> <td data-bbox="464 1478 759 1538"></td> <td data-bbox="759 1478 1061 1538">6 CP</td> </tr> </tbody> </table>			Presence (see part 3)	No 1	1.00 CP	No 2	1.00 CP	Relevant Work (see part 8)	No 1	4.00 CP	Total		6 CP
Presence (see part 3)	No 1	1.00 CP												
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Relevant Work (see part 8)	No 1	4.00 CP												
Total		6 CP												
12	<p>Weight of the module grade for the overall grade: 6/120 (5%)</p>													
13	<p>Module Prerequisites: none</p>													
14	<p>Presence: Presence is recommended to warrant learning success.</p>													

15	Mobility/Acknowledgement:	
	Use of the module for other course programs	Master Economics, Master Mathematics, Master Physics
16	Responsible Lecturer: Prof. Dr. Thomas Langer	Department: School of Business and Economics
17	Misc.:	

Derivatives I

Module Title english:		Derivatives I			
Course Program:		Master Business Administration			
1	Module No: FCM03	State: Compulsory	Language of Instruction: English		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Derivatives I	Compulsory	30 h (2 CH) 60
	2	Exercise	Tutorial on Derivatives I	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: The lecture teaches the foundation of derivatives pricing.</p> <p>Course content: Within the scope of the class "Derivatives I" the students will be taught the basics of pricing and hedging contingent claims. The main focus is on equity derivatives, where we discuss both plain-vanilla products and more exotic derivatives. With regard to contents, the emphasis is on the discrete-time binomial model and the continuous-time model of Black-Scholes. Besides the pricing, this course also deals with the hedging of derivatives. Furthermore, we introduce the smile observed at the market and discuss possible explanations. The lecture is supplemented by a tutorial, which may consist of exercises and case studies, talks of visiting researchers and practitioners as well as thorough discussions of main contributions from the literature. All classes will be held in English.</p>				
5	Learning outcomes:				
	<p>Academic: Upon completion of the course the student knows the relevant tools to price equity derivatives in the standard option pricing models in discrete and continuous time, and has the competence to transfer his or her knowledge to new derivatives. The student is familiar with the main concepts of derivatives pricing and thus possesses the ability to deal with more complex option pricing models. Furthermore, the student knows the mathematical tools frequently used in this area, in particular the basic concepts of stochastic calculus, and the student has also gained some first experience in implementing these models. The student is able to reflect pricing models for derivatives critically.</p> <p>Soft skills: Independent study</p>				
6	Description of possible electives within the modules: none				
7	Examination: Final Module Exam				

8	Relevant Work:			
	No	Number and Type; Connection to Course	Duration	Part of final mark in %
	1	Final written exam	120 min.	100 %
9	Study Work: none			
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
11	CP Assignment:			
	Presence (see part 3)	No 1	1.00 CP	
		No 2	1.00 CP	
	Relevant Work (see part 8)	No 1	4.00 CP	
Total		6 CP		
12	Weight of the module grade for the overall grade: 6/120 (5%)			
13	Module Prerequisites: none			
14	Presence: Presence is strongly recommended to warrant learning success.			
15	Mobility/Acknowledgement:			
	Use of the module for other course programs	Master Economics, Master Information Systems, Master Mathematics, Master Physics		
16	Responsible Lecturer: Prof. Dr. Nicole Branger		Department: School of Business and Economics	
	17 Misc.:			

Financial Intermediation I

Module Title english:		Financial Intermediation I			
Course Program:		Master Business Administration			
1	Module No: FCMo4	State: Compulsory	Language of Instruction: English		
2	Turn: each summer semester	Duration: 1 semester	Semester: 2	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Financial Intermediation I	Compulsory	30 h (2 CH) 60
	2	Exercise	Tutorial Financial Intermediation I	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	Purpose of the module/integration into curriculum:				
	<p>The financial services sector is a sector of paramount importance concerning the stability of the economy. During the last years, the relevance of financial intermediation has risen continuously. A couple of components have changed in order to guarantee an optimal supply of financial services. The course provides students with knowledge about banking systems and explanations for the existence of banks. They learn about practical implications arising from different theoretical models concerning e.g. loans, deposits and securitization.</p>				
	Course content:				
<p>The course starts with a short characterization of the banking system. Model based considerations concerning the existence of banks lead to the analysis of important divisions of banks like credit business, deposit banking, and securitization. The course is completed by an additional tutorial, which consists e.g. of case studies and presentations given by visiting scientists and experts. The primary purpose of this course is to provide students with a profound knowledge of informational and institutional economics. They learn about the role banks play in imperfectly competitive financial markets and they are able to explain essential financial basics model based. Their competence in solving problems is revealed by their skill to theoretically illustrate reasons for phenomena occurring in reality.</p>					
Themes		Learning objectives			
Basics		To learn basics about e.g. the most important transfer activities of banks and the German banking system			
Theoretical basics and existence of banks		To understand the role of banks in financial intermediation as an explanation for their existence			
Loan		To analyze different theoretical models like e.g. Stiglitz/Weiss and get additional practical and empirical knowledge about loans and collaterals.			

		Students also learn fundamental impacts of asset-backed-securities transactions and are able to evaluate them.		
	Deposits	To understand the relevance of savings concerning bank runs, deposit insurance and liquidity		
5	<p>Learning outcomes: Academic: The students have a solid knowledge of information and institutional economics. They are able to explain analytically by a model the role of banks in (imperfect) capital markets. The students know the main banking activities and they can explain the effect of important contract features model-based. They acquire the ability to competently participate in societal and scientific discussions on the German banking system as well as the various business models of banks. They can critically reflect on the (potential) advantages of financial intermediaries in theoretical and practical terms. Furthermore, they are able to take a well-founded position on the subject of deposit insurance and bank runs and apply this to the current discussion regarding the regulation of the banking industry. Their particular problem-solving-competence is demonstrated by the fact that they can explain theoretically phenomena that are observed in practice. As a result, they are able to capture and reflect on the social impact of the existence and different business models of financial intermediaries.</p>			
6	Description of possible electives within the modules: none			
7	Examination: Final Module Exam			
8	Relevant Work:			
	No	Number and Type; Connection to Course	Duration	Part of final mark in %
	1	Final written exam	120 min.	100 %
9	Study Work: none			
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
11	CP Assignment:			
	Presence (see part 3)	No 1	1.00 CP	
		No 2	1.00 CP	
	Relevant Work (see part 8)	No 1	4.00 CP	
	Total		6 CP	
12	Weight of the module grade for the overall grade: 6/120 (5%)			
13	Module Prerequisites: none			

14	Presence: Presence is strongly recommended to warrant learning success.	
15	Mobility/Acknowledgement: <hr/> Use of the module for other course programs Master Economics, Master Information Systems, Master Mathematics, Master Physics	
16	Responsible Lecturer: Prof. Dr. Andreas Pflingsten	Department: School of Business and Economics
17	Misc.:	

Advanced Corporate Finance

Module Title english:		Advanced Corporate Finance			
Course Program:		Master Business Administration			
1	Module No: FCM05	State: Elective	Language of Instruction: English		
2	Turn: each summer semester	Duration: 1 semester	Semester: 2	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Advanced Corporate Finance	Compulsory	30 h (2 CH) 60
	2	Exercise	Tutorial on Advanced Corporate Finance	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: The lecture discusses an array of important aspects of corporate financing decisions. Based on the examination of fundamental financing decisions in perfect markets, which have been covered in the module "Introduction to Finance", this course analyzes the effects of different forms of market imperfection. Especially problems of asymmetric information and the closely related incentive and signaling mechanisms are at the center of attention. In addition, and on the grounds of the module "Behavioral Finance" the assumption of perfectly rational agents is relaxed and implications for financing decisions of corporations are discussed (Behavioral Corporate Finance). The consequences are illustrated by focusing on several important areas of application (dividend policy, management incentives and corporate governance, etc.). The lecture is accompanied by a practitioner's seminar that trains the interdisciplinary transfer of knowledge by a combination of case studies, guest lectures and discussions of recent academic literature.</p> <p>Course content: The primary purpose of the course is to develop a deeper understanding of the various factors that influence corporate financing decisions. The students are enabled to assess business scenarios by identifying common problems and finding appropriate financing solutions. They are shown how to attain the central goal in corporate finance, minimizing the cost of capital while safeguarding liquidity, even when market imperfections and behavioural obstacles are present.</p>				
	Themes	Learning objectives			
	Introduction to Corporate Finance	To learn why the classic objective in corporate finance needs to be modified due to associated agency costs to meet the characteristics of a good objective function.			
	Long-Term Financing	To understand how information about the term structure is related to the prices of corporate bonds and how interest rate risk can be eliminated by portfolio immunization.			

	Short-Term Financing	To appreciate the contribution of working capital and credit management to the overall success in corporate financial planning.													
	Dividend policy and incentive systems	To comprehend the principal-agent background of dividend decisions and realize how managerial incentives must be set in order to realign the conflicting interests with shareholders according to signalling theory.													
	Mergers and Acquisitions	To distinguish different methods for pricing acquisition targets and to identify an appropriate target corridor depending on the acquirer's strategic aims.													
5	<p>Learning outcomes:</p> <p>Academic: Students understand the impact of various forms of market imperfections on corporate financing decisions. They have the competence to transfer the fundamental interdependencies and action patterns to areas that go beyond the lecture examples. The multitude of current research studies discussed in class provides students with strong competence in advanced research methodology. (empirical tests of competing hypotheses and explanations, interpretation of empirical results, ...).</p> <p>Soft skills: The self-preparation of the students for the lecture facilitates the ability of the students to manage themselves and their time in a more effective and efficient way. The analysis of complex financial problems helps them to solve problems in a structured way. The interactive character of the lectures and tutorials strengthens the student's discussion skills in the academic context. As lecture and tutorial are taught in English the students' 'Business English' is improved.</p>														
6	Description of possible electives within the modules: none														
7	Examination: Final Module Exam														
8	<p>Relevant Work:</p> <table border="1"> <thead> <tr> <th>No</th> <th>Number and Type; Connection to Course</th> <th>Duration</th> <th>Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Final written exam</td> <td>120 min.</td> <td>100 %</td> </tr> </tbody> </table>				No	Number and Type; Connection to Course	Duration	Part of final mark in %	1	Final written exam	120 min.	100 %			
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9	Study Work: none														
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Presence (see part 3)	No 1	1.00 CP													
	No 2	1.00 CP													
Relevant Work (see part 8)	No 1	4.00 CP													
Total		6 CP													
12	Weight of the module grade for the overall grade: 6/120 (5%)														

13	Module Prerequisites: Prerequisite is the module "Introduction to Finance".	
14	Presence: Presence is strongly recommended to warrant learning success.	
15	Mobility/Acknowledgement: <hr/> Use of the module for other course programs Master Economics, Master Information Systems	
16	Responsible Lecturer: Prof. Dr. Thomas Langer	Department: School of Business and Economics
17	Misc.:	

Corporate Governance and Responsible Business Practices

Module Title english:		Corporate Governance and Responsible Business Practices			
Course Program:		Master Business Administration			
1	Module No: FCMo6	State: Elective	Language of Instruction: English		
2	Turn: each summer semester	Duration: 1 semester	Semester: 2	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Corporate Governance and Responsible Business Practices	Compulsory	30 h (2 CH) 60
	2	Exercise	Corporate Governance and Responsible Business Practices	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	<p>Course content: The class "Corporate Governance and Responsible Business Practices" focuses on the relationships between a company's owners, its management, its board, and other stakeholders. Special emphasis is put on agency problems that arise from the separation of ownership and control, particularly in large companies with diffuse ownership. One way to address these agency problems is through the installment of boards of directors. The course outlines the functions of the board, gives an overview of board structures and compositions in different countries, and provides an in-depth assessment how different board characteristics relate to performance. Another way to deal with agency problems is managerial incentives and compensation packages. The class discusses different types of incentives and their advantages and disadvantages. Next to these internal governance mechanisms we also discuss external governance mechanisms, for example, shareholder activism, anti-takeover provisions, or governance codes. Although the focus is on the shareholder-oriented model, one that is today best exemplified by the large Anglo-American public firm, considerable attention is given to institutional differences in international corporate governance. The class further pays special attention to the interplay between corporations and their diverse stakeholders (e.g., employees, owners, creditors, environment, local community) and how stakeholder relations are associated with shareholder value.</p>				
5	Learning outcomes:				
	<p>Academic: After completing this module successfully, students have a comprehensive overview of the myriad of issues, both theoretical and practical, arising out of the current debate on creating effective corporate governance and stakeholder relations. There are five key objectives: (1) Students acquire a comprehensive understanding of the problems of agency relations and corporate governance in the modern corporation. (2) Students learn how key governance mechanisms (internal and external) affect shareholder value.</p>				

	<p>(3) Students gain a general appreciation of institutional differences in corporate governance and different codes of best practice.</p> <p>(4) Students obtain a good understanding of how to critically analyze corporate governance in a specific company.</p> <p>(5) Students can critically evaluate the importance of responsible business practices and stakeholder relations.</p> <p>Soft skills: The students complete case studies and other assignments in small teams, which will also be presented. In this process, they practice their teamwork, academic writing and presentation skills. Given the interactive nature of the tutorial, the students train their communication skills. They learn to summarize and critically evaluate findings of academic articles.</p>													
6	<p>Description of possible electives within the modules: none</p>													
7	<p>Examination: Examinations for every part of the module</p>													
8	<p>Relevant Work:</p> <table border="1"> <thead> <tr> <th>No</th> <th>Number and Type; Connection to Course</th> <th>Duration</th> <th>Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Final written exam</td> <td>120 min.</td> <td>70 %</td> </tr> <tr> <td>2</td> <td>Case studies, assignments, or presentations</td> <td>45 min.</td> <td>30 %</td> </tr> </tbody> </table>	No	Number and Type; Connection to Course	Duration	Part of final mark in %	1	Final written exam	120 min.	70 %	2	Case studies, assignments, or presentations	45 min.	30 %	
No	Number and Type; Connection to Course	Duration	Part of final mark in %											
1	Final written exam	120 min.	70 %											
2	Case studies, assignments, or presentations	45 min.	30 %											
9	<p>Study Work: none</p>													
10	<p>Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.</p>													
11	<p>CP Assignment:</p> <table border="1"> <tbody> <tr> <td rowspan="2">Presence (see part 3)</td> <td>No 1</td> <td>1.00 CP</td> </tr> <tr> <td>No 2</td> <td>1.00 CP</td> </tr> <tr> <td rowspan="2">Relevant Work (see part 8)</td> <td>No 1</td> <td>3.00 CP</td> </tr> <tr> <td>No 2</td> <td>1.00 CP</td> </tr> <tr> <td>Total</td> <td></td> <td>6 CP</td> </tr> </tbody> </table>	Presence (see part 3)	No 1	1.00 CP	No 2	1.00 CP	Relevant Work (see part 8)	No 1	3.00 CP	No 2	1.00 CP	Total		6 CP
Presence (see part 3)	No 1		1.00 CP											
	No 2	1.00 CP												
Relevant Work (see part 8)	No 1	3.00 CP												
	No 2	1.00 CP												
Total		6 CP												
12	<p>Weight of the module grade for the overall grade: 6/120 (5%)</p>													
13	<p>Module Prerequisites: We recommend basic knowledge in the following topics to students wishing to take the course "Corporate Governance and Responsible Business Practices": 1. Finance (e.g., acquired from the course "Introduction to Advanced Finance"), particularly asset pricing models, corporate finance 2. Empirical methods (e.g., acquired from the courses "Empirical Lab I/II"), particularly regression analysis</p>													
14	<p>Presence: Presence is highly recommended to warrant learning success.</p>													

15	Mobility/Acknowledgement:	
	Use of the module for other course programs	Master Economics, Master Information Systems
16	Responsible Lecturer: Prof. Nadja Guenster	Department: School of Business and Economics
17	Misc.:	

Asset Pricing

Module Title english:		Asset Pricing			
Course Program:		Master Business Administration			
1	Module No: FCM07	State: Elective	Language of Instruction: English		
2	Turn: each summer semester	Duration: 1 semester	Semester: 2	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Asset Pricing	Compulsory	30 h (2 CH) 60
	2	Exercise	Tutorial Asset Pricing	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: The lecture teaches the foundation of modern asset pricing. This lecture partially grounds on knowledge from the lecture "Introduction of Advanced Finance".</p> <p>Course content: The class provides students with a deeper understanding of the valuation of financial assets. The first part deals with consumption based asset pricing models. We discuss the main puzzles and their solutions in theory. The second part of the class covers predictability of stock returns over time and cross-sectional asset pricing, with a special focus on factor models like the Fama-French three-factor model. The last part deals with the valuation of bonds and currencies and corresponding trading strategies, e.g. the carry trade. The lecture is supplemented by a tutorial, which may consist of exercises and case studies, talks of visiting researchers and practitioners as well as thorough discussions of main contributions from the literature.</p>				
5	Learning outcomes:				
	<p>Academic: Upon completion of the course the student knows the basic asset pricing models. The student can explain the main puzzles and most prominent factor models. The student is able to critically reflect stylized facts and asset pricing anomalies. The student has first hands-on experience in model implementation and in empirical studies. The student has the competence to independently transfer the findings for stocks to other asset classes, interpret empirical results, and evaluate trading strategies.</p> <p>Soft skills: Independent study</p>				
6	Description of possible electives within the modules: none				
7	Examination: Final Module Exam				
8	Relevant Work:				

	No	Number and Type; Connection to Course	Duration	Part of final mark in %
	1	Final written exam	120 min.	100 %
9	Study Work: none			
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
11	CP Assignment:			
	Presence (see part 3)	No 1	1.00 CP	
		No 2	1.00 CP	
	Relevant Work (see part 8)	No 1	4.00 CP	
Total		6 CP		
12	Weight of the module grade for the overall grade: 6/120 (5%)			
13	Module Prerequisites: none			
14	Presence: Presence is strongly recommended to warrant learning success.			
15	Mobility/Acknowledgement:			
	Use of the module for other course programs	Master Economics, Master Information Systems		
16	Responsible Lecturer: Prof. Dr. Nicole Branger		Department: University of Münster, School of Business and Economics	
	17 Misc.:			

Financial Intermediation II

Module Title english:		Financial Intermediation II			
Course Program:		Master Business Administration			
1	Module No: FCMo8	State: Elective	Language of Instruction: German		
2	Turn: each summer semester	Duration: 1 semester	Semester: 2	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Financial Intermediation II	Compulsory	30 h (2 CH) 60
	2	Exercise	Tutorial Financial Intermediation II	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	Purpose of the module/integration into curriculum:				
	Building onto the basis laid in Financial Intermediation I, this course extends the theoretical knowledge about the existence of banks, loans and deposits to the principles of bank and risk management as well as banking regulation. Furthermore, methods for measuring and managing the principle categories of risks banks are exposed to are discussed.				
	Course content:				
	The course starts by discussing principle objectives of individual banks. It moves on by introducing the regulatory framework banks have to follow nationally and internationally. Embedded into this regulatory context, methods for precisely measuring the magnitude of liquidity, default, market and operational risk are presented. The primary purpose of this course is to provide students with a profound knowledge of bank management and regulation. They learn about the importance of risk measurement and management and to apply their knowledge about the methods discussed within exercises.				
	Themes	Learning objectives			
	Principles of bank management	To learn about major objectives of individual banks and about appropriate methods to assess the success of a bank			
Basics of bank regulation	To understand the regulatory framework banks are exposed to as a basic requirement for the following themes.				
Liquidity risk	To learn about methodologies to assess the liquidity risk of banks following regulatory requirements				
Default risk	To learn about methodologies to assess the default risk of banks following regulatory requirements				
Market risk	To learn about methodologies to assess the market risk (including interest rate risk, price risk and foreign exchange risk) of banks following regulatory requirements				

	Operational risk	To learn about methodologies to assess the default risk of banks following regulatory requirements		
5	Learning outcomes: Academic: Students are familiar with theoretical concepts and practical developments of the bank management. They master the calculation and interpretation of different risk measures. In addition, students acquire the ability to make their own qualitative and quantitative statements on bank-specific risks in accordance with the concepts presented and to classify them according to the current context of the applicable regulatory requirements. They are able to contribute to scientific and practical discussions on bank management and banking regulation. Further self-study, in particular with respect to the legal perspective of banking regulation, is prepared and significantly simplified by the foundations established in the course. They recognize bank typical risks and know ways to quantify these risks and their impact and then to reduce them or to pass them. Students can justify methodologically why the regulation of banks in general and individual regulations in particular, are necessary or where the limits are for a reasonable regulation. They master the interplay between national and international regulation.			
6	Description of possible electives within the modules: none			
7	Examination: Final Module Exam			
8	Relevant Work:			
	No	Number and Type; Connection to Course	Duration	Part of final mark in %
	1	Final written exam	120 min.	100 %
9	Study Work: none			
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
11	CP Assignment:			
	Presence (see part 3)	No 1	1.00 CP	
		No 2	1.00 CP	
	Relevant Work (see part 8)	No 1	4.00 CP	
	Total		6 CP	
12	Weight of the module grade for the overall grade: 6/120 (5%)			
13	Module Prerequisites: Students are required to have a basic knowledge about financial markets as provided in introductory finance classes and knowledge of the contents of Financial Intermediation I is advisable.			

14	Presence: Presence is strongly recommended to warrant learning success.	
15	Mobility/Acknowledgement: <hr/> Use of the module for other course programs Master Economics, Master Information Systems	
16	Responsible Lecturer: Prof. Dr. Andreas Pfingsten	Department: School of Business and Economics
17	Misc.:	

Financial Research Seminar

Module Title english:		Financial Research Seminar			
Course Program:		Master Business Administration			
1	Module No: FCM09	State: Compulsory	Language of Instruction: German or English		
2	Turn: each winter semester	Duration: 1 semester	Semester: 3	CP: 12	Workload (h): 360
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Seminar	Seminar Behavioral & Corporate Finance	Elective	30 h (2 CH) 330
	2	Seminar	Seminar Derivate & Financial Engineering	Elective	30 h (2 CH) 330
	3	Seminar	Seminar Financial Intermediation	Elective	30 h (2 CH) 330
	4	Seminar	Seminar International Financial Management	Elective	30 h (2 CH) 330
4	Module Profile:				
	Purpose of the module/integration into curriculum:				
	Writing papers, articles, essays or general analyses as well as delivering presentations or engaging in open discussions about financial topics are important skills for employees in the financial sector (in particular, financial analysts, consultants and researchers). Additionally, becoming acquainted with a field of research or a body of literature independently is an essential qualification for creating a master thesis successfully.				
	Course content:				
	In this seminar the students have to author a term paper on a specific financial topic and present their results to a professional audience in a block course. The outlined problems are ongoing financial problems with respect to the research of the lecturers and tutors or other current, important financial questions. The students therefore analyze appropriate national and international literature and generate a brief paper of about 12-16 pages. The outcomes of several papers dealing with a similar topic are presented in small teams of students and discussed by all participants during a block course afterwards. The participants learn to develop a coherent argument based on theoretical concepts and critical issues of individual choice. They have to cope with formal, mathematical, and theoretical approaches or empirical and statistical techniques based on advanced scientific instruments and methods. IT-based literature research as well as communication, rhetoric, and team work skills should be demonstrated during the seminar.				
	Themes	Learning objectives			
	Literature research	Independent research regarding ongoing financial topics			
	Creating term paper	Academic writing and analyzing; developing coherent argument			

	Presentation and discussion	Communication, rhetoric and team work skills																	
	Current financial research questions	Advanced analysis of details on a financial problem																	
5	<p>Learning outcomes:</p> <p>Academic: Students can independently create a scientific essay. They show their competent IT-supported research into the sources as well as the application of advanced methodological tools. Depending on the subject, either the particular model analytical mathematical skills or the statistical-econometric skills are demonstrated. The students independently plan the time schedule for processing their own execution of the essay. They define goals of elaboration and regularly reflect on strengths and weaknesses of their own work.</p> <p>Soft skills: Through the presentation and defense of the essay, students improve their rhetoric and their communication skills. As another key qualification the team ability is increased by means of group discussions and if necessary with the preparation of group presentations.</p>																		
6	<p>Description of possible electives within the modules: One of the seminars has to be chosen</p>																		
7	<p>Examination: Examinations for every part of the module</p>																		
8	<p>Relevant Work:</p> <table border="1"> <thead> <tr> <th>No</th> <th>Number and Type; Connection to Course</th> <th>Duration</th> <th>Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Writing of an essay, presentation of the essay, participation in the seminar</td> <td>max. 15 pages & max. of 90 min.</td> <td>100 %</td> </tr> </tbody> </table>				No	Number and Type; Connection to Course	Duration	Part of final mark in %	1	Writing of an essay, presentation of the essay, participation in the seminar	max. 15 pages & max. of 90 min.	100 %							
No	Number and Type; Connection to Course	Duration	Part of final mark in %																
1	Writing of an essay, presentation of the essay, participation in the seminar	max. 15 pages & max. of 90 min.	100 %																
9	<p>Study Work: none</p>																		
10	<p>Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.</p>																		
11	<p>CP Assignment:</p> <table border="1"> <tbody> <tr> <td rowspan="4">Presence (see part 3)</td> <td>No 1 (on choice)</td> <td>1.00 CP</td> </tr> <tr> <td>No 2 (on choice)</td> <td>1.00 CP</td> </tr> <tr> <td>No 3 (on choice)</td> <td>1.00 CP</td> </tr> <tr> <td>No 4 (on choice)</td> <td>1.00 CP</td> </tr> <tr> <td>Relevant Work (see part 8)</td> <td>No 1</td> <td>11.00 CP</td> </tr> <tr> <td>Total</td> <td></td> <td>12 CP</td> </tr> </tbody> </table>				Presence (see part 3)	No 1 (on choice)	1.00 CP	No 2 (on choice)	1.00 CP	No 3 (on choice)	1.00 CP	No 4 (on choice)	1.00 CP	Relevant Work (see part 8)	No 1	11.00 CP	Total		12 CP
Presence (see part 3)	No 1 (on choice)	1.00 CP																	
	No 2 (on choice)	1.00 CP																	
	No 3 (on choice)	1.00 CP																	
	No 4 (on choice)	1.00 CP																	
Relevant Work (see part 8)	No 1	11.00 CP																	
Total		12 CP																	
12	<p>Weight of the module grade for the overall grade: 12/120 (10%)</p>																		

13	<p>Module Prerequisites: For a successful completion of the Financial Research Seminar, students have to take one of the following three alternatives (prerequisites for admission to examination are given in brackets respectively): Seminar „Behavioral & Corporate Finance“ (requires “Advanced Corporate Finance”), seminar „Derivate und Financial Engineering“ (requires „Derivate II“), or seminar „Banking and Financial Intermediation“ (requires “Financial Intermediation II”).</p>	
14	<p>Presence: Presence is strongly recommended to warrant learning success.</p>	
15	<p>Mobility/Acknowledgement:</p> <hr/> <p>Use of the module for other course programs none</p>	
16	<p>Responsible Lecturer: Prof. Dr. Andreas Pfingsten</p>	<p>Department: School of Business and Economics</p>
17	<p>Misc.:</p>	

Case Studies in Finance

Module Title english:		Case Studies in Finance			
Course Program:		Master Business Administration			
1	Module No: FCM10	State: Compulsory	Language of Instruction: German or English		
2	Turn: each winter semester	Duration: 1 semester	Semester: 3	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Seminar	Seminar Case Studies in Finance	Compulsory	30 h (2 CH) 150
4	Module Profile: Course content: Within the scope of the class “Case Studies in Finance” the students will have to apply their previously acquired knowledge from other courses into real world case studies. The students can choose from several case studies which are generally carried out in cooperation with industry partners and they have to work on those on an obligatory attendance event. The list of topics changes every year. In advance of the case studies the students have to familiarize themselves with the topic and to conduct a literature review.				
5	Learning outcomes: Academic: The students are in a position to analyze questions from the industry within a fixed time frame. They can structure a problem, identify the key issues and analyze them in detail. Depending on the task, the students apply quantitative and formal analytic methods. Additionally, they are able to organize problem-oriented in a team and to solve the assignment as a team. They can bring forward and explain their arguments both to their team and to the client. Both points represent important key qualifications. During the creation of a solution, they critically reflect on their own approaches and the approaches and arguments of their team members and develop solution-oriented consequences. The students gauge the relevant contents of the self-chosen literature and independently identify their key messages. Soft skills: Presentations, team-working				
6	Description of possible electives within the modules: none				
7	Examination: Examinations for every part of the module				
8	Relevant Work:				
	No	Number and Type; Connection to Course	Duration	Part of final mark in %	
	1	Exam	60 min	100 %	

9	Study Work: none	
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.	
11	CP Assignment:	
	Presence (see part 3)	No 1
	Relevant Work (see part 8)	No 1
	Total	6 CP
12	Weight of the module grade for the overall grade: 6/120 (5%)	
13	Module Prerequisites: Students are expected to have completed some of the modules FCM 01 – FCM 08. Further details are announced at the beginning of the semester.	
14	Presence: Attendance is strongly recommended to warrant learning success.	
15	Mobility/Acknowledgement:	
	Use of the module for other course programs	none
16	Responsible Lecturer: Prof. Dr. Andreas Pfingsten	Department: School of Business and Economics
	17 Misc.: For this class a separate registration via the 'Finance Center Münster' homepage is necessary.	

Empirical Lab I

Module Title english:		Empirical Lab I			
Course Program:		Master Business Administration			
1	Module No: FCM11	State: Elective	Language of Instruction: English		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1 or 3	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture / Exercise	Empirical Lab I	Compulsory	45 h (3 CH) 135
4	Module Profile: Course content: Core element of the course is to learn how to use databases and statistical software in order to enable students to conduct their own empirical analyses. At the same time, students learn important statistical methods and practice them by applying the learned concepts to practical examples. The lecture is supplemented with presentations and discussions of the methodological background (empirical capital market research, simulations, experimental research) of current research projects at the Finance Center.				
5	Learning outcomes: Academic: The students acquire the skills to conduct fundamental empirical studies using statistical software. In the lecture, basic concepts are taught in order to put the students in a position to acquire more advanced knowledge (as taught e.g. in module FCM12, Empirical Lab II). Soft skills: Students gain first insights into capital market databases - a key competence in investment banking and almost all other business fields, too. The self-preparation of the students for the lecture facilitates the ability of the students to manage themselves and their time in a more effective and efficient way. The strongly interactive character of the lectures and tutorials strengthens the student's discussion-skills in a scientific context. As the class is taught in English, the students' 'Business English' is improved.				
6	Description of possible electives within the modules: none				
7	Examination: Examinations for every part of the module				
8	Relevant Work:				
	No	Number and Type; Connection to Course		Duration	Part of final mark in %

	1	Written solutions to exercises and possibly presentations during the course. Details on the assessment criteria and the definite weighting scheme for the final grade will be announced before the start of the module.	1 x 4 - 5 pages, 1 x 10 - 15 min.	25 %
	2	Written exam	90 min.	75 %
9	Study Work:			
	No	Number and Type; Connection to Course	Duration	
	1	Written solutions to exercises	2 x 4 - 5 pages	
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
11	CP Assignment:			
	Presence (see part 3)	No 1	1.50 CP	
	Relevant Work (see part 8)	No 1	0.50 CP	
		No 2	3.00 CP	
	Study Work (see part 9)	No 1	1.00 CP	
Total		6 CP		
12	Weight of the module grade for the overall grade: 6/120 (5%)			
13	Module Prerequisites: none			
14	Presence: Presence is strongly recommended to warrant learning success.			
15	Mobility/Acknowledgement:			
	Use of the module for other course programs	none		
16	Responsible Lecturer: Prof. Dr. Thomas Langer		Department: School of Business and Economics	
	17 Misc.:			

Empirical Lab II

Module Title english:	Empirical Lab II
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Course Program:		Master Business Administration			
1	Module No: FCM12	State: Elective	Language of Instruction: English		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1 or 3	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture / Exercise	Empirical Lab II	Compulsory	45 h (3 CH) 135
4	Module Profile: Course content: This course builds upon the basic course FCM11 (Empirical Lab I). The fundamentals concerning statistical methods and the use of databases and statistical software are extended to more complex models and practical examples in this course. This enables students to perform more extensive empirical analyses. Students learn to apply their knowledge and skills by solving case studies. The lecture is supplemented with presentations and discussions of the methodological background (empirical capital market research, simulations, experimental re-search) of current research projects at the Finance Center.				
5	Learning outcomes: Academic: The students possess the skills to conduct empirical, experimental, or simulation-based studies on their own. These skills exceed the basic knowledge acquired in module FCM11 (Empirical Lab I). More advanced methodological knowledge and practical skills in the use of market databases and statistical software offer many fields of application. Soft skills: Students gain a sound knowledge of how to use capital market databases - a key competence in investment banking and almost all other business fields, too. The self-preparation of the students for the lecture facilitates the ability of the students to manage themselves and their time in a more effective and efficient way. The strongly interactive character of the lectures and tutorials strengthens the student's discussion-skills in a scientific context. As the class is taught in English, the students' 'Business English' is improved.				
6	Description of possible electives within the modules: none				
7	Examination: Examinations for every part of the module				
8	Relevant Work:				
	No	Number and Type; Connection to Course	Duration	Part of final mark in %	

	1	Written solution to a case study and possibly presentation of the solution during the course. Details on the assessment criteria and the definite weighting scheme for the final grade will be announced before the start of the module.	1 x 12 - 15 pages, 1 x 10 - 15 min.	25 %
	2	Written exam	90 min.	75 %
9	Study Work: none			
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
11	CP Assignment:			
	Presence (see part 3)	No 1	1.50 CP	
	Relevant Work (see part 8)	No 1	1.50 CP	
		No 2	3.00 CP	
Total		6 CP		
12	Weight of the module grade for the overall grade: 6/120 (5%)			
13	Module Prerequisites: Recommended: Module 'Empirical Lab I'			
14	Presence: Presence is strongly recommended to warrant learning success.			
15	Mobility/Acknowledgement:			
	Use of the module for other course programs	none		
16	Responsible Lecturer: Prof. Dr. Thomas Langer		Department: School of Business and Economics	
	17 Misc.:			

Advanced Finance on specific topics I

Module Title english:		Advanced Finance on specific topics I				
Course Program:		Master Business Administration				
1	Module No: FCM13	State: Elective	Language of Instruction: German or English			
2	Turn: each winter semester	Duration: 1 semester	Semester: 1 or 3	CP: 6	Workload (h): 180	
3	Module Structure:					
	No	Type	Course	State	Workload (h)	
					Presence (h + CH)	
					Self-Study (h)	
	1	Lecture	Advanced Finance on Specific Topics I	Elective	30 h (2 CH)	60
	2	Lecture	Advanced Finance on Specific Topics I	Elective	30 h (2 CH)	60
	3	Lecture	Advanced Finance on Specific Topics I	Elective	60 h (4 CH)	120
	4	Seminar	Advanced Finance on Specific Topics I	Elective	30 h (2 CH)	150
4	Module Profile:					
	<p>Purpose of the module/integration into curriculum: The module extends and deepens knowledge in the field of finance, especially concerning current issues.</p> <p>Course content: In this module, current issues in the field of finance are presented. The courses have varying contents, depending on the current developments and are carried out by different teachers. In the individual courses, tutorial content and case studies are integrated. In so doing particular attention is paid to the fact that the courses fit into the current research areas of finance. In general, courses with 3 CP or 6 CP will be offered so that one or two events must be selected. Depending on the specific course offerings, the number and content of courses may vary each semester.</p>					
5	Learning outcomes:					
	<p>Academic: The students learned about changing current issues and thereby also specialized in dependence on their specific area of interest. They have learned techniques and methods above the theoretical foundations that qualify for starting a career in this particular field. Due to the close link between research and teaching in this module, students recognize the direct relation of economic research on the actual requirements of practice.</p>					
6	Description of possible electives within the modules: Courses with a total of 6 CP have to be chosen					
7	Examination: Final Module Exam					
8	Relevant Work:					

No	Number and Type; Connection to Course	Duration	Part of final mark in %
1	Lecture with 3 CP: Final written exam	60 min.	50 %
2	Lecture with 6 CP: alternative 1: Final written exam	120 min.	100 %
3	Lecture with 6 CP: alternative 2: Written exam and	60 min.	70 %
4	case study presentation	45 min.	30 %
5	Seminar with 6 CP: Paper(s)/essay(s)/case studies with presentation (optionally in group)	max. of 15 pages, 25 - 45 min.	100 %
9	Study Work: none		
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.		
11	CP Assignment:		
	Presence (see part 3)	No 1 (on choice)	1.00 CP
		No 2 (on choice)	1.00 CP
		No 3 (on choice)	2.00 CP
		No 4 (on choice)	2.00 CP
	Relevant Work (see part 8)	No 1 (depending on choice under presence)	2.00 CP
		No 2 (depending on choice under presence)	2.00 CP
		No 3 (depending on choice under presence)	2.50 CP
		No 4 (depending on choice under presence)	1.50 CP
		No 5 (depending on choice under presence)	5.00 CP
Total		6 CP	
12	Weight of the module grade for the overall grade: 6/120 (5%)		
13	Module Prerequisites: Recommended: Introduction to Advanced Finance		
14	Presence: Presence is recommended to warrant learning success.		
15	Mobility/Acknowledgement:		
	Use of the module for other course programs	none	
16	Responsible Lecturer: Prof. Dr. Thomas Langer		Department: School of Business and Economics

17	Misc.:
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Advanced Finance on specific topics II

Module Title english:		Advanced Finance on specific topics II			
Course Program:		Master Business Administration			
1	Module No: FCM14	State: Elective	Language of Instruction: German or English		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1 or 3	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Advanced Finance on Specific Topics II	Elective	30 h (2 CH) 60
	2	Lecture	Advanced Finance on Specific Topics II	Elective	30 h (2 CH) 60
	3	Lecture	Advanced Finance on Specific Topics II	Elective	60 h (4 CH) 120
	4	Seminar	Advanced Finance on Specific Topics II	Elective	30 h (2 CH) 150
4	Module Profile:				
	Purpose of the module/integration into curriculum: The module extends and deepens knowledge in the field of finance, especially concerning current issues.				
5	Course content: In this module, current issues in the field of finance are presented. The courses have varying contents, depending on the current developments and are carried out by different teachers. In the individual courses, tutorial content and case studies are integrated. In so doing particular attention is paid to the fact that the courses fit into the current research areas of finance. In general, courses with 3 CP or 6 CP will be offered so that one or two events must be selected. Depending on the specific course offerings, the number and content of courses may vary each semester.				
	Learning outcomes: Academic: The students learned about changing current issues and thereby also specialized in dependence on their specific area of interest. They have learned techniques and methods above the theoretical foundations that qualify for starting a career in this particular field. Due to the close link between research and teaching in this module, students recognize the direct relation of economic research on the actual requirements of practice.				
6	Description of possible electives within the modules: Courses with a total of 6 CP have to be chosen				
7	Examination: Examinations for every part of the module				
8	Relevant Work:				

No	Number and Type; Connection to Course	Duration	Part of final mark in %																							
1	Lecture with 3 CP: Final written exam	60 min.	50 %																							
2	Lecture with 6 CP: Alternative 1: Final written exam	120 min.	100 %																							
3	Lecture with 6 CP: Alternative 2: Written exam and	60 min.	70 %																							
4	Case study presentation	45 min.	30 %																							
5	Seminar with 6 CP: Paper(s)/essay(s)/case studies with presentation (optionally in group)	max. of 15 pages, 25 - 45 min.	100 %																							
9	Study Work: none																									
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.																									
11	CP Assignment: <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td rowspan="4">Presence (see part 3)</td> <td>No 1 (on choice)</td> <td>1.00 CP</td> </tr> <tr> <td>No 2 (on choice)</td> <td>1.00 CP</td> </tr> <tr> <td>No 3 (on choice)</td> <td>2.00 CP</td> </tr> <tr> <td>No 4 (on choice)</td> <td>1.00 CP</td> </tr> <tr> <td rowspan="5">Relevant Work (see part 8)</td> <td>No 1 (depending on choice under presence)</td> <td>2.00 CP</td> </tr> <tr> <td>No 2 (depending on choice under presence)</td> <td>2.00 CP</td> </tr> <tr> <td>No 3 (depending on choice under presence)</td> <td>3.00 CP</td> </tr> <tr> <td>No 4 (depending on choice under presence)</td> <td>1.00 CP</td> </tr> <tr> <td>No 5 (depending on choice under presence)</td> <td>5.00 CP</td> </tr> <tr> <td>Total</td> <td></td> <td>6 CP</td> </tr> </tbody> </table>			Presence (see part 3)	No 1 (on choice)	1.00 CP	No 2 (on choice)	1.00 CP	No 3 (on choice)	2.00 CP	No 4 (on choice)	1.00 CP	Relevant Work (see part 8)	No 1 (depending on choice under presence)	2.00 CP	No 2 (depending on choice under presence)	2.00 CP	No 3 (depending on choice under presence)	3.00 CP	No 4 (depending on choice under presence)	1.00 CP	No 5 (depending on choice under presence)	5.00 CP	Total		6 CP
Presence (see part 3)	No 1 (on choice)	1.00 CP																								
	No 2 (on choice)	1.00 CP																								
	No 3 (on choice)	2.00 CP																								
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	No 3 (depending on choice under presence)	3.00 CP																								
	No 4 (depending on choice under presence)	1.00 CP																								
	No 5 (depending on choice under presence)	5.00 CP																								
Total		6 CP																								
12	Weight of the module grade for the overall grade: 6/120 (5%)																									
13	Module Prerequisites: Recommended: Introduction to Advanced Finance																									
14	Presence: Presence is recommended to warrant learning success.																									
15	Mobility/Acknowledgement: <hr/> Use of the module for other course programs none																									
16	Responsible Lecturer: Prof. Dr. Thomas Langer	Department: School of Business and Economics																								

17	Misc.:
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Elective in Finance

Module Title english:		Elective in Finance			
Course Program:		Master Business Administration			
1	Module No: FCM15	State: Elective	Language of Instruction: German or English		
2	Turn: each semester	Duration: 1 semester	Semester: 2 or 3	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture / Exercise / Seminar	on choice (see part 13)	Elective	30 – 60 h (2 – 4 CH) 120 – 150
4	Module Profile: Course content: The elective gives students the possibility to integrate adjacent subjects to finance into their studies.				
5	Learning outcomes: Academic: Students get knowledge and skills in adjacent areas and recognize the interdependencies between this areas. The outcome depends on the lecture visited.				
6	Description of possible electives within the modules: A module, totalling 6 CP has to be chosen.				
7	Examination: Final Module Exam				
8	Relevant Work:				
	No	Number and Type; Connection to Course	Duration	Part of final mark in %	
		Depending on chosen module			
	1	Lecture with 3 CP: Final written exam	60 min.	50 %	
	2	Lecture with 6 CP: Alternative 1: Final written exam	120 min.	100 %	
	3	Lecture with 6 CP: Alternative 2: Written exam and	60 min.	70 %	
4	Case study presentation	45 min.	30 %		
5	Seminar with 6 CP: Paper(s)/essay(s)/case studies with presentation (optionally in group)	max. of 15 pages, 25 - 45 min.	100 %		

9	Study Work: none	
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.	
11	CP Assignment:	
	Presence (see part 3)	No 1 (depending on the concretely chosen course) 1.00 – 2.00 CP
	Relevant Work (see part 8)	No 1 (depending on choice under presence) 2.00 CP
		No 2 (depending on choice under presence) 2.00 CP
		No 3 (depending on choice under presence) 3.00 CP
		No 4 (depending on choice under presence) 1.00 CP
No 5 (depending on choice under presence) 5.00 CP		
Total	6 CP	
12	Weight of the module grade for the overall grade: 6/120 (5%)	
13	Module Prerequisites: You can choose between the modules ACMo1 (Strategic Management Accounting), ACMo2 (Financial Accounting), ACMo3 (International Taxation) and ACMo7 (Enterprise Analysis and Valuation), you can also choose between all finance electives. You can choose further moduls from accounting or from economics, if these modules have not already been chosen within the minor and if the prerequisites are fulfilled. You can also choose from the Minor Research, it these modules have not already been chosen with the minor, if the prerequisites are fulfilled and if places are available.	
14	Presence: Presence is strongly recommended to warrant learning success.	
15	Mobility/Acknowledgement:	
	Use of the module for other course programs	none
16	Responsible Lecturer: Prof. Dr. Thomas Langer	Department: School of Business and Economics
	17 Misc.:	

Seminar Advanced Finance

Module Title english:	Seminar Advanced Finance
Course Program:	Master Business Administration

1	Module No: FCM16	State: Compulsory	Language of Instruction: German or English		
2	Turn: each summer semester	Duration: 1 semester	Semester: 2	CP: 12	Workload (h): 360
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Seminar	Seminar Topics in Finance	Compulsory	30 h (2 CH) 330
4	Module Profile:				
	Purpose of the module/integration into curriculum: The module gives students the opportunity to study courses in neighboring fields of finance Course content: Students choose between the modules ACMo1 ("Concepts and Tools of Management Accounting"), ACMo2 ("International Financial Accounting"), ACMo3 ("International Taxation") and ACMo7 ("Enterprise Analysis and Valuation"). In addition, students may study additional ACM modules, modules from the economic master's degree or a module with 6 CP from the structured doctoral program of MSBE. On the appropriateness and permissibility of the proposed module decides the responsible lecturer of this module.				
5	Learning outcomes:				
	Academic: The students acquire knowledge and skills in related fields and thus recognize interdependencies between the areas. The specific skills taught are based on the content of the respective course.				
6	Description of possible electives within the modules: none				
7	Examination: Examinations for every part of the module				
8	Relevant Work:				
	No	Number and Type; Connection to Course		Duration	Part of final mark in %
	1	Writing of an essay, presentation and discussion of the contents of the essay		max. of 15 pages & max. of 90 min.	100 %
9	Study Work: none				
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.				
11	CP Assignment:				
	Presence (see part 3)		No 1	1.00 CP	

	Relevant Work (see part 8)	No 1	11.00 CP
	Total		12 CP
12	Weight of the module grade for the overall grade: 12/120 (10%)		
13	Module Prerequisites: none		
14	Presence: Attendance is strongly recommended to warrant learning success.		
15	Mobility/Acknowledgement:		
	Use of the module for other course programs	none	
16	Responsible Lecturer: Prof. Dr. Thomas Langer	Department: School of Business and Economics	
17	Misc.:		

Module Offer

CfM

Center for Management

CfM01	Organizational Development
CfM02	Management I
CfM03	Governance
CfM04	Management II
CfM05	Market- and Resource-Based View of Strategy
CfM06	Personnel Economics
CfM07	HR Management
CfM08	Management IV
CfM09	Principles of research, technology and innovation
CfM10	Selected topics on Management
CfM11	Seminar I of the Major Management
CfM12	Seminar II of the Major Management
CfM13	Strategic Analysis
CfM 14	Technology and Innovation Strategy
CfM 15	Corporate Entrepreneurship

Major Management		
6 CP CfM 1) Organizational Development	6 CP (1 out of 2) CfM 2) Management I CfM14) Technology and Innovation Strategy	6 CP CfM 3) Governance
6 CP (1 out of 2) CfM 4) Management II CfM 5) Market- and Resource- Based View of Strategy	6 CP (1 out of 2) CfM 6) Personnel Economics CfM15) Corporate Entrepreneurship	6 CP CfM 7) HR-Management
6 CP (1 out of 3) CfM 8) Management III CfM 9) Principles of Research, Technology & Innovation CfM 10) Selected Topics	12 CP CfM 11) Seminar I of the Major Management	12 CP CfM 12) Seminar II of the Major Management
Thesis 30 CP		

Minor Management	
6 CP CfM 3) Governance	6 CP CfM 13) Strategic Analysis
6 CP (1 out of 2) CfM 6) Personnel Economics CfM15) Corporate Entrepreneurship	6 CP (1 out of 2) CfM 4) Management II CfM 5) Market- and Resource- Based View of Strategy

Organizational Development

Module Title english:		Organizational Development			
Course Program:		Master Business Administration			
1	Module No: CfMo1	State: Compulsory	Language of Instruction: German		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Organizational Development	Compulsory	30 h (2 CH) 60
	2	Seminar	Cases & Presentation	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: In order to achieve a competitive advantage it is necessary that enterprises adapt to dynamic markets quickly and accurately. Therefore, change management is becoming a central management task for organization. In this regards, structure and processes aren't the only game changers to master the dynamic environment and achieve a competitive advantage. Instead, the entire organizational design needs to be examined in terms of its effectiveness and efficiency. Organizational Development provides the knowledge, methods and techniques to organize and manage companies in dynamic environments and to create a competitive advantage.</p> <p>Course content: In the context of the lecture the students learn about advanced methods and techniques of organisational development. In the centre of this lecture change and project management build the core and frame of organizational development and process optimization. On top, in this lecture students apply qualitative and quantitative methods, techniques and models of organizational development as well as techniques such as agile transformation, business process outsourcing, post merger integration or innovation management. In this respect, a case study exercise deepens the student's knowledge and helps them apply their knowledge to a real-live case in co-operation with enterprise representatives. An intensive presentation training precedes the following discussion of the case study results.</p>				
5	Learning outcomes:				
	<p>Academic: The students are able to evaluate the organizational structure and process-oriented organization in an enterprise and identify vulnerabilities. You have the methodical tools to eliminate these weaknesses and to develop effective and efficient organizational structures on your own. Through the case study exercises you are able to apply this knowledge and to precisely present the decisions taken and the solutions developed for debate and defense.</p> <p>Soft skills: Through the case study exercises you are able to apply this knowledge and to precisely present the decisions taken and the solutions developed for debate and defense.</p>				

6	Description of possible electives within the modules: none		
7	Examination: Examinations for every part of the module		
8	Relevant Work:		
	No	Number and Type; Connection to Course	Duration
			Part of final mark in %
	1	Essay with presentation	powerpoint slides and approx. 45 min.
	2	Written exam	120 min.
			50 %
			50 %
9	Study Work: none		
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.		
11	CP Assignment:		
	Presence (see part 3)	No 1	1.00 CP
		No 2	1.00 CP
	Relevant Work (see part 8)	No 1	2.00 CP
		No 2	2.00 CP
	Total		6 CP
12	Weight of the module grade for the overall grade: 6/120 (5%)		
13	Module Prerequisites: none		
14	Presence: Presence is strongly recommended to warrant learning success.		
15	Mobility/Acknowledgement:		
	Use of the module for other course programs	none	
16	Responsible Lecturer: Professor Dr. Gerhard Schewe		Department: School of Business and Economics
	17 Misc.:		

Management I

Module Title english:		Management I			
Course Program:		Master Business Administration			
1	Module No: CfMo2	State: Compulsory	Language of Instruction: German		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Strategic Management I	Compulsory	30 h (2 CH) 60
	2	Lecture	Strategic Management II	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: Strategic Management I: The business administration of start-up companies deals with the foundation and the first dynamic phase of growth. Companies are founded by incumbents (corporate ventures), independently realized (independent ventures) and/or formed with the help of venture capital enterprises. Important characteristics are the scope in strategic decisions during the start-up process and the organizational challenges arising in the first growth phase. Young companies do face a wide range of choices: Sales markets, Procurement markets, Organizational structures, Integration in networks (franchising, licensing etc.). Structural characteristics of the first growth phase are amongst others: Confrontation of the top management with both operative and strategic issues, Existence-threatening finance problems, Poor access to procurement and sales markets. Every professional activity supporting the processes of foundation and growth will be facing all of those specifics. Therefore start-up-management know-how is elementary for the following actors: Founder of a new companies, Entrepreneurs in networks (e.g. franchising), Entrepreneurs by takeover (MBI, MBO), Partner, managers and consultants in the venture capital industry, Credit officers in the corporate client business, Specialized management consultants, Manager and actors of corporate venturing, corporate planning and development departments of big companies. Strategic Management II: The lecture "Strategic Management II" aims to give essential insights into substantiated business planning of young companies. Employing empirical findings and theoretical analyses, the whole process of planning from the definition of objectives to operative business planning and its implementation is discussed. Detailed case studies – i.e. concerning web-based business models – emphasize the empirical relevance of this lecture. Finally questions about the legal structure complete the presentation.</p> <p>Course content: Strategic Management I: The primary target of the course is to deliver fundamental insights into an effective growth management of start-up companies. Based on empirical findings and theoretical analyses instruments of growth management are introduced (e.g. an advanced life cycle model). Extensive case studies underline the practical relevance of the subject taught. The analysis of game theory and empirical evidence lays the foundation for an in-depth understanding of fast corporate growth. The gained knowledge will qualify students to</p>				

independently analyze and plan the growth management of young companies. Strategic Management II: The students understand the complete process of planning in the context of a business foundation. Applying the knowledge gained from case studies and exercises the students are qualified for the conceptual realization of a business foundation – from the concretization of targets to the actual implementation of a business plan.

Themes	Learning objectives
Strategic Management I:	
Corporate growth	To define and to describe the theoretical fundamentals of corporate foundation, growth and development supported by empiric case-studies
Growth typologies & corporate policy	To understand the consistency of targets, strategy and implementation. To compare CVs, IVs and VC-backed ventures and to demonstrate the ideal types of growth initiatives. To illustrate and to consolidate the contents with case studies.
Corporate growth management	1. To show challenges of a growth management by articulating corporate goals & strategies and afterwards implementing them. To compare growing start-ups & big companies and show the importance of self-sustaining growth by means of the operating cash cycle. 2. To point out the process and the barriers of growth by describing and comparing product-life-, industry- and corporate-life-cycles. 3. To introduce, show ways of designing and to compare instruments of a corporate growth management.
Strategic Management II	
Entrepreneurship	To learn the basic concepts in the field of business foundation.
Typology of business foundations	To classify the different types of business foundations and understand each of their specific targets.
Business idea	To get insights into an entrepreneur's way of thinking, discuss his vision and learn about the business plan.
Processes and business plan	To learn about the dynamics of markets, get to know the relevance of diligent decision, planning processes and an integrated business plan.
Corporate structure and financing	To understand the possible legal forms of a company and consider several ways of financing start-ups.

5 Learning outcomes:
Academic:
 Students understand the complete planning cycle of a business. They are able to independently carry out the planning of a corporate foundation from the establishment of entrepreneurial goals and vision to the actual implementation of the project. In addition, the students understand dynamic corporate growth on the basis of game theory models, real typologies and empirical verifications. Based on the acquired knowledge, students are independently capable of the analysis and the planning of the growth management in young companies.

6 Description of possible electives within the modules:
 none

7	Examination: Final Module Exam			
8	Relevant Work:			
	No	Number and Type; Connection to Course	Duration	Part of final mark in %
	1	Final written exam	60 min.	100 %
9	Study Work: none			
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
11	CP Assignment:			
	Presence (see part 3)	No 1	1.00 CP	
		No 2	1.00 CP	
	Relevant Work (see part 8)	No 1	4.00 CP	
Total		6 CP		
12	Weight of the module grade for the overall grade: 6/120 (5%)			
13	Module Prerequisites: none			
14	Presence: Presence is strongly recommended to warrant learning success.			
15	Mobility/Acknowledgement:			
	Use of the module for other course programs	none		
16	Responsible Lecturer: Prof. Dr. Thomas Ehrmann		Department: School of Business and Economics	
	17 Misc.:			

Technology and Innovation Strategy

Module Title english:		Technology and Innovation Strategy			
Course Program:		Master Business Administration			
1	Module No: CfM14	State: Elective	Language of Instruction: English		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Technology and Innovation Strategy	Compulsory	30 h (2 CH) 60
	2	Exercise	Tutorial Technology and Innovation Strategy	Compulsory	30 h (2 CH) 60
4	Module Profile: Course content: The lecture holistically captures the innovation process and related technology management aspects in multinational companies. The lecture focuses on each step within the innovation process and highlights how the respective step can be managed. In this vein, the lecture sheds light on strategic rationales, behavioral issues, organizational culture influences, and leadership orientation with regard to technological trajectories and innovation management. The module puts an emphasis on firms that act in turbulent environments. In addition, the lecture will cover current trends in technology and innovation management. Guest lectures underscore the practical relevance of this lecture to the students.				
5	Learning outcomes: Academic: The students <ul style="list-style-type: none"> • develop a profound understanding of opportunities and challenges concerning technology and innovation, management in multinational companies, • understand how to manage an innovation and a technology among the different stages of the innovation process, • acquire the capability to identify evolutionary patterns of technology-driven developments and customer-driven innovations, • comprehend the relevance of customer needs for new product development, • develop an understanding about how ideas can be protected and marketed. 				
6	Description of possible electives within the modules: none				
7	Examination: Final Module Exam				
8	Relevant Work:				

	No	Number and Type; Connection to Course	Duration	Part of final mark in %
	1	Final written exam	120 min.	100 %
9	Study Work: none			
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
11	CP Assignment:			
	Presence (see part 3)	No 1	1.00 CP	
		No 2	1.00 CP	
	Relevant Work (see part 8)	No 1	4.00 CP	
Total		6 CP		
12	Weight of the module grade for the overall grade: 6/120 (5%)			
13	Module Prerequisites: none			
14	Presence: Presence is strongly recommended to warrant learning success.			
15	Mobility/Acknowledgement:			
	Use of the module for other course programs	none		
16	Responsible Lecturer: Prof. Dr. David Bendig		Department: University of Münster, School of Business and Economics	
	17 Misc.:			

Governance

Module Title english:		Governance			
Course Program:		Master Business Administration			
1	Module No: CfMo3	State: Compulsory	Language of Instruction: German		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Governance	Compulsory	30 h (2 CH) 60
	2	Seminar	Seminar Governance	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	Course content: The lecture "Governance" analyses institutional structures within and between enterprises. The first part of the lecture addresses corporate governance in public corporations. It discusses different concepts of monitoring the management, the "blessing or curse" of incentive compensation and more recent corporate governance approaches to protect all firm specific investors (e.g. knowledge workers). The second part of the lecture addresses strengths and weaknesses of alternative governance mechanism like owner-managed companies, family-owned companies, mutual, partnerships, cooperatives and franchise organizations.				
	Themes	Learning objectives			
	Governance	Analysing and evaluating institutional frameworks in general and a firm's corporate governance in particular Knowledge about public corporations and various cooperation designs.			
5	Learning outcomes:				
	Academic: The students are able to evaluate various governance structures such as public corporations, owner-managed corporations, family businesses, mutual, nonprofits, cooperatives and franchise organizations. Soft skills: Students improve their presentation and communication skills.				
6	Description of possible electives within the modules: none				
7	Examination: Examinations for every part of the module				
8	Relevant Work:				

	No	Number and Type; Connection to Course	Duration	Part of final mark in %
	1	Analysis and presentation of a governance case study	max. of 50 powerpoint slides & max. of 45 min.	40 %
	2	Written exam	90 min.	60 %
9	Study Work: none			
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
11	CP Assignment:			
	Presence (see part 3)	No 1	1.00 CP	
		No 2	1.00 CP	
	Relevant Work (see part 8)	No 1	1.50 CP	
		No 2	2.50 CP	
	Total		6 CP	
12	Weight of the module grade for the overall grade: 6/120 (5%)			
13	Module Prerequisites: none			
14	Presence: Presence is strongly recommended to warrant learning success.			
15	Mobility/Acknowledgement:			
	Use of the module for other course programs	Master Public Policy		
16	Responsible Lecturer: Prof. Dr. Stephan Nüesch		Department: School of Business and Economics	
17	Misc.:			

Management II

Module Title english:		Management II			
Course Program:		Master Business Administration			
1	Module No: CfMo4	State: Compulsory	Language of Instruction: German		
2	Turn: each summer semester	Duration: 1 semester	Semester: 2	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Strategic Management III	Compulsory	30 h (2 CH) 60
	2	Exercise	Case study exercises	Compulsory	30 h (2 CH) 30
3	Exercise	Internet tutorial	Compulsory	0 h (0 CH) 30	
4	Module Profile:				
	Purpose of the module/integration into curriculum:				
	The strategy of a firm represents the link between its goals and the according concrete actions to meet them. For this reason, strategy marks the core element of business management. Prior to the successful development of strategic concepts, it is essential for a firm to analyze its strategic options comprehensively, including the evaluation of external factors (e.g. opportunities and threats regarding competitors and relevant markets) as well as internal factors (e.g. strengths and weaknesses regarding the internal value chain). In this context, the module “Strategic Analysis” provides an introduction to methods and techniques in strategic management with special focus on strategic analysis.				
	Course content:				
Within a lecture qualitative as well as quantitative analytical methods in strategic management are discussed. These methods represent the basis of strategic planning and decision making. In addition to the lecture, the students will work on case studies to enhance their understanding of the theoretical concepts. Afterwards, the students will present the results of their work. Within an internet tutorial, which will be supervised by academic staff, students will gain a deeper understanding of the learned analytical methods according to the problems described in the case studies.					
	Themes	Learning objectives			
	Strategic Management III:				
	Strategic business management	To discuss the relation of goal setting, strategy and concrete actions To introduce main principles of strategic management as well as different levels and concepts in strategic management			
	Strategic analysis	To introduce and compare different techniques in strategic analysis			

	Strategic planning	To show different stages of the strategy process, including forming, implementing and controlling of strategy		
	Case study exercise & internet tutorial	To impart a deeper understanding of typical challenges in strategic analysis		
5	<p>Learning outcomes:</p> <p>Academic: The students have acquired key skills of strategic planning and decision making. They will be able to goal-orientedly apply the appropriate strategic analysis tools and to interpret the results appropriately. After completion of the module they are familiar with the strategic analysis and are confidently able to select the appropriate techniques for the specific problem at hand. In this module, three situations of strategy implementation that occur in their future careers typically are also trained: written report to a business problem (case study essay), the presentation in a small team (group presentation) and subsequent discussion, and finally the stringent and comprehensible presentation of a business decision in a short time with the aim of convincing a jury of one's own idea ('elevator pitch'). By combining technical expertise and communication skills, students acquire basic skills for their future professional career.</p> <p>Soft skills: Students improve their presentation and communication skills.</p>			
6	Description of possible electives within the modules: none			
7	Examination: Final Module Exam			
8	Relevant Work:			
	No	Number and Type; Connection to Course	Duration	Part of final mark in %
	1	Final written exam "Strategic Management III"	60 min.	100 %
9	Study Work: none			
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
11	CP Assignment:			
	Presence (see part 3)	No 1	1.00 CP	
		No 2	1.00 CP	
		No 3	0.00 CP	
	Relevant Work (see part 8)	No 1	4.00 CP	
	Total		6 CP	
12	Weight of the module grade for the overall grade: 6/120 (5%)			
13	Module Prerequisites: none			

14	Presence: Presence is strongly recommended to warrant learning success.	
15	Mobility/Acknowledgement: <hr/> Use of the module for other course programs Master Information Systems	
16	Responsible Lecturer: Prof. Dr. Thomas Ehrmann	Department: School of Business and Economics
17	Misc.:	

Market- and Resource-Based View of Strategy

Module Title english:		Market- and Resource-Based View of Strategy			
Course Program:		Master Business Administration			
1	Module No: CfMo5	State: Compulsory	Language of Instruction: English		
2	Turn: each summer semester	Duration: 1 semester	Semester: 2	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Market- and Resource-Based View of Strategy	Compulsory	30 h (2 CH) 60
	2	Exercise	Market- and Resource-Based View of Strategy (Exercises)	Compulsory	30 h (2 CH) 60
4	<p>Module Profile:</p> <p>Purpose of the module/integration into curriculum: Strategy defines an integrated and coordinated set of decisions and actions to gain a competitive advantage. The lecture “Market- and Resource-Based View of Strategy” responds to the fundamental question how firms can achieve a sustainable competitive advantage. The lecture discusses and combines the two most prominent views of strategy: the market-based and the resource-based view. Whereas the market-based view of strategy concentrates on the opportunities and threats of the external environment, the resource-based view of strategy concentrates on the strengths and weaknesses of the internal resource and capability endowment.</p> <p>Course content: Major topics include market and competitive analysis, market entry and exit, strategic commitments and cooperative pricing in dynamic competitions, criteria of strategic resources, dynamic capabilities, and innovative capacity.</p>				
5	<p>Learning outcomes:</p> <p>Academic: Students are able to evaluate a firm’s competitive situation and to take decisions and actions to (re-)gain a competitive advantage.</p> <p>Soft skills: The students gain theoretical and methodological knowledge, which enables them to explore and seize market opportunities.</p>				
6	Description of possible electives within the modules: none				
7	Examination: Examinations for every part of the module				
8	Relevant Work:				

	No	Number and Type; Connection to Course	Duration	Part of final mark in %
	1	Written exam	120 min.	100 %
9	Study Work:			
	No	Number and Type; Connection to Course	Duration	
	1	According to the teacher: 1 presentation or 1 assignment	approx. 30 min. or max. of 600 words	
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
11	CP Assignment:			
	Presence (see part 3)	No 1	1.00 CP	
		No 2	1.00 CP	
	Relevant Work (see part 8)	No 1	3.00 CP	
	Study Work (see part 9)	No 1	1.00 CP	
	Total		6 CP	
12	Weight of the module grade for the overall grade: 6/120 (5%)			
13	Module Prerequisites: none			
14	Presence: Presence is strongly recommended to warrant learning success.			
15	Mobility/Acknowledgement:			
	Use of the module for other course programs	Master Information Systems		
16	Responsible Lecturer: Prof. Dr. Stephan Nüesch		Department: School of Business and Economics	
	17 Misc.:			

Personnel Economics

Module Title english:		Personnel Economics			
Course Program:		Master Business Administration			
1	Module No: CfMo6	State: Compulsory	Language of Instruction: German		
2	Turn: each summer semester	Duration: 1 semester	Semester: 2	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Industrial Relations and International Human Resources	Compulsory	30 h (2 CH) 60
	2	Exercise	Internet tutorial and literature studies	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	Purpose of the module/integration into curriculum: Personnel Economics is a new and important approach to analyse human resources management from an economic point of view.				
	Course content: The main topics of this module are expressed in the title of the lecture: that is industrial relations, meaning the variety of relationships between employers and their organised employees, and human resources in an international setting. The lecture includes teaching of theoretical, especially economic foundations of these topics as well as important empirical and institutional facts. The students learn to understand the system of industrial relations in Germany and to compare it with such systems in other countries. They will be able to apply fundamental models of negotiations and learn to improve negotiation outcomes for companies or associations. The knowledge of international human resources enables the students to make personnel decisions in international, transnational and global organisations and it can be used for their own international career planning.				
	Themes	Learning objectives			
	Industrial Relations	To understand the German system of industrial relations and its main actors, to compare it with such systems in other countries and to apply different negotiation models.			
	International Human Resources	To know basic theories and facts about international human resources, to make personnel decisions in and for international organisations and to plan one's own international career.			
5	Learning outcomes: Academic:				

15	Mobility/Acknowledgement:	
	Use of the module for other course programs	Master Information Systems
16	Responsible Lecturer: Prof. Dr. Alexander Dilger	Department: School of Business and Economics
17	Misc.:	

Corporate Entrepreneurship

Module Title english:		Corporate Entrepreneurship			
Course Program:		Master Business Administration			
1	Module No: CfM15	State: Elective	Language of Instruction: English		
2	Turn: each summer semester	Duration: 1 semester	Semester: 2	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Corporate Entrepreneurship	Compulsory	30 h (2 CH) 60
	2	Exercise	Tutorial Corporate Entrepreneurship	Compulsory	30 h (2 CH) 60
4	Module Profile: Course content: The course corporate entrepreneurship provides students with an understanding of the different options and approaches for grown corporates to take entrepreneurial actions in order to maintain or gain back flexibility and innovativeness. These entrepreneurial activities will be analyzed and put in contrast with corporate reality. In addition, the lecture will introduce students to the topic of change management, as well-established companies need to reflect on entrepreneurial activities and change thoroughly.				
5	Learning outcomes: Academic: This course enables students to <ul style="list-style-type: none"> • apply entrepreneurial thinking and entrepreneurial activities given the context of a well-established company structure • critically reflect on the relevancy, requirements, structures and different methods of corporate entrepreneurship • understand the basic concepts of change management 				
6	Description of possible electives within the modules: none				
7	Examination: Examinations for every part of the module				
8	Relevant Work:				
	No	Number and Type; Connection to Course		Duration	Part of final mark in %
	1	Written exam		90 min.	70 %
2	Case Study Presentation		approx. 20 min.	30 %	
9	Study Work: none				

10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.																
11	CP Assignment: <table border="1" data-bbox="145 584 1061 801"> <tr> <td data-bbox="145 584 467 629">Presence (see part 3)</td> <td data-bbox="467 584 759 629">No 1</td> <td data-bbox="759 584 1061 629">1.00 CP</td> </tr> <tr> <td data-bbox="145 629 467 674"></td> <td data-bbox="467 629 759 674">No 2</td> <td data-bbox="759 629 1061 674">1.00 CP</td> </tr> <tr> <td data-bbox="145 674 467 719">Relevant Work (see part 8)</td> <td data-bbox="467 674 759 719">No 1</td> <td data-bbox="759 674 1061 719">2.50 CP</td> </tr> <tr> <td data-bbox="145 719 467 763"></td> <td data-bbox="467 719 759 763">No 2</td> <td data-bbox="759 719 1061 763">1.50 CP</td> </tr> <tr> <td data-bbox="145 763 467 801">Total</td> <td data-bbox="467 763 759 801"></td> <td data-bbox="759 763 1061 801">6 CP</td> </tr> </table>		Presence (see part 3)	No 1	1.00 CP		No 2	1.00 CP	Relevant Work (see part 8)	No 1	2.50 CP		No 2	1.50 CP	Total		6 CP
Presence (see part 3)	No 1	1.00 CP															
	No 2	1.00 CP															
Relevant Work (see part 8)	No 1	2.50 CP															
	No 2	1.50 CP															
Total		6 CP															
12	Weight of the module grade for the overall grade: 6/120 (5%)																
13	Module Prerequisites: none																
14	Presence: Presence is strongly recommended to warrant learning success.																
15	Mobility/Acknowledgement: <table border="1" data-bbox="145 1104 1061 1160"> <tr> <td data-bbox="145 1104 592 1160">Use of the module for other course programs</td> <td data-bbox="592 1104 1061 1160">none</td> </tr> </table>		Use of the module for other course programs	none													
Use of the module for other course programs	none																
16	Responsible Lecturer: Prof. Dr. David Bendig	Department: University of Münster, School of Business and Economics															
17	Misc.:																

HR Management

Module Title english:		HR Management			
Course Program:		Master Business Administration			
1	Module No: CfMo7	State: Compulsory	Language of Instruction: German		
2	Turn: each summer semester	Duration: 1 semester	Semester: 2	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	HR I	Compulsory	15 h (1 CH) 30
	2	Lecture	HR II	Compulsory	15 h (1 CH) 30
	3	Seminar	Practical Seminar: HR Management I	Elective	30 h (2 CH) 60
	4	Seminar	Practical Seminar: HR Management II	Elective	30 h (2 CH) 60
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: Companies are increasingly confronted with globalization issues, volatility, paradigm shifts and changing environmental conditions. All these problem areas must be addressed and overcome by the company's human resources management. The effectiveness and efficiency of managing human resources and its role as an internal business partner has become the centre of attention, which is why the human resource management has become a main success factor for organizations. The lecture HR-Management provides the basic information for methods and techniques of strategic and operational human resource management.</p> <p>Course content: The lectures cover the central subjects of operational human resource management. Apart from the analysis and evaluation of personnel structure, the students are educated regarding the topics of recruitment, employer branding as well as retention management. The existing theoretical and empirical findings of the personnel management literature are presented. In the case study exercise the students deepen their knowledge and apply it on real-life cases in cooperation with organization representatives. An intensive presentation training precedes the following presentation and discussion of the case study results.</p>				
5	Learning outcomes:				
	<p>Academic: Students can apply methods and tools concerning the analysis and the evaluation of the quantitative and qualitative personnel structure and the efficiency of staff. With the help of the acquired knowledge they are able to make independent decisions regarding the best set of human resource practices. They understand the relationships between the different fields of human resource management and have a high sensitivity to issues of leadership.</p> <p>Soft skills: The practical seminar enables them to apply this knowledge and in the practical seminar students learn to present their decisions and solutions for debate and defense.</p>				

6	Description of possible electives within the modules: Students have to select one of the two possible Practical Seminars (Practical Seminar: HR Management I or Practical Seminar: HR Management II.																						
7	Examination: Examinations for every part of the module																						
8	<table border="1"> <thead> <tr> <th colspan="4">Relevant Work:</th> </tr> <tr> <th>No</th> <th>Number and Type; Connection to Course</th> <th>Duration</th> <th>Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Development, presentation, defense of case study solutions</td> <td>approx. 30 powerpoint slides and approx. 45 min.</td> <td>50 %</td> </tr> <tr> <td>2</td> <td>Written exam</td> <td>120 min.</td> <td>50 %</td> </tr> </tbody> </table>			Relevant Work:				No	Number and Type; Connection to Course	Duration	Part of final mark in %	1	Development, presentation, defense of case study solutions	approx. 30 powerpoint slides and approx. 45 min.	50 %	2	Written exam	120 min.	50 %				
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9	Study Work: none																						
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CP Assignment:																							
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12	Weight of the module grade for the overall grade: 6/120 (5%)																						
13	Module Prerequisites: none																						
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Use of the module for other course programs	none																						
16	Responsible Lecturer: Professor Dr. Gerhard Schewe	Department: School of Business and Economics																					

17	Misc.:
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Management III

Module Title english:		Management III			
Course Program:		Master Business Administration			
1	Module No: CfMo8	State: Elective	Language of Instruction: German		
2	Turn: each winter semester	Duration: 1 semester	Semester: 3	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Strategic Management IV	Compulsory	30 h (2 CH) 60
	2	Exercise	Case Study Exercises	Compulsory	30 h (2 CH) 30
3	Exercise	Internet Tutorial	Compulsory	0 h (0 CH) 30	
4	Module Profile:				
	Purpose of the module/integration into curriculum:				
	The lecture "Strategic Management IV" focuses on the management of start-up firms during their formation and early development stages. Essential to this lecture is the positive and normative analysis of strategy choice in terms of strategic interaction and competitor behavior, investment decisions under uncertainty and innovations management. Detailed case studies and empirical findings illustrate the relevance and practical applicability of the theoretical and conceptual framework.				
	Course content:				
	Based on empirical evidence and valuable insights from game theory the course provides students with a deepened understanding of the potential for and the different concepts of strategic conduct of start-up companies. The lecture's objective is to offer a theoretical fundament and methodological instruments that allow for competent decisions in the processes of implementation, support and academic analysis of entrepreneurial activities.				
	Themes	Learning objectives			
	Pricing, costs and strategies in oligopoly markets	To get first insights into the theoretical background of the lecture.			
	Entry strategy	To get to know the key concepts of strategic behavior within the entry process and to judge and discuss entry strategies based on anecdotal evidence.			
	Innovation, risk and prospect theory	To learn about the determinants of decision making from a behavioral economics perspective.			
	Innovation management	To realize the importance of innovations management for economizing the product development process.			

5	Learning outcomes: Academic: Using game theory models and empirical testing, students understand the choice of strategy for start-ups. You are in a position to assess the importance of innovation for the success of start-ups correctly. The acquired knowledge enables students to make appropriate decisions in the implementation, monitoring and scientific analysis of business start-ups (eg financial institutions). Soft skills: In the case study exercises, students apply their knowledge on real world cases.															
6	Description of possible electives within the modules: none															
7	Examination: Final Module Exam															
8	Relevant Work: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 5%;">No</th> <th style="width: 35%;">Number and Type; Connection to Course</th> <th style="width: 20%;">Duration</th> <th style="width: 40%;">Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Final written exam</td> <td>60 min.</td> <td>100 %</td> </tr> </tbody> </table>			No	Number and Type; Connection to Course	Duration	Part of final mark in %	1	Final written exam	60 min.	100 %					
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9	Study Work: none															
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.															
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Presence (see part 3)	No 1	1.00 CP														
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Relevant Work (see part 8)	No 1	4.00 CP														
Total		6 CP														
12	Weight of the module grade for the overall grade: 6/120 (5%)															
13	Module Prerequisites: none															
14	Presence: Presence is strongly recommended to warrant learning success.															
15	Mobility/Acknowledgement: <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 70%;">Use of the module for other course programs</td> <td>none</td> </tr> </tbody> </table>			Use of the module for other course programs	none											
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16	Responsible Lecturer: Prof. Dr. Thomas Ehrmann	Department: School of Business and Economics														

17	Misc.:
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Principles of Research, Technology and Innovation

Module Title english:		Principles of Research, Technology and Innovation			
Course Program:		Master Business Administration			
1	Module No: CfMo9	State: Elective	Language of Instruction: German		
2	Turn: each winter semester	Duration: 1 semester	Semester: 3	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h) Presence (h + CH) Self-Study (h)
	1	Lecture / Exercise	Principles of research, technology and innovation	Compulsory	30 h (2 CH) 150
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: In the module "Principles of research, technology and innovation ", basic methods that have already been discussed in the bachelor degree program are applied and deepened, especially with regard to their importance at the top-management level. The acquired knowledge and analytical capabilities also provide additions and enhancements to existing modules of the master degree program in the fields of management (e.g. CfMo7, CfMo8) and marketing (e.g. MCMo2).</p> <p>Course content: The module "Principles of Research, Technology, and Innovation" sensitizes the students with respect to the importance of research as part of a successful innovation management. The content of the course covers the organization and management of innovation processes within an organization. Various management methods and tools for identifying and implementing future innovations are critically discussed with the students and used to analyze companies' innovation strategies as well as the organization and management of innovation processes in the organization. In addition, the lecture will highlight potential barriers and promoters of innovation. In the term paper, the students integrate various areas of knowledge, including strategic and operational dimensions, and learn to apply tools and methods relevant to innovation management.</p>				
5	Learning outcomes:				
	<p>Academic: Upon completion of the course, the students are able to take a more holistic view of innovation management. They are able to analyze the innovation strategy of companies as well as the organization and management of innovation processes within the company; to identify innovation and business field opportunities; to develop long-term innovation strategies as well as to apply fundamental methods and instruments of innovation management systematically. Methodological skills: Students learn to use tools and methods of innovation management and to discuss the applicability of those critically.</p> <p>Soft skills: The students participate in economic and political debates on research and innovation topics. They learn to represent their thoughts in a clear and understandable manner and to put forward</p>				

	compelling arguments in support of their position. The acquired communication skills are interdisciplinarily applicable.			
6	Description of possible electives within the modules: none			
7	Examination: Examinations for every part of the module			
8	Relevant Work:			
	No	Number and Type; Connection to Course	Duration	Part of final mark in %
	1	Term paper	8 pages	40 %
	2	Written exam	60 min.	60 %
9	Study Work: none			
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
11	CP Assignment:			
	Presence (see part 3)	No 1	1.00 CP	
	Relevant Work (see part 8)	No 1	2.00 CP	
		No 2	3.00 CP	
	Total		6 CP	
12	Weight of the module grade for the overall grade: 6/120 (5%)			
13	Module Prerequisites: none			
14	Presence: Presence is strongly recommended to warrant learning success.			
15	Mobility/Acknowledgement:			
	Use of the module for other course programs	none		
16	Responsible Lecturer: Prof. Dr. Jens Leker		Department: School of Business and Economics	
	17 Misc.:			

Selected topics on management

Module Title english:		Selected topics on management			
Course Program:		Master Business Administration			
1	Module No: CfM10	State: Elective	Language of Instruction: German		
2	Turn: each winter semester	Duration: 1 semester	Semester: 2 or 3	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture / Seminar	Selected topics on management	Elective	30 h (2 CH) 150
2	Seminar	Leading and controlling of corporate groups*	Elective	60 h (4 CH) 120	
3	Seminar	Advanced empirical management research	Elective	30 h (2 CH) 150	
4	Module Profile:				
	Purpose of the module/integration into curriculum: Selected topics on management focuses on different question which are related to management issues. The courses have changing topics according to current developments and trends.				
4	Course content: Generally, there are exercises and case studies integrated in the individual courses. Particular attention is paid to adapt the courses to current research topics on management. There is an intensive small group work which includes a high portion of self-study. Furthermore, this course should give students the possibility to understand and apply scientific research results in the field of business administration. The responsible module agent adjudicates regarding the advisability and acceptance to involve the recommended courses.				
	Learning outcomes:				
5	Academic: The students are able to face changing current management problems.				
	Soft skills: They acquire specialize knowledge depending on their practical field of interest. Students are able to establish a relationship between research and practice.				
6	Description of possible electives within the modules: You have to choose courses with a total of 6 CP				
7	Examination: Examinations for every part of the module				
8	Relevant Work:				

No	Number and Type; Connection to Course	Duration	Part of final mark in %
1	If visiting a lecture: written exam	120 min.	100 %
2	If visiting a case study seminar: seminar paper and presentation (might be in a group)	powerpoint slides and 45 min. presentation	100 %
3	Leading and controlling in corporate groups		
4	Seminar paper in team & presentation and discussion	7.5 pages per team member & 20 - 25 min.	100 %
9	Study Work: none		
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.		
11	CP Assignment:		
	Presence (see part 3)	No 1 (on choice)	1.00 CP
		No 2 (on choice)	2.00 CP
		No 3 (on choice)	1.00 CP
	Relevant Work (see part 8)	No 1 (depending on choice under presence)	5.00 CP
		No 2 (depending on choice under presence)	5.00 CP
		No 3 (depending on choice under presence)	4.00 CP
	Total		6 CP
12	Weight of the module grade for the overall grade: 6/120 (5%)		
13	Module Prerequisites: none		
14	Presence: Presence is strongly recommended to warrant learning success.		
15	Mobility/Acknowledgement:		
	Use of the module for other course programs	none	
16	Responsible Lecturer: Professor Dr. Gerhard Schewe	Department: School of Business and Economics	
17	Misc.: * The course „Leading and controlling of corporate groups” is composed of a lecture within the summer term, a seminar paper in team and presentation of a paper and discussion in the following winter term.		

Seminar I of the Major Management

Module Title english:		Seminar I of the Major Management			
Course Program:		Master Business Administration			
1	Module No: CfM11	State: Compulsory	Language of Instruction: German or English		
2	Turn: each winter semester	Duration: 1 semester	Semester: 3	CP: 12	Workload (h): 360
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Seminar	Seminar Organization and HR	Elective	60 h (4 CH) 300
	2	Seminar	Seminar Strategic Management	Elective	60 h (4 CH) 300
	3	Seminar	Seminar Business Management	Elective	60 h (4 CH) 300
	4	Seminar	Seminar Entrepreneurship	Elective	60 h (4 CH) 300
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: In order to integrate the latest research results within the lecture, student analyse empirical datasets with the help of empirical and methodological techniques. While broad knowledge is taught in preceding lectures, the students are prepared to generate and analyze open issues.</p> <p>Course content: During the seminars, students are supposed to work on current problems in the area of Organization and Human Resources, Business Management, Strategic Management and Entrepreneurship. They will be able to autonomously draw an academic term paper and defend it within a scientific discussion. Therefore, the students organize themselves to discuss and transpose their research findings and prepare a group presentation. They apply qualitative-analytic techniques and formal-methodological instruments. Besides they can handle relevant key qualifications, especially communication and presentation techniques. Altogether students deepen their knowledge, which is beyond the scope of the preceding lectures and use this knowledge to solve current problems in the area of Organization and Human Resources, Business Management and Strategic Management. The student are able to productively work in groups, to coordinate with peers, to create precise and convincing presentations, to professionally present and defend a coherent argument, to use feedback from the discussion in class in order to improve their written account of the case analysis.</p>				
5	Learning outcomes:				
	<p>Academic: The students are able to write a scientific term paper and to defend them in scientific discussions. They are able to select, assess and apply pieces of the research literature, to build a concise, yet coherent argument, and to apply empirical methods to open issues or specific cases.</p> <p>Soft skills: The student are able to productively work in groups, to coordinate with peers, to create precise and convincing presentations, to professionally present and defend a coherent argument, to use</p>				

	feedback from the discussion in class in order to improve their written account of the case analysis.			
6	Description of possible electives within the modules: Students have to select one of the four possible seminars. There cannot be visited the same seminar (eg. Seminar Strategic Management twice) in the modules CfM11 and CfM12. If the number of participants for the Seminar "Organization and HR" is too big, the seminar can be split up into two groups.			
7	Examination: Final Module Exam			
8	Relevant Work:			
	No	Number and Type; Connection to Course	Duration	Part of final mark in %
	1	Seminar "Organization and HR"*: Seminar paper, Presentation in group	15 - 20 pages & 90 Min.	100 %
	2	Seminar "Strategic Management": Seminar paper and presentation	approx. 15 - 20 pages and approx. 30 min.	100 %
	3	Seminar "Business Management" Seminar article in group, group presentation and discussion	max. of 50 pages, max. of 50 powerpoint slides, max. of 45 min	100 %
	4	Seminar "Entrepreneurship" Seminar paper (in group) and presentation (in group), powerpoint slides	max. of 30 pages, approx. 30 min., max. of 50 powerpoint slides	100 %
9	Study Work: none			
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
11	CP Assignment:			
	Presence (see part 3)	No 1 (on choice)	2.00 CP	
		No 2 (on choice)	2.00 CP	
		No 3 (on choice)	2.00 CP	
		No 4 (on choice)	2.00 CP	
	Relevant Work (see part 8)	No 1 (depending on choice under presence)	10.00 CP	
		No 2 (depending on choice under presence)	10.00 CP	
No 3 (depending on choice under presence)		10.00 CP		

		No 4 (depending on choice under presence)	10.00 CP
	Total		12 CP
12	Weight of the module grade for the overall grade: 12/120 (10%)		
13	Module Prerequisites: none		
14	Presence: Attendance is strongly recommended to warrant learning success.		
15	Mobility/Acknowledgement: <hr/> Use of the module for other course programs none		
16	Responsible Lecturer: Prof. Dr. David Bendig, Prof. Dr. Thomas Ehrmann, Prof. Dr. Stephan Nüesch, Professor Dr. Gerhard Schewe		Department: School of Business and Economics
17	Misc.: *The seminar could be divided into two groups if too many students participate in the seminar.		

Seminar II of the Major Management

Module Title english:		Seminar II of the Major Management			
Course Program:		Master Business Administration			
1	Module No: CfM12	State: Compulsory	Language of Instruction: German		
2	Turn: each winter semester	Duration: 1 semester	Semester: 3	CP: 12	Workload (h): 360
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Seminar	Seminar Organization and HR	Elective	60 h (4 CH) 300
	2	Seminar	Seminar Strategic Management	Elective	60 h (4 CH) 300
	3	Seminar	Seminar Business Management	Elective	60 h (4 CH) 300
	4	Seminar	Seminar Entrepreneurship	Elective	60 h (4 CH) 100
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: In order to integrate the latest research results within the lecture, student analyse empirical datasets with the help of empirical and methodological techniques. While broad knowledge is taught in preceding lectures, the students are prepared to generate and analyze open issues.</p> <p>Course content: During the seminars, students are supposed to work on current problems in the area of Organization and Human Resources, Business Management, Strategic Management and Entrepreneurship. They will be able to autonomously draw an academic term paper and defend it within a scientific discussion. Therefore, the students organize themselves to discuss and transpose their research findings and prepare a group presentation. They apply qualitative-analytic techniques and formal-methodological instruments. Besides they can handle relevant key qualifications, especially communication and presentation techniques. Altogether students deepen their knowledge, which is beyond the scope of the preceding lectures and use this knowledge to solve current problems in the area of Organization and Human Resources, Business Management and Strategic Management. So the foundation for independent scientific work is given.</p>				
5	Learning outcomes:				
	<p>Academic: The students are able to write a scientific term paper and to defend them in scientific discussions. They are able to select, assess and apply pieces of the research literature, to build a concise, yet coherent argument, and to apply empirical methods to open issues or specific cases.</p> <p>Soft skills: The student are able to productively work in groups, to coordinate with peers, to create precise and convincing presentations, to professionally present and defend a coherent argument, to use feedback from the discussion in class in order to improve their written account of the case analysis.</p>				

6	Description of possible electives within the modules: Students have to select one of the four possible seminars. There cannot be visited the same seminar (eg. Seminar Strategic Management twice) in the modules CfM11 and CfM12. If the number of participants for the Seminar "Organization and HR" is too big, the seminar can be split up into two groups.																																						
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9	Study Work: none																																						
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.																																						
11	CP Assignment: <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td rowspan="4" style="text-align: center; vertical-align: middle;">Presence (see part 3)</td> <td>No 1 (on choice)</td> <td style="text-align: center;">2.00 CP</td> </tr> <tr> <td>No 2 (on choice)</td> <td style="text-align: center;">2.00 CP</td> </tr> <tr> <td>No 3 (on choice)</td> <td style="text-align: center;">2.00 CP</td> </tr> <tr> <td>No 4 (on choice)</td> <td style="text-align: center;">2.00 CP</td> </tr> <tr> <td rowspan="4" style="text-align: center; vertical-align: middle;">Relevant Work (see part 8)</td> <td>No 1 (depending on choice under presence)</td> <td style="text-align: center;">10.00 CP</td> </tr> <tr> <td>No 2 (depending on choice under presence)</td> <td style="text-align: center;">10.00 CP</td> </tr> <tr> <td>No 3 (depending on choice under presence)</td> <td style="text-align: center;">10.00 CP</td> </tr> <tr> <td>No 4 (depending on choice under presence)</td> <td style="text-align: center;">10.00 CP</td> </tr> <tr> <td colspan="2">Total</td> <td style="text-align: center;">12 CP</td> </tr> </tbody> </table>			Presence (see part 3)	No 1 (on choice)	2.00 CP	No 2 (on choice)	2.00 CP	No 3 (on choice)	2.00 CP	No 4 (on choice)	2.00 CP	Relevant Work (see part 8)	No 1 (depending on choice under presence)	10.00 CP	No 2 (depending on choice under presence)	10.00 CP	No 3 (depending on choice under presence)	10.00 CP	No 4 (depending on choice under presence)	10.00 CP	Total		12 CP															
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Total		12 CP																																					

12	Weight of the module grade for the overall grade: 12/120 (10%)	
13	Module Prerequisites: none	
14	Presence: Attendance is strongly recommended to warrant learning success.	
15	Mobility/Acknowledgement:	
	Use of the module for other course programs	none
16	Responsible Lecturer: Prof. Dr. David Bendig, Prof. Dr. Thomas Ehrmann, Prof. Dr. Stephan Nüesch, Professor Dr. Gerhard Schewe	Department: School of Business and Economics
17	Misc.: *The seminar could be divided into two groups if too many students participate in the seminar.	

Strategic Analysis

Module Title english:		Strategic Analysis			
Course Program:		Master Business Administration			
1	Module No: CfM13	State: Compulsory	Language of Instruction: German		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Strategic Analysis	Compulsory	30 h (2 CH) 75
	2	Exercise	Case Study Exercises	Compulsory	30 h (2 CH) 45
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: In this module, basic methods that have been discussed already in the bachelor degree program (e.g. BWL10) are applied and deepened, especially with regard to their importance at the top-management level. The acquired knowledge and analytical capabilities also provide additions and enhancements to existing modules of the master degree program in the fields of management (e.g. CfMo4, CfMo7) and marketing (e.g. MCM14).</p> <p>Course content: The lecture Strategic Analysis deals with qualitative and quantitative analytical methods of strategic management. These form the basis of strategic planning and decision-making. The students apply the theoretical concepts, methods and instruments acquired in the lecture in a case study exercise. In small teams, students give a presentation of their solution after having worked through the case studies.</p>				
5	Learning outcomes:				
	<p>Academic: Upon successful completion of the module, students are familiar with strategic analysis and have acquired key qualifications in strategic planning and decision-making. They are able to analyze the strategy of a company by applying suitable methods and instruments and assess the strategy against the background of the industrial context as well as the concrete corporate and environmental situation. In addition, they can reasonably develop forward-looking corporate strategies and critically discuss the suitability of these strategies against the background of different contexts and scenarios. Methodological skills: Students learn how to apply their acquired knowledge in new and unfamiliar situations (e.g. during the case study) and how to arrange it in a multidisciplinary context. In addition, students learn to handle complex information and make independent management decisions. The acquired competences can be transferred to various other disciplines and contexts.</p> <p>Soft skills: Within the framework of this module, two situations of strategy implementation will be trained, which typically occur in later professional life: written elaboration on a business problem (case study) and its presentation in a small team (group presentation) followed by a discussion.</p>				

	Thereby, the students practice solving unknown business problems in a new team situation: they learn how to coordinate their conclusions in the team, to exchange information, to discuss problems in learning groups and to develop solutions collaboratively. The students are guided to present their solutions in a clear and unambiguous way and discuss them appropriately with industry representatives. Through this combination of professional and communicative requirements, students acquire important competencies for their future careers.			
6	Description of possible electives within the modules: none			
7	Examination: Examinations for every part of the module			
8	Relevant Work:			
	No	Number and Type; Connection to Course	Duration	Part of final mark in %
	1	Presentation	approx. 30 min. and powerpoint slides	100 %
9	Study Work: none			
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
11	CP Assignment:			
	Presence (see part 3)	No 1	1.00 CP	
		No 2	1.00 CP	
	Relevant Work (see part 8)	No 1	4.00 CP	
	Total		6 CP	
12	Weight of the module grade for the overall grade: 6/120 (5%)			
13	Module Prerequisites: none			
14	Presence: Presence is strongly recommended to warrant learning success.			
15	Mobility/Acknowledgement:			
	Use of the module for other course programs	Master Information Systems		
16	Responsible Lecturer: Prof. Dr. Jens Leker		Department: School of Business and Economics	
	17 Misc.:			

Module Offer

MCM

Marketing Center Münster

MCM01	Market-oriented Leadership
MCM02	Applications of Market-oriented Leadership
MCM03	Marketing Strategy (Minor)
MCM04	Advanced Market Research
MCM05	Innovation Management
MCM06	Brand Management
MCM07	Customer Relationship Management and Direct Marketing
MCM09	Sales Management
MCM10	Consumer Behavior
MCM11	Media Marketing
MCM12	Entertainment Media Marketing
MCM13	Integrated Marketing Communications
MCM14	Advanced Marketing on Specific Topics I
MCM15	Advanced Marketing on Specific Topics II
MCM16	Seminar Marketing I
MCM17	Seminar Marketing II
MCM18	Elective

MSc (Marketing Major/Major+Minor)

Semester	Compulsory (36 CP)	Elective (Major: 30 CP; Major + Minor: 54 CP)
1st semester	<ul style="list-style-type: none"> ▪ Market-oriented Leadership (6 CP) ▪ Advanced Market Research (6 CP) 	<ul style="list-style-type: none"> ▪ Consumer Behavior (6 CP) ▪ Customer Relationship Management and Direct Marketing (6 CP) ▪ Sales Management (6 CP) ▪ Media Marketing (6 CP) ▪ Entertainment Media Marketing (6 CP) ▪ Innovation Management (6 CP) ▪ Advanced Marketing on Specific Topics I (6 CP)
2nd semester	<ul style="list-style-type: none"> ▪ Seminar Marketing I (12 CP) 	<ul style="list-style-type: none"> ▪ Applications of Market-oriented Leadership (6 CP) ▪ Brand Management (6 CP) ▪ Integrated Marketing Communications (6 CP) ▪ Advanced Marketing on Specific Topics II (6 CP) ▪ Elective (6 CP/12 CP)
3rd semester	<ul style="list-style-type: none"> ▪ Seminar Marketing II (12 CP) 	<ul style="list-style-type: none"> ▪ Consumer Behavior (6 CP) ▪ Customer Relationship Management and Direct Marketing (6 CP) ▪ Sales Management (6 CP) ▪ Media Marketing (6 CP) ▪ Entertainment Media Marketing (6 CP) ▪ Innovation Management (6 CP) ▪ Advanced Marketing on Specific Topics I (6 CP) ▪ Elective (6 CP/12 CP)
4th semester	Master thesis (30 CP)	

MSc (Minor Marketing)

Semester	Compulsory (12 CP)	Elective (12 CP)
1st semester		<ul style="list-style-type: none"> ▪ Advanced Market Research (6 CP) ▪ Consumer Behavior (6 CP) ▪ Customer Relationship Management and Direct Marketing (6 CP) ▪ Sales Management (6 CP) ▪ Media Marketing (6 CP) ▪ Entertainment Media Marketing (6 CP) ▪ Innovation Management (6 CP) ▪ Advanced Marketing on Specific Topics I (6 CP)
2nd semester	<ul style="list-style-type: none"> ▪ Marketing Strategy (12 CP) 	<ul style="list-style-type: none"> ▪ Brand Management (6 CP) ▪ Integrated Marketing Communication (6 CP) ▪ Advanced Marketing on Specific Topics II (6 CP)
3rd semester		
4th semester		

Market-oriented Leadership (Major Marketing)

Module Title english:		Market-oriented Leadership (Major Marketing)			
Course Program:		Master Business Administration			
1	Module No: MCMo1	State: Compulsory	Language of Instruction: English		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Market-oriented Leadership	Compulsory	30 h (2 CH) 60
	2	Exercise	Tutorial on Market-oriented Leadership	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: This course teaches the fundamentals of market-oriented leadership. We discuss the conceptual foundations of market-oriented leadership and provide an overview of the three main resources a firm possesses: products/services (value equity), brands (brand equity), and customer relationships (relationship equity). We discuss the interdependencies between these resources and the impact of contextual factors on the management of the resources. One focus of the course is to highlight the impact of value, brand and relationship equity on firm performance.</p>				

	<p>Course content: Among others, the following topics are covered:</p> <ul style="list-style-type: none"> • Market orientation • Customer Lifetime Value and Customer Equity • Creating value through products/services (value equity) • Creating value through branding (brand equity) • Creating value through customer relationships (relationship equity) <p>It is the objective of this course to enable students to discuss the concept of market-oriented leadership and its impact on firm performance.</p>																
5	<p>Learning outcomes: Academic: After following this course, you are able to (1) explain the concept of market-oriented leadership, (2) elaborate on how companies create value for their customers and the company through products/services, brands and customer relationships, (3) calculate and explain the customer lifetime value, and (4) apply the concept of market-oriented leadership to real marketing questions. Soft skills: Case discussions improve your problem-solving skills. The critical discussion of research allows you improving your argumentation and communication skills. Moreover, the group work helps you to improve your collaboration and presentation skills.</p>																
6	<p>Description of possible electives within the modules: none</p>																
7	<p>Examination: Final Module Exam</p>																
8	<p>Relevant Work:</p> <table border="1"> <thead> <tr> <th>No</th> <th>Number and Type; Connection to Course</th> <th>Duration</th> <th>Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>report (in teams)</td> <td>max. of 50 pages</td> <td>100 %</td> </tr> </tbody> </table>			No	Number and Type; Connection to Course	Duration	Part of final mark in %	1	report (in teams)	max. of 50 pages	100 %						
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10	<p>Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.</p>																
11	<p>CP Assignment:</p> <table border="1"> <tbody> <tr> <td rowspan="2">Presence (see part 3)</td> <td>No 1</td> <td>1.00 CP</td> </tr> <tr> <td>No 2</td> <td>1.00 CP</td> </tr> <tr> <td>Relevant Work (see part 8)</td> <td>No 1</td> <td>3.00 CP</td> </tr> <tr> <td>Study Work (see part 9)</td> <td>No 1</td> <td>1.00 CP</td> </tr> <tr> <td>Total</td> <td></td> <td>6 CP</td> </tr> </tbody> </table>			Presence (see part 3)	No 1	1.00 CP	No 2	1.00 CP	Relevant Work (see part 8)	No 1	3.00 CP	Study Work (see part 9)	No 1	1.00 CP	Total		6 CP
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Relevant Work (see part 8)	No 1	3.00 CP															
Study Work (see part 9)	No 1	1.00 CP															
Total		6 CP															

12	Weight of the module grade for the overall grade: 6/120 (5%)	
13	Module Prerequisites: none	
14	Presence: Attendance is strongly recommended to warrant learning success.	
15	Mobility/Acknowledgement:	
	Use of the module for other course programs	none
16	Responsible Lecturer: apl. Professor Dr. Sonja Gensler	Department: School of Business and Economics
	Misc.:	

Applications of Market-oriented Leadership (Major Marketing)

Module Title english:		Applications of Market-oriented Leadership (Major Marketing)			
Course Program:		Master Business Administration			
1	Module No: MCM 02	State: Elective	Language of Instruction: English		
2	Turn: each summer semester	Duration: 1 semester	Semester: 2	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h) Presence (h + CH) Self-Study (h)
	1	Lecture	Applications of Market-oriented Leadership	Elective	30 h (2 CH) 150
4	Module Profile: Course content: It is increasingly important for students to be able to apply their theoretical knowledge in a practical environment. This course deepens the gained knowledge of 'Market-oriented Leadership' by enabling the students to apply it in a computer-simulated environment. Each team is responsible for implementing strategies and tactics that do not only focus on short-term revenue but maximize long-term success. Thus, students will experience success or failure of their strategies and decisions over time. The simulation program therefore enforces the combination of strategic long-term orientation on the one hand and operational tactics on the other hand and enhances the learning process through its practical orientation. The course				

	<p>material focuses on market-oriented business strategies and their influence on corporate success. Main topics: The simulation will cover the following topics:</p> <ul style="list-style-type: none"> • Business strategy and goals, target products/markets and competitive advantage • External threats and opportunities concerning customers, competitors, and the environment that a business might face • Business' strengths and weaknesses • Design and implementations of products to fit a target group, as well as market needs • Analytical tools to market strategy development <p>The objective of the course is to give the students the opportunity to develop and assess market-oriented business strategies in a real life environment.</p>									
5	<p>Learning outcomes:</p> <p>Academic:</p> <ul style="list-style-type: none"> • Ability to solve a given problem in a realistic situation using learned methods. • Deliberate the given problem thoroughly in order to solve it properly. • Analyze, evaluate and synthesize the influence of environmental and organizational forces. • Anticipate and forecast changes in competitor and customer behavior. <p>Soft skills:</p> <ul style="list-style-type: none"> • Development of presentation and persuasion skills through presenting in front of a large audience, referring to the acquired knowledge and advocating one's point of view. • Productively work within groups and coordinate the given tasks within the group and at the same time learn how to deal with group conflicts that may arise. • Communicate strategies and decisions within a group. 									
6	<p>Description of possible electives within the modules: none</p>									
7	<p>Examination: Final Module Exam</p>									
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10	<p>Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.</p>									
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Relevant Work (see part 8)	No 1	4.00 CP								
	No 1	0.50 CP								

	Study Work (see part 9)	No 2	0,50 CP
	Total		6 CP
12	Weight of the module grade for the overall grade: 6/120 (5%)		
13	Module Prerequisites: Major in Marketing or international students		
14	Presence: Presence is strongly recommended to warrant learning success.		
15	Mobility/Acknowledgement:		
	Use of the module for other course programs	none	
16	Responsible Lecturer: Professor Dr. Manfred Krafft	Department: University of Münster, School of Business and Economics	
17	Misc.:		

Marketing Strategy (Minor Marketing)

Module Title english:		Marketing Strategy (Minor Marketing)			
Course Program:		Master Business Administration			
1	Module No: MCMo3	State: Compulsory	Language of Instruction: English		
2	Turn: each summer semester	Duration: 1 semester	Semester: 2	CP: 12	Workload (h): 360
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Seminar	Marketing Strategy	Compulsory	60 h (4 CH) 300
4	Module Profile:				
	<p>Course content:</p> <p>The objective of the course is to provide the students with the foundations of market-oriented business strategies. The students will be able to apply the gained knowledge in a computer-simulated environment. The students will be grouped in different teams that need to implement market decisions that do not only focus on short-term revenue but maximize long-term success. Thus, students will experience success or failure of their strategies and decisions over time. The simulation program therefore enforces the combination of strategic long-term orientation on the one hand and operational tactics on the other hand and enhances the learning process through its practical orientation. The course material focuses on market-oriented business strategies and their influence on corporate success. The simulation will cover the following topics:</p> <ul style="list-style-type: none"> • Market-oriented management • Market entry • Consumer data and company growth • Business strategy and goals, target products/markets and competitive advantage • External threats and opportunities concerning customers, competitors, and the environment that a business might face • Business' strengths and weaknesses • Design and implementations of products to fit a target group, as well as market needs • Analytical tools to market strategy development <p>The objective of the course is to convey the concept and influence of market-oriented management on corporate success, as well as enable the students to develop and assess market-oriented business strategies in a real life environment.</p>				
5	Learning outcomes:				
	<p>Academic:</p> <ul style="list-style-type: none"> • Ability to solve a given problem in a realistic situation using learned methods. • Deliberate the given problem thoroughly in order to solve it properly. • Analyze, evaluate and synthesize the influence of environmental and organizational forces. • Anticipate and forecast changes in competitor and customer behavior. <p>Soft skills:</p>				

	<ul style="list-style-type: none"> • Development of presentation and persuasion skills through presenting in front of a large audience, referring to the acquired knowledge and advocating one's point of view. • Productively work within groups and coordinate the given tasks within the group and at the same time learn how to deal with group conflicts that may arise. • Communicate strategies and decisions within a group. 																	
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7	Examination: Final Module Exam																	
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	No 2	2.00 CP																
Total		12 CP																
12	Weight of the module grade for the overall grade: 12/120 (10%)																	
13	Module Prerequisites: Minor in Marketing																	
14	Presence: Attendance is strongly recommended to warrant learning success.																	
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16	Responsible Lecturer: Professor Dr. Manfred Krafft	Department: School of Business and Economics
17	Misc.:	

Advanced Market Research

Module Title english:		Advanced Market Research			
Course Program:		Master Business Administration			
1	Module No: MCMo4	State: Compulsory	Language of Instruction: English		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Advanced Market Research	Compulsory	30 h (2 CH) 60
	2	Exercise	Tutorial on Advanced Market Research	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: This course teaches students various multivariate data analysis methods that are considered the fundamental for empirical research in business economics. The different methods are applied in a practical computer exercise, so that the students learn to consolidate data and information meaningfully, to identify correlations and to derive implications with regard to the formulated market research problem.</p> <p>Course content:</p> <ul style="list-style-type: none"> • Analysis of variance • Regression analysis • Logistic regression • Factor analysis • Cluster analysis • Conjoint analysis <p>It is the objective of this course to enable students to apply different market research methods in a competent manner, and to identify their limitations.</p>				
5	Learning outcomes:				
	<p>Academic: After following this course, you are able to</p> <ol style="list-style-type: none"> (1) decide what market research method is the most appropriate one to address a market research problem, (2) apply different market research methods in a competent manner with the help of statistical software, (3) interpret the outcomes of the different market research methods, and (4) give advice for managerial decision making. <p>Soft skills: You can improve your ability to extract relevant information from empirical data (analytical skill). You analyze data and have to argue why you made certain decisions. This way you can improve your problem-solving and communication skills. The group work allows you for improving your</p>				

	collaboration skills. Further, you can improve your project management skills by coordinating the group work and meeting the deadlines.																		
6	Description of possible electives within the modules: none																		
7	Examination: Examinations for every part of the module																		
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13	Module Prerequisites: none																		
14	Presence: Active attendance is strongly recommended to warrant learning success.																		
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16	Responsible Lecturer: apl. Professor Dr. Sonja Gensler	Department: School of Business and Economics																	
17	Misc.:																		

Innovation Management

Module Title english:		Innovation Management			
Course Program:		Master Business Administration			
1	Module No: MCM05	State: Elective	Language of Instruction: English		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1 or 3	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Innovation Management	Elective	30 h (2 CH) 60
	2	Exercise	Tutorial on Innovation Management	Elective	30 h (2 CH) 60
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: This course teaches how to create value through products and services (value equity) by (technology-driven) innovation in both entrepreneurial and established firms. We examine innovation-based strategies as a source of competitive advantage and then examine how to build organizations that excel at identifying, building and commercializing technological innovations. The course examines how entrepreneurs can shape their firms so that they continuously build and commercialize valuable innovations. Many of the examples also focus on how established firms can become more entrepreneurial in their approach to innovation.</p> <p>Course content: Main topics:</p> <ul style="list-style-type: none"> • Innovation process • Creating an organizational environment that rewards innovation and entrepreneurship • Internal and external sources of innovation <p>It is the objective of this course that students learn the main issues in innovation management in order to successfully create value through products and services (value equity) in both entrepreneurial and established firms.</p>				
5	Learning outcomes:				
	<p>Academic: After following this course, students are able to</p> <ol style="list-style-type: none"> (1) discuss current topics in strategic innovation management, (2) the innovation process, organizational structures to foster innovations, as well as the challenges of innovation in large and small firms, (3) apply these concepts directly to real world situations. <p>Soft skills: Case discussions improve your problem-solving skills. The critical discussion of research allows you improving your argumentation and communication skills. Moreover, the group work helps you to improve your collaboration and presentation skills.</p>				
6	Description of possible electives within the modules: none				

7	Examination: Final Module Exam			
8	Relevant Work:			
	No	Number and Type; Connection to Course	Duration	Part of final mark in %
	1	Written report (group work when indicated)	max. of 50 pages	100 %
9	Study Work:			
	No	Number and Type; Connection to Course	Duration	
	1	presentation	30 min.	
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
11	CP Assignment:			
	Presence (see part 3)	No 1	1.00 CP	
		No 2	1.00 CP	
	Relevant Work (see part 8)	No 1	3.00 CP	
	Study Work (see part 9)	No 1	1.00 CP	
	Total		6 CP	
12	Weight of the module grade for the overall grade: 6/120 (5%)			
13	Module Prerequisites: none			
14	Presence: Active attendance is strongly recommended to warrant learning success.			
15	Mobility/Acknowledgement:			
	Use of the module for other course programs	Master Information Systems		
16	Responsible Lecturer: Professor Dr. Thorsten Wiesel		Department: University of Münster, School of Business and Economics	
17	Misc.: This course cannot be taken if the Minor 'Entrepreneurship' has been selected.			

Brand Management

Module Title english:	Brand Management
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Course Program:		Master Business Administration			
1	Module No: MCMo6	State: Elective	Language of Instruction: English		
2	Turn: each summer semester	Duration: 1 semester	Semester: 2	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Brand Management	Compulsory	30 h (2 CH) 60
2	Exercise	Tutorial on Brand Management	Compulsory	30 h (2 CH) 60	
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: The module Brand Management gives insights into strategies and recently developed concepts in the context of brand management (e.g. brand equity). Strategic and operational implications of brand management are discussed.</p> <p>Course content: Topics treated in the module:</p> <ul style="list-style-type: none"> • Introduction to the fundamental terms and concepts of brand management (e.g. brand awareness, brand image, and brand engagement) • Conceptualization and measurement of brand equity • Importance of brands for companies and consumers, taking brand relationships into account • Strategic options regarding the brand architecture • Creation and positioning of a brand identity • Means of brand management in a digital brand environment • The role of brand elements (e.g. name, logo and packaging) <p>The aim of this module is that students are able to deal with brand management and its characteristics on a strategic and operational level.</p>				
5	Learning outcomes:				
	<p>Academic: Upon completion of the course the student is able to...</p> <ul style="list-style-type: none"> • understand and discuss fundamental terms and concepts in the context of brand management (e.g. brand equity) as well as the psychological and social background of brand usage. • evaluate and adopt strategic options of brand management regarding the brand architecture, brand elements, and in a digital environment. • develop integrative strategies for brand management on an operational level. <p>Soft skills: Upon completion of the course the student is able to...</p> <ul style="list-style-type: none"> • apply the knowledge acquired, to make decisions and argue for them (competence in problem solving and discussion). • behave in a group constellation in a socially-desirable way; work effectively in a group on academic and practical problems; develop and coordinate strategies and decisions in a group and present them to an audience; deal with potential conflicts. 				

	<ul style="list-style-type: none"> organize a case analysis and corresponding presentation as well as a paper discussion in a group (project management). participate and lead topic-specific discussions in English. 																	
6	Description of possible electives within the modules: none																	
7	Examination: Final Module Exam																	
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13	Module Prerequisites: none																	
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17	Misc.:
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Customer Relationship Management and Direct Marketing

Module Title english:		Customer Relationship Management and Direct Marketing			
Course Program:		Master Business Administration			
1	Module No: MCMo7	State: Elective	Language of Instruction: English		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1 or 3	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Customer Relationship Management and Direct Marketing	Compulsory	30 h (2 CH) 60
	2	Exercise	Tutorial on Customer Relationship Management and Direct Marketing	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	<p>Course content: The module covers aspects for developing and designing value-adding relationships between customers and companies. Thereby, conceptual and methodical basics of customer relationship management (CRM/Customer Management) and direct marketing (DiMa) are presented. During the course students deal with current topics, concepts, and instruments of customer management and work on those in detail in a group assignment, which they present in front of the class and an expert panel. The participants receive a comprehensive overview of the planning, management, implementation, and controlling of customer relationship and direct marketing activities. In addition, the participants acquire knowledge, experience, and impulses in the three key competencies for successful CRM and DiMa: Expertise, statistics competence, and IT/data competence. The module consists of three teaching and learning formats (lectures, speed research, case study) and follows an interactive approach. The following topics are, among others, covered in the course:</p> <ul style="list-style-type: none"> • Introduction, overview, basics, and methods of CRM and DiMa • Concepts and tools of CRM and DiMa (customer experience management, journey mapping, lift, RFM, CLV, campaign control, personas, segmentation, CHAID etc.) • Interaction of customer management and direct marketing • Scope, management and controlling in CRM and DiMa <p>The aim of the course is to give students a profound and progressive understanding of customer relationship management and direct marketing. Thereby, it focuses on opportunities and challenges in data-driven companies.</p>				
5	Learning outcomes:				
	<p>Academic:</p> <ul style="list-style-type: none"> • Students are able to evaluate customers using a variety of methods (customer lifetime value (CLV), recency, frequency, monetary value (RFM)). • Students are able to plan and conduct direct marketing campaigns. • Students learn how to handle data available in companies (legal, methodical, strategic). 				

	Soft skills: <ul style="list-style-type: none"> • Cooperation and collaboration: Some of the tasks consist of group work. • Presentation techniques: the tasks must be presented in front of the course. • Communication skills: fast capturing, processing, and preparing of content as well as the ad hoc presentation and discussion of it within the scope of the Speed Research Day. 																
6	Description of possible electives within the modules: none																
7	Examination: Examinations for every part of the module																
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16	Responsible Lecturer: Professor Dr. Manfred Krafft	Department: School of Business and Economics
17	Misc.:	

Sales Management

Module Title english:		Sales Management			
Course Program:		Master Business Administration			
1	Module No: MCMo8	State: Elective	Language of Instruction: English		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1 or 3	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Sales Management	Compulsory	30 h (2 CH) 60
	2	Exercise	Tutorial on Sales Management	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: This course deals with the main aspects of planning, implementing and controlling sales activities. Next to strategic aspects referring to the design of multiple sales channels, the coordination and integration of marketing and sales, the sales territory design and territory alignment, the assessment and compensation of the sales force is discussed.</p> <p>Course content: Main topics:</p> <ul style="list-style-type: none"> • Selecting and Managing (multiple) Sales Channels • Coordination and Integration of Sales and Marketing • Sales Force Organization • Sales Territory Design • Sales Force Sizing • The Selling Process and Selling Approaches • Salesperson Selection • Motivating and Compensating the Sales Forces • Call Time Allocation and Tour Planning • Evaluation and Control of Sales Force Performance <p>The course aims at a comprehensive understanding of the sales management process and at applying core concepts to current challenges.</p>				
5	Learning outcomes:				
	<p>Academic:</p> <ul style="list-style-type: none"> • Students are able to deal with selected methods and practical tools for sales management and personal selling. • By the use of theoretical concepts and decision support models in lectures and case studies students foster their analytical and decision-making skills. • Specific decision problems can be solved by applying quantitative, analytic models. <p>Soft skills:</p> <ul style="list-style-type: none"> • Cooperation and teamwork: part of the assignments is done via group work. 				

	<ul style="list-style-type: none"> • Presentation skills: assignments have to be presented in front of the class. • Communication skills: tutorials include discussion sessions. 																
6	Description of possible electives within the modules: none																
7	Examination: Examinations for every part of the module																
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13	Module Prerequisites: none																
14	Presence: Presence is strongly recommended to warrant learning success.																
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17	Misc.:																

Consumer Behavior

Module Title english:		Consumer Behavior			
Course Program:		Master Business Administration			
1	Module No: MCM10	State: Elective	Language of Instruction: English		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1 or 3	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Consumer Behavior	Compulsory	30 h (2 CH) 60
	2	Exercise	Tutorial on Consumer Behavior	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	<p>Course content: This course provides students with a detailed understanding of the internal processes which determine the human behavior, especially purchasing behavior. The determinants of consumer behavior (e.g. activation, involvement, emotions, needs, attitudes, image and satisfaction) are introduced with the objective to make use of the gained knowledge in marketing. The gained theoretical and conceptual knowledge is applied in the accompanying tutorial via case studies and recent academic publications. Main topics:</p> <ul style="list-style-type: none"> • Information Processing (Introduction) • Central Route Processing • Peripheral Route Processing • Consumer Psychology <p>The objective of the course is to provide students with a deep understanding of consumer behavior in order to increase the success of related marketing activities.</p>				
5	Learning outcomes:				
	<p>Academic:</p> <ul style="list-style-type: none"> • Each participant will get a detailed understanding of the internal processes which determine human behavior. • Students are able to apply behavioral theories and concepts on an abstract level and connect those problems to decision-making in marketing practice. <p>Soft skills:</p> <ul style="list-style-type: none"> • Cooperation and teamwork: the research project is done via group work. • Presentation skills: results of the group work have to be presented in front of the class. 				
6	Description of possible electives within the modules: none				
7	Examination: Examinations for every part of the module				

8	Relevant Work:			
	No	Number and Type; Connection to Course	Duration	Part of final mark in %
	1	Group work (written) and presentation	max. of 10 pages and 20 min.	67 %
	2	Written exam	90 min.	33 %
9	Study Work: none			
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
11	CP Assignment:			
	Presence (see part 3)	No 1	1.00 CP	
		No 2	1.00 CP	
	Relevant Work (see part 8)	No 1	2.50 CP	
		No 2	1.50 CP	
Total		6 CP		
12	Weight of the module grade for the overall grade: 6/120 (5%)			
13	Module Prerequisites: Advanced Market Research has to be passed (see § 9 Abs. 4)			
14	Presence: Presence is strongly recommended to warrant learning success.			
15	Mobility/Acknowledgement:			
	Use of the module for other course programs	Master Information Systems, Master Mathematics, Master Physics		
16	Responsible Lecturer: Professor Dr. Manfred Krafft		Department: School of Business and Economics	
	17 Misc.:			

Media Marketing

Module Title english:		Media Marketing			
Course Program:		Master Business Administration			
1	Module No: MCM11	State: Elective	Language of Instruction: English		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1 or 3	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Media Marketing	Compulsory	30 h (2 CH) 60
	2	Exercise	Tutorial on Media Marketing	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: The module Media Marketing deals with the specifics of media markets and the characteristics of the production and consumption of media products. Further it discusses the economic and strategic marketing implications for value creation in media markets.</p> <p>Course content: Topics treated in this module:</p> <ul style="list-style-type: none"> • Key characteristics of media products • Typical structures of media markets (e.g., motion pictures industry, music industry, games industry, publishing industry) • Distinguishing features of media markets (e.g., network effects) • Characteristics of the production and consumption of media products (e.g., the role of creativity and culture) • Fundamental marketing strategies for marketing of media products • Typical revenue models in media markets • Specific marketing challenges for marketing of media products (e.g., multichannel distribution and piracy) • Risk management in the media industry <p>The aim of this module is that students understand the characteristics of media markets and are able to manage marketing activities accordingly.</p>				
5	Learning outcomes:				
	<p>Academic: Upon completion of the course the student is able to...</p> <ul style="list-style-type: none"> • understand and discuss the constitutive characteristics of media products, media markets and media consumption and reflect on current corresponding developments in theory and practice. • evaluate and apply the media market, product and consumption characteristics in real-world settings. • develop integrative strategies for media marketing and media management. 				

	Soft skills: Upon completion of the course the student is able to... <ul style="list-style-type: none"> • apply the knowledge acquired, to make decisions and argue for them (competence in problem solving and discussion). • behave in a group constellation in a socially-desirable way; work effectively in a group on academic and practical problems; develop and coordinate strategies and decisions in a group and present them to an audience; deal with potential conflicts. • organize a case analysis and corresponding presentation as well as a paper discussion in a group (project management). • participate and lead topic-specific discussions in English. 																
6	Description of possible electives within the modules: none																
7	Examination: Final Module Exam																
8	Relevant Work: <table border="1"> <thead> <tr> <th>No</th> <th>Number and Type; Connection to Course</th> <th>Duration</th> <th>Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Written exam</td> <td>90 min.</td> <td>100 %</td> </tr> </tbody> </table>			No	Number and Type; Connection to Course	Duration	Part of final mark in %	1	Written exam	90 min.	100 %						
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Relevant Work (see part 8)	No 1	2.50 CP															
Study Work (see part 9)	No 1	1.50 CP															
Total		6 CP															
12	Weight of the module grade for the overall grade: 6/120 (5%)																
13	Module Prerequisites: none																
14	Presence: Presence is strongly recommended to warrant learning success.																
15	Mobility/Acknowledgement:																

	Use of the module for other course programs	Master Information Systems, Master Mathematics, Master Physics
16	Responsible Lecturer: Univ.-Prof. Dr. Thorsten Hennig-Thurau	Department: School of Business and Economics
17	Misc.:	

Entertainment Media Marketing

Module Title english:		Entertainment Media Marketing			
Course Program:		Master Business Administration			
1	Module No: MCM12	State: Elective	Language of Instruction: English		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1 or 3	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Entertainment Media Marketing	Compulsory	30 h (2 CH) 60
	2	Exercise	Tutorial on Entertainment Media Marketing	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: The module Entertainment Media Marketing deals with the particularities of Entertainment Media products, which are mainly consumed for hedonic benefits. In the module, we take both the consumers' and the managers' perspective by focusing on aspects such as hedonic consumption, branding and communication.</p> <p>Course content: Topics treated in this module:</p> <ul style="list-style-type: none"> • Role of emotions, imagery, and multisensory cues • Factors influencing the success of hedonic media products • Importance of brands for entertainment media product success • Role of communication and information in hedonic media marketing: Cascades, Word of Mouth, and Third-Party Information <p>The aim of this module is that students understand the theoretical and practical implications of managing entertainment media products and are able to steer marketing activities accordingly.</p>				
5	Learning outcomes:				
	<p>Academic: Upon completion of the course the student is able to...</p> <ul style="list-style-type: none"> • understand and discuss consumer behavior in an entertainment media context, the role of communication and information in hedonic media marketing and the factors influencing the success of hedonic media products with an emphasis on brands and branding strategies. • understand the theoretical and practical implications of managing entertainment media products, evaluate and apply this knowledge and steer marketing activities accordingly. <p>Soft skills: Upon completion of the course the student is able to...</p> <ul style="list-style-type: none"> • behave in a group constellation in a socially-desirable way; work effectively in a group on academic and practical problems; develop and coordinate strategies and decisions in a group and present them to an audience; deal with potential conflicts. 				

	<ul style="list-style-type: none"> organize a case analysis and corresponding presentation as well as a paper discussion in a group (project management). participate in and lead topic-specific discussions in English. 																
6	Description of possible electives within the modules: none																
7	Examination: Examinations for every part of the module																
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1	Written work and presentations (in groups)	1 x 20 min. + 1 x approx. 10 pages	33 %														
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9	Study Work: none																
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.																
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CP Assignment:																	
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Relevant Work (see part 8)	No 1	1.50 CP															
	No 2	2.50 CP															
Total		6 CP															
12	Weight of the module grade for the overall grade: 6/120 (5%)																
13	Module Prerequisites: none																
14	Presence: Presence is strongly recommended to warrant learning success.																
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17	Misc.:
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Integrated Marketing Communications

Module Title english:		Integrated Marketing Communications			
Course Program:		Master Business Administration			
1	Module No: MCM13	State: Elective	Language of Instruction: English		
2	Turn: each summer semester	Duration: 1 semester	Semester: 2 or 4	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture/ Exercise	Integrated Marketing Communications	Compulsory	60 h (4 CH) 120
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: The course teaches students how to develop, manage and assess integrated communications campaigns in multiple communications channels. Even though it is no pre-requisite, students are expected to have a common understanding of classic brand management tools such as segmentation, targeting and positioning (STP) as well a basic understanding of consumer decision making processes as taught in consumer behavior. The class largely focuses on how to determine the right communication scheme for multiple communication channels and may therefore provide the necessary understanding and pre-requisites for budget and allocation decisions as taught in channel-management.</p>				
5	Course content:				
	<p>This course aims to introduce you to the basic principles underlying modern marketing communications. Thereby students get a first introduction into the structure and processes of the current advertising industry. A strong emphasis is placed on how to develop, assess and implement effective communications campaigns in diverse contexts. Topics include consumer behavior, market segmentation and positioning, ad message strategy, advertising planning, media planning, advertising creativity and crisis communication. By the end of this course, it is expected that course participants will have developed an awareness and deeper understanding of the core communication principles. In addition, it is expected that the learner will be able to demonstrate his/her knowledge of these principles through successful completion of a short project.</p>				
5	Learning outcomes:				
	Academic:				
	<p>Students are going to be familiar with the necessary tasks and related tools for planning, developing and managing complex integrated communication campaigns in a multitude of diverse communication channels. Furthermore, students are going to be able to apply theoretical models to communication tasks, enabling them to find the suitable messages for diverse campaign and marketing strategy goals.</p>				
Soft skills:					
<p>Cooperation and Collaboration as the project involves group work Time and Process Management for the group work Presentation Skills</p>					

6	Description of possible electives within the modules: none		
7	Examination: Final Module Exam		
8	Relevant Work:		
	No	Number and Type; Connection to Course	Duration
	1	report	max. of 20 pages
9	Study Work:		Part of final mark in %
	No	Number and Type; Connection to Course	Duration
	1	presentations and/or written assignments	2 x 30 min. or 2 x 600 words or 30 min. + 600 words
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.		
11	CP Assignment:		
	Presence (see part 3)	No 1	2.00 CP
	Relevant Work (see part 8)	No 1	3.00 CP
	Study Work (see part 9)	No 1	1.00 CP
	Total		6 CP
12	Weight of the module grade for the overall grade: 6/120 (5%)		
13	Module Prerequisites: none		
14	Presence: Presence is strongly warranted to warrant learning success.		
15	Mobility/Acknowledgement:		
	Use of the module for other course programs	none	
16	Responsible Lecturer: Prof. Dr. Raoul Kübler		Department: University of Münster, School of Business and Economics
	Misc.:		
17			

Advanced Marketing on Specific Topics I

Module Title english:		Advanced Marketing on Specific Topics I			
Course Program:		Master Business Administration			
1	Module No: MCM14	State: Elective	Language of Instruction: English		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1 or 3	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Advanced Marketing on Specific Topics I	Compulsory	30 h (2 CH) 60
	2	Exercise	Tutorial on Advanced Marketing on Specific Topics I	Compulsory	30 h (2 CH) 60
4	Module Profile: Course content: In this module, different current question in marketing will be treated by students. Possible subjects could entail the marketing of services, Social Media Marketing or industry-specific marketing questions. The topics are also related to the professor's field of research, so that current results of research can be integrated and discussed in class. Regularly also guest professors will teach this class and bring in international relevant fields of research. The number of offered classes and the content vary from semester to semester.				
5	Learning outcomes: Academic: Upon completion of the course the student is able to... <ul style="list-style-type: none"> recognize and assess questions related to specific marketing topics of practical or scientific interest. apply industry- or topic-specific instruments, tools, and methods to solve questions and problems related to the specific topics. Soft skills: Upon completion of the course the student is able to... <ul style="list-style-type: none"> assess research and teaching in the context of the specific topics, use social and/or cultural skills in various situations, and participate and lead topic-specific discussions in English. 				
6	Description of possible electives within the modules: none				
7	Examination: Examinations for every part of the module				
8	Relevant Work:				

No	Number and Type; Connection to Course	Duration	Part of final mark in %
1	Written report and presentation (group work)	approx. 12 pages and 20 min.	33 %
2	Written exam	90 min.	67 %
9	Study Work: none		
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.		
11	CP Assignment:		
	Presence (see part 3)	No 1	1.00 CP
		No 2	1.00 CP
	Relevant Work (see part 8)	No 1	1.50 CP
		No 2	2.50 CP
Total		6 CP	
12	Weight of the module grade for the overall grade: 6/120 (5%)		
13	Module Prerequisites: none		
14	Presence: Presence is strongly recommended to warrant learning success.		
15	Mobility/Acknowledgement:		
	Use of the module for other course programs	none	
16	Responsible Lecturer: Univ.-Prof. Dr. Thorsten Hennig-Thurau		Department: School of Business and Economics
	17 Misc.:		

Advanced Marketing on Specific Topics II

Module Title english:		Advanced Marketing on Specific Topics II			
Course Program:		Master Business Administration			
1	Module No: MCM15	State: Elective	Language of Instruction: English		
2	Turn: each summer semester	Duration: 1 semester	Semester: 2	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Advanced Marketing on Sspecific Topics II	Compulsory	30 h (2 CH) 60
	2	Exercise	Tutorial on Advanced Marketing on Sspecific Topics II	Compulsory	30 h (2 CH) 60
4	Module Profile: Course content: In this module, different current question in marketing will be treated by students. Possible subjects could be for example the marketing of services, Social Marketing or industry-specific marketing questions. The topics are also related to the professor's field of research, so that current results of research can be integrated and discussed in class. Regularly also guest professors will teach this class and bring in international relevant fields of research. The number of offered classes and the content vary from semester to semester.				
5	Learning outcomes: Academic: Upon completion of the course the student is able to... <ul style="list-style-type: none"> recognize and assess questions related to specific marketing topics of practical or scientific interest. apply industry- or topic-specific instruments, tools, and methods to solve questions and problems related to the specific topics. Soft skills: Upon completion of the course the student is able to... <ul style="list-style-type: none"> assess research and teaching in the context of the specific topics, use social and/or cultural skills in various situations, and participate and lead topic-specific discussions in English. 				
6	Description of possible electives within the modules: none				
7	Examination: Examinations for every part of the module				
8	Relevant Work:				

	No	Number and Type; Connection to Course	Duration	Part of final mark in %
	1	Written report and presentation (group work)	approx. 12 pages and approx. 20 min.	33 %
	2	Written exam	90 min.	67 %
9	Study Work:			
	No	Number and Type; Connection to Course	Duration	
	1	none		
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
11	CP Assignment:			
	Presence (see part 3)	No 1	1.00 CP	
		No 2	1.00 CP	
	Relevant Work (see part 8)	No 1	1.50 CP	
		No 2	2.50 CP	
	Total		6 CP	
12	Weight of the module grade for the overall grade: 6/120 (5%)			
13	Module Prerequisites: none			
14	Presence: Presence is strongly recommended to warrant learning success.			
15	Mobility/Acknowledgement:			
	Use of the module for other course programs	none		
16	Responsible Lecturer: Univ.-Prof. Dr. Thorsten Hennig-Thurau		Department: School of Business and Economics	
17	Misc.:			

Seminar Marketing I

Module Title english:		Seminar Marketing I			
Course Program:		Master Business Administration			
1	Module No: MCM16	State: Compulsory	Language of Instruction: German or English		
2	Turn: each summer semester	Duration: 1 semester	Semester: 2	CP: 12	Workload (h): 360
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Seminar	Seminar Marketing	Compulsory	30 h (2 CH) 330
4	Module Profile: Course content: Current questions in marketing will be treated by students through an individual academic paper and or case studies that are also relevant for practice. Students organize themselves in groups in order to exchange and discuss research results. The results will be presented and discussed. The subjects are from research of the chair/institute who is offering the seminar, in order to integrate current research results into the seminar and discuss it. Empirical and/or theoretical- methodical analysis from students and the integration of international aspects is supported.				
5	Learning outcomes: Academic: Students are able to produce a scientific paper or a written case study solution and they can present and defend it in a critical discussion. They employ - depending on the research question - either qualitative-analytical or formal-methodical instruments. Soft skills: They master relevant skills, especially communication-, presentation- and rhetorical skills.				
6	Description of possible electives within the modules: none				
7	Examination: Final Module Exam				
8	Relevant Work:				
	No	Number and Type; Connection to Course	Duration	Part of final mark in %	
	1	Academic paper or case studies, presentation, discussion, feedback	approx. 12 pages and approx. 20 min.	100 %	
9	Study Work: none				

Seminar Marketing II

Module Title english:		Seminar Marketing II			
Course Program:		Master Business Administration			
1	Module No: MCM17	State: Compulsory	Language of Instruction: German or English		
2	Turn: each winter semester	Duration: 1 semester	Semester: 3	CP: 12	Workload (h): 360
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Seminar	Seminar Marketing	Compulsory	30 h (2 CH) 330
4	Module Profile: Course content: Current questions in marketing will be treated by students through an individual academic paper and or case studies that are also relevant for practice. Students organize themselves in groups in order to exchange and discuss research results. The results will be presented and discussed. The subjects are from research of the chair/institute who is offering the seminar, in order to integrate current research results into the seminar and discuss it. Empirical and/or theoretical- methodical analysis from students and the integration of international aspects is supported.				
5	Learning outcomes: Academic: Students are able to produce a scientific paper or a written case study solution and they can present and defend it in a critical discussion. They employ - depending on the research question - either qualitative-analytical or formal-methodical instruments. Soft skills: They master relevant skills, especially communication-, presentation- and rhetorical skills.				
6	Description of possible electives within the modules: none				
7	Examination: Final Module Exam				
8	Relevant Work:				
	No	Number and Type; Connection to Course	Duration	Part of final mark in %	
	1	Academic paper or case studies, presentation, discussion, feedback	approx. 12 pages and approx. 20 min.	100 %	
9	Study Work: none				

Elective in Marketing

Module Title english:		Elective in Marketing			
Course Program:		Master Business Administration			
1	Module No: MCM18	State: Elective	Language of Instruction: German or English		
2	Turn: each semester	Duration: 1 semester	Semester: 1 or 3	CP: 6 - 12	Workload (h): 360
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture / Exercise / Seminar	on choice (see part 13)	Compulsory	30 – 60 h (2 – 4 CH) 150 – 120
	2	Lecture / Exercise / Seminar	on choice (see part 13)	Compulsory	30 – 60 h (2 – 4 CH) 150 – 120
4	Module Profile:				
	Course content: This module gives students the chance to broaden their knowledge and to integrate adjacent topics into their studies.				
	Themes		Learning objectives		
	Literature research		Independent research regarding ongoing financial topics		
	Writing a brief paper		Academic writing and analyzing; developing coherent arguments		
Group presentation and discussion		Communication, rhetoric and team work skills			
Current financial topics		Advanced analysis of problems discussed in other courses			
5	Learning outcomes:				
	Academic: In the elective, students get knowledge and skills in adjacent topics and recognize interdependencies between areas. The outcomes are dependent on the specific course.				
6	Description of possible electives within the modules: Either one module or two modules 6 CP each from another minor can be chosen, if the modules have not yet been chosen within the minor.				

7	Examination: Examinations for every part of the module			
8	Relevant Work:			
	No	Number and Type; Connection to Course	Duration	Part of final mark in %
	1	Depending on chosen module(s)		100 %
9	Study Work:			
	No	Number and Type; Connection to Course	Duration	
	1	none		
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
11	CP Assignment:			
	Presence (see part 3)	No 1	1.00 – 2.00 CP	
		No 2	1.00 – 2.00 CP	
	Relevant Work (see part 8)	No 1	3.00 – 10.00 CP	
	Total		6 CP	
12	Weight of the module grade for the overall grade: for 6 CP: 6/120 (5%), for 12 CP: 12/120 (10%)			
13	Module Prerequisites: Courses from other minors of the course program in Business Administration can be chosen, as long as they have not been chosen in the minor and if the prerequisites are fulfilled. Also courses from the minor Research can be chosen, if not yet chosen in the minor Research, the prerequisites are fulfilled and places are available. If not the Minor "Spezialization in Marketing" was chosen, a maximum of 6 CP can be obtained in this module.			
14	Presence: Presence is strongly recommended to warrant learning success.			
15	Mobility/Acknowledgement:			
	Use of the module for other course programs	none		
16	Responsible Lecturer: Professor Dr. Thorsten Wiesel		Department: School of Business and Economics	
	17 Misc.:			

Minor Entrepreneurship

Minor Entrepreneurship	
6 CP ENT1 Entrepreneurship 1	6 CP ENT2 Entrepreneurship 2
6 CP ENT3 Entrepreneurship 3	6 CP ENT4 Entrepreneurship 4

Entrepreneurship 1

Module Title english:		Entrepreneurship 1			
Course Program:		Master Business Administration			
1	Module No: ENT1	State: Compulsory	Language of Instruction: English		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Innovation Management	Compulsory	30 h (2 CH) 60
	2	Exercise	Tutorial on Innovation Management	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: This course teaches how to create value through products and services (value equity) by (technology-driven) innovation in both entrepreneurial and established firms. We examine innovation-based strategies as a source of competitive advantage and then examine how to build organizations that excel at identifying, building and commercializing technological innovations. The course examines how entrepreneurs can shape their firms so that they continuously build and commercialize valuable innovations. Many of the examples also focus on how established firms can become more entrepreneurial in their approach to innovation.</p> <p>Course content: Main topics:</p> <ul style="list-style-type: none"> • Innovation process • Creating an organizational environment that rewards innovation and entrepreneurship • Internal and external sources of innovation <p>It is the objective of this course that students learn the main issues in innovation management in order to successfully create value through products and services (value equity) in both entrepreneurial and established firms.</p>				
5	Learning outcomes:				
	<p>Academic: After following this course, students are able to</p> <ol style="list-style-type: none"> (1) discuss current topics in strategic innovation management, (2) understand the innovation process, organizational structures to foster innovations, as well as the challenges of innovation in large and small firms, and (3) apply these concepts directly to real world situations. <p>Soft skills: Case discussions improve your problem-solving skills. The critical discussion of research allows you improving your argumentation and communication skills. Moreover, the group work helps you to improve your collaboration and presentation skills.</p>				

6	Description of possible electives within the modules: none			
7	Examination: Final Module Exam			
8	Relevant Work:			
	No	Number and Type; Connection to Course	Duration	Part of final mark in %
	1	Written report (group work when indicated)	max. of 50 pages	100 %
9	Study Work:			
	No	Number and Type; Connection to Course	Duration	
	1	Presentation	30 min.	
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
11	CP Assignment:			
	Presence (see part 3)	No 1	1.00 CP	
		No 2	1.00 CP	
	Relevant Work (see part 8)	No 1	3.00 CP	
	Study Work (see part 9)	No 1	1.00 CP	
	Total		6 CP	
12	Weight of the module grade for the overall grade: 6/120 (5%)			
13	Module Prerequisites: none			
14	Presence: Active attendance is strongly recommended to warrant learning success.			
15	Mobility/Acknowledgement:			
	Use of the module for other course programs	Master Information Systems		
16	Responsible Lecturer: Professor Dr. Thorsten Wiesel		Department: University of Münster, School of Business and Economics	
	17 Misc.:			

Entrepreneurship 2

Module Title english:		Entrepreneurship 2			
Course Program:		Master Business Administration			
1	Module No: ENT2	State: Compulsory	Language of Instruction: English		
2	Turn: each winter semester	Duration: 1 semester	Semester: 1	CP: 0	Workload (h): 0
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Lecture Entrepreneurship 2	Compulsory	30 h (2 CH) 60
	2	Exercise	Tutorial Entrepreneurship 2	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: This Module expands on the findings of the course Entrepreneurship I. Based on activities of Business Canvas and after successful idea generation and preparation of basic concept in particular activities of the market entry, the growth of the core business and options for diversification of the business segment will be discussed. Students learn which strategic decisions in relation to market positioning and the corresponding customer and channel management have to be made to establish a jung company long-term on the market.</p> <p>Course content: Students learn basic strategies for positioning and developing a new established company. Inherent e.g.:</p> <ul style="list-style-type: none"> • developing and realisation of Value Proposition (Go-to-Market) • scaling of the business model (Business Growth) • advancement of the business model (Business Development) <p>Contents are conveyed within the theory based lecture, case studies and practical relevant guest lectures. Main objective of the course is to transform an existing business idea in a effective brand positioning. Additionally for product- and service-related value creation students discover the concepts of Brand and Customer Equity. They develop the skills necessary to use the concepts to establish and control the management of customers, sales and communication channels.</p>				
5	Learning outcomes:				
	<p>Academic: On completion of the course students are able to:</p> <ul style="list-style-type: none"> • reflect relevant decision-making dimensions of the market entry and growth • analyse targeted and systematically the market conditions and • positioning and develop a jung company. <p>Soft skills:</p> <ul style="list-style-type: none"> • Practce-oriented case study discussions in small groups enhance the problem-solving-competence, collaborative teamwork and presentation and communication skills of the students. 				

Kommentiert [RTJ1]: Sind 0 CP hier richtig? Bitte prüfen!

	<ul style="list-style-type: none"> • Due to the systematic consideration of core decisions during company development the students built up self-confidence to starting up own businesses. • The interaction with young founders and employees of Start-Ups succeeds socialization and built up leadership competence. 																
6	Description of possible electives within the modules: none																
7	Examination: Final Module Exam																
8	<table border="1"> <thead> <tr> <th colspan="4">Relevant Work:</th> </tr> <tr> <th>No</th> <th>Number and Type; Connection to Course</th> <th>Duration</th> <th>Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>written composition (in teams)</td> <td>approx. 40 pages</td> <td>100 %</td> </tr> </tbody> </table>			Relevant Work:				No	Number and Type; Connection to Course	Duration	Part of final mark in %	1	written composition (in teams)	approx. 40 pages	100 %		
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9	Study Work: none																
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.																
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Relevant Work (see part 8)	No 1	4.00 CP															
Total		6 CP															
12	Weight of the module grade for the overall grade: 0/120 (0%)																
13	Module Prerequisites: none																
14	Presence: Attendance is strongly recommended in order to enhance the learning success.																
15	<table border="1"> <thead> <tr> <th colspan="2">Mobility/Acknowledgement:</th> </tr> </thead> <tbody> <tr> <td>Use of the module for other course programs</td> <td>none</td> </tr> </tbody> </table>			Mobility/Acknowledgement:		Use of the module for other course programs	none										
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Use of the module for other course programs	none																
16	Responsible Lecturer: Professor Dr. Thorsten Wiesel	Department: University of Münster, School of Business and Economics															
17	Misc.:																

Entrepreneurship 3

Module Title english:		Entrepreneurship 3			
Course Program:		Master Business Administration			
1	Module No: ENT3	State: Compulsory	Language of Instruction: English		
2	Turn: each summer semester	Duration: 1 semester	Semester: 2	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Entrepreneurship 3	Compulsory	30 h (2 CH) 60
	2	Exercise	Entrepreneurship 3	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: This module will deepen what has been learned in Entrepreneurship 1 and 2. Starting from the Business Model Canvas activities that have already been discussed, and based on a decision about the kind of business model intended, the product planned (platform vs. network) and the approach to software development (custom development vs. standard software, the entire path from an enterprise architecture to an IT architecture will be studied. Students learn about methods for modeling all relevant processes and will be enabled to answer the core questions arising in the context of process implementation.</p> <p>Course content: Students learn the basic techniques of enterprise modeling, including</p> <ul style="list-style-type: none"> • enterprise architecture framework, • process modeling technique using a common tool, • specific process modeling for processes such as SCM, CRM, ERP, payment • data modeling and data management • process implementation respecting cloud offerings and IT project management techniques. <p>The content will be provided using theory-based lectures, case studies, and practice-oriented guest lectures. The primary goal of the module is to analyze the back-office processes for an existing business idea, to structure them appropriately, to become familiar with relevant modeling techniques, and to be able to decide the core questions arising in the context of enterprise IT operations in a competent manner and on the basis of current technology and future developments such that the enterprise is well-prepared for the future.</p>				
5	<p>Learning outcomes:</p> <p>Academic: Upon completion of the module, students are able</p> <ul style="list-style-type: none"> • to distinguish enterprise-wide abstraction levels, • to apply appropriate modeling techniques, • to assess current information technology as well as its trends, and • to position and advance an enterprise correspondingly. <p>Soft skills:</p>				

	<ul style="list-style-type: none"> Practice-oriented discussion of case studies in small groups improve problem-solving competencies, team work, as well as presentation and communication skills of the students. The systematic study of core decisions when it comes to enterprise-internal technology creates students' certitude in realizing their own enterprise. An exchange with young founders and startup employees empowers the socialization of a "new work" culture and to build up leadership competences. 														
6	Description of possible electives within the modules: none														
7	Examination: Final Module Exam														
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9	Study Work: none														
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Relevant Work (see part 8)	No 1	4.00 CP													
Total		6 CP													
12	Weight of the module grade for the overall grade: 6/120 (5%)														
13	Module Prerequisites: None, Module Entrepreneurship I is recommended														
14	Presence: Being present is strongly recommended, so as not to miss any group work and to improve the learning outcome.														
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17	Misc.:
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Entrepreneurship 4

Module Title english:		Entrepreneurship 4			
Course Program:		Master Business Administration			
1	Module No: ENT4	State: Compulsory	Language of Instruction: English		
2	Turn: each summer semester	Duration: 1 semester	Semester: 2	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Managing Growth: Organizational Design and Financial Management	Compulsory	30 h (2 CH) 60
	2	Exercise	Tutorial on Managing Growth: Organizational Design and Financial Management	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: This course covers organizational and financial challenges managers are confronted during periods of strong organizational growth. Formal organizational design, management control, and (more) sophisticated financial management are critical in such environments to ensure organizational routines, alignment, and liquidity. Approaches such as “management by walk-around”, financing of activities via personal networks, personal monitoring of employees or informal feedback are not suitable at a certain size and structure of the organization. However, these approaches and instruments have also faced critique for limiting creativity and freedom and for preventing companies from being agile and adaptive to dynamic environments. Managing this tension for growth is the key topic of this course. The module relies on a mix of lectures, tutorials, workshops taught by guest speakers, case studies, the introduction of concepts from research, and a very interactive teaching style. The course builds on knowledge in general management, financial accounting, and corporate finance as it is acquired during bachelor studies.</p> <p>Course content: The course deals with topics being relevant to managing growth in companies such as the organizational design of fast-growing firms, financial planning and control of a growing business, how management control can support or prevent innovation, management control instruments that are applicable in new ventures, the interplay between accounting and the business model, or the legal environment start-ups and new ventures are confronted with.</p>				
	Themes	Learning objectives			
	Financial Management of organizational growth	Learn how to deal with the challenges of growth through financial management.			

	Performance management 2.0	Become familiar with the challenges of performance management in modern firms and the concepts that are needed to address these challenges (e.g., OKR, performance analytics, alignment by culture).												
	Management control of innovation	Recognize management control concepts that are needed to steer innovation projects, performance measurement of innovation and technological development.												
	Valuation and value-based management of customer-centric online business models	Get to know concepts of management control and the valuation of customer-centric (e-commerce) online models (e.g., customer lifetime modeling) contrasting those with traditional approaches to business valuation.												
	Financial planning for growth and investor acquisition	Realize how financial business planning can work in a real start-up environment; anticipate potential investor reactions and internalize the do's and don'ts of acquiring funding.												
	The regulatory and organisational environment of start-ups and new ventures.	Learning the regulatory side of start-ups and new ventures. Understanding the necessity for organizational and structural changes during the growth stages of new ventures.												
5	<p>Learning outcomes:</p> <p>Academic: On successful completion of this module, students are able to...</p> <ul style="list-style-type: none"> • understand which challenges fast-growing, technology-driven start-ups and new ventures face. • select, apply, and develop methods of management control to overcome these challenges. • evaluate the findings of prior academic literature and apply them in a real-world context. • understand that the management of entrepreneurial initiatives and innovation require structure and control at a certain size and complexity. <p>Soft skills: On successful completion of this module, students are able to...</p> <ul style="list-style-type: none"> • identify creative and innovative solutions for unstructured problems. • solve unfamiliar problems with theoretical frameworks and a structured approach. • understand, critically reflect, and apply findings from academic literature. • work and coordinate work in a team environment. • connect the dots between academic insights and practical applications. 													
6	Description of possible electives within the modules: none													
7	Examination: Examinations for every part of the module													
8	<p>Relevant Work:</p> <table border="1"> <thead> <tr> <th>No</th> <th>Number and Type; Connection to Course</th> <th>Duration</th> <th>Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Written assignment (in groups)</td> <td>max. of 12 pages per group</td> <td>70 %</td> </tr> <tr> <td>2</td> <td>Case study</td> <td>max. of 5 pages</td> <td>30 %</td> </tr> </tbody> </table>		No	Number and Type; Connection to Course	Duration	Part of final mark in %	1	Written assignment (in groups)	max. of 12 pages per group	70 %	2	Case study	max. of 5 pages	30 %
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2	Case study	max. of 5 pages	30 %											
9	Study Work: none													

10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.																
11	CP Assignment: <table border="1" data-bbox="145 584 1061 801"> <tr> <td data-bbox="145 584 464 629">Presence (see part 3)</td> <td data-bbox="464 584 759 629">No 1</td> <td data-bbox="759 584 1061 629">1.00 CP</td> </tr> <tr> <td data-bbox="145 629 464 674"></td> <td data-bbox="464 629 759 674">No 2</td> <td data-bbox="759 629 1061 674">1.00 CP</td> </tr> <tr> <td data-bbox="145 674 464 719">Relevant Work (see part 8)</td> <td data-bbox="464 674 759 719">No 1</td> <td data-bbox="759 674 1061 719">3.00 CP</td> </tr> <tr> <td data-bbox="145 719 464 763"></td> <td data-bbox="464 719 759 763">No 2</td> <td data-bbox="759 719 1061 763">1.00 CP</td> </tr> <tr> <td data-bbox="145 763 464 801">Total</td> <td data-bbox="464 763 759 801"></td> <td data-bbox="759 763 1061 801">6 CP</td> </tr> </table>		Presence (see part 3)	No 1	1.00 CP		No 2	1.00 CP	Relevant Work (see part 8)	No 1	3.00 CP		No 2	1.00 CP	Total		6 CP
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Total		6 CP															
12	Weight of the module grade for the overall grade: 6/120 (5%)																
13	Module Prerequisites: none																
14	Presence: Participation is not mandatory, but highly recommended.																
15	Mobility/Acknowledgement: <table border="1" data-bbox="145 1104 1061 1182"> <tr> <td data-bbox="145 1104 544 1182">Use of the module for other course programs</td> <td data-bbox="544 1104 1061 1182">none</td> </tr> </table>		Use of the module for other course programs	none													
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16	Responsible Lecturer: Professor Dr. Martin Artz	Department: University of Münster, School of Business and Economics															
17	Misc.: Additional and more detailed information is provided on the Chair's webpage.																

Minor Information Systems

Minor Information Systems	
6 LP IS01-IM2: IM Tasks and Techniques	6 LP IS02-LPR1: Supply Chain Management and Logistics
6 LP IS03-IM3: IM Theories	6 LP IS04-LPR3: Retail

Minor Information Systems - Module 1 - Module 4

Module Title english:		Minor Information Systems - Module 1 - Module 4			
Course Program:		Master Business Administration			
1	Module No: ISo1 – ISo4	State: Elective	Language of Instruction: English		
2	Turn: each semester	Duration: 1 semester	Semester: 1 or 2	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Lecture to module ISo1 – ISo4 (-IM 1 / -IM 2 / -IM3 / -PM 1 / -PM2 / -PM3 / -BN 1 / -BN2 / -BN3 / -Bl1 / -Bl2 / -Bl3 / -ISD1 / -ISD2 / -ISD3 / -LPR1 / -LPR2 / -LPR3 / SCIS1) Minor Information Systems	Compulsory	30 h (2 CH) 60
	2	Exercise	Tutorial on lecture to module ISo1 – ISo4 (-IM 1 / -IM2 / -IM3 / -PM 1 / -PM2 / -PM3 / -BN 1 / -BN2 / -BN3 / -Bl1 / -Bl2 / -Bl3 / -ISD1 / -ISD2 / -ISD3 / -LPR1 / -LPR2 / -LPR3 / SCIS1) Minor Information Systems	Compulsory	30 h (2 CH) 60
4	Module Profile:				
	Course content:				
	The topics of the lecture and the tutorials depend on the chosen module ISo1 – ISo4 in der Variante „ISo1 – ISo4 (-IM 1 / -IM2 / -IM3 / -PM1 / -PM2 / -PM3 / -BN1 / -BN2 / -BN3 / -Bl1 / -Bl2 / -Bl3 / -ISD1 / -ISD2 / -ISD3 / -LPR1 / -LPR2 / -LPR3 / SCIS1)“ belegt werden:				
	Themes	Learning objectives			
IM1: Managing the Information Age Organization	Building on the basic knowled of business and management, the requirements for business/management in the information society are examined.				
IM2: IM: Tasks and Techniques	Overview of the tasks of information management and challenges for IT-managers. Relevant management methods and techniques will be taught. Deepening and broadening of the learnt in case studies.				
IM3: Theories	Introduction into the scientific discussion to and into theories of information management. Competitive advantages by the use of IT, IT-strategy, value added and productivity of IT-use, organization theory of information systems, IT-sourcing, IT-organization, IT-governance				

	PM1: Information Modelling	Conceptual modelling (process-, data and organization-modelling, etc.). The focus is not the modelling, but the analysis of the requirements for the use of such models in practice and the methodical approaches, who support the use of models.
	PM2: Enterprise Architecture Management	Motivation and positioning of the management of enterprise architectures, modelling of enterprise architectures, methodical frameworks for the development of architectures.
	PM3: Workflow Management	Foundations, conceptual definition and technical implementation of workflow management, workflow management systems.
	BN1: Interorganizational Systems	Interorganizational systems and networks in a business environment.
	BN2: Information Security	Theoretical and practical concepts of information security, security strategies, privacy.
	BN3: Network Economy	Foundations of network economy.
	BI1: Management Information Systems and Data Warehousing	Problems, goals, solutions, techniques, tools and applications of management information systems and data warehousing.
	BI2: Data Analytics 1	Multivariate statistical methods, main subject is the uncontrolled learning
	BI3: Data Analytics 2	Multivariate statistical methods, main subject is the uncontrolled learning
	ISD1: Logic Specification and Programming	Logic, prolog, constraint solving, management systems for business rules, temporal logic and model testing, datalog and deductive data banks
	ISD2: Data Integration	Problems, goals, solutions, techniques and tools of data integration
	ISD3: Advanced Concepts in Software Engineering	Advanced applications of software engineering, e.g. for EAI, web applications, middleware, web services, etc.
	LPR1: Supply Chain Management and Logistics	Foundations of supply chain management, modelling, design, planning and implementation of supply chains, information systems for supply chain management
	LPR2: Production Planning and Control	Demand management, material management, inventory control, planning- and capacity management, data models and information systems for production, cost engineering and smart factory
	LPR3: Retail	Business processes of retail, process- and data modelling, ERP-systems for retail
	SCIS1: Selected Chapters in Information Systems	Guest lecturers broaden or deepen subjects of IS
5	Learning outcomes: Academic: Students get deepened knowledge in modelling, design, application and analysis of different enterprise information systems. In the tutorials, besides the application of taught knowledge, the work in teams and presentation skills are important.	

6	Description of possible electives within the modules: The modules ISo1 – ISo4 can be absolved in the variants „ISo1 – ISo4 (-IM1 / -IM2 / -IM3 / -PM1 / -PM2 / -PM3 / -BN 1 / -BN2 / -BN3 / -Bl1 / -Bl2 / -Bl3 / -ISD1 / -ISD2 / -ISD3 / -LPR1 / -LPR2 / -LPR3 / SCIS1)“ if this variant has not already been absolved.			
7	Examination: Examinations for every part of the module			
8	Relevant Work:			
		No Number and Type; Connection to Course	Duration	Part of final mark in %
	1	IM1: Managing the Information Age Organization: final written exam	max. of 120 min.	100 %
	2	IM2: IM: Tasks and Techniques: final written exam	max. of 120 min.	100 %
	3	IM3:IM Theories: in groups of 3 - 5 participants: presentation, written assignments, approx. 12 comments on weekly literature	1 x approx. 20 min. + 1 x approx. 5 pages + 12 x approx. 0.5 pages	40 %
	4	IM3: IM Theories: written exam	max. of 120 min.	60 %
	5	PM1: Information Modeling: written exam	max. of 120 min.	100 %
	6	PM2: Enterprise Architecture Management: Case Study with EAM-Software, presentation	approx. 40 pages, approx. 40 min.	40 %
	7	PM2: Enterprise Architecture Management: written exam	max. of 120 min.	60 %
	8	PM3: Workflow Management: final presentation	1 x 30 min.	50 %
	9	PM3: Workflow Management: written exam	max. of 120 min.	50 %
	10	BN1: Interorganizational Systems: in groups of 3 - 5 students, presentation, written assignments, approx. 12 comments on weekly literature	1 x approx. 20 min. + 1 x approx. 5 pages + 12 x approx. 0.5 pages	50 %
	11	BN1: Interorganizational Systems: written exam	max. of 120 min.	50 %
	12	BN2: Information Security: written assignment	approx. 10 pages	20 %
	13	BN2: Information Security: oral exam	approx. 20 min.	80 %
	14	BN3: Network Economics: final written exam	max. of 120 min.	100 %
	15	Bl1: Management Information Systems and Data Warehousing: written exam	max. of 120 min.	100 %
16	Bl2: Data Analytics 1: written exam	max. of 120 min.	100 %	
17	Bl3: Data Analytics 2: case study with R-Software, report, presentation	approx. 15 pages, approx. 40 min.	40 %	

18	BI3: Data Analytics 2: written exam	max. of 120 min.	60 %
19	ISD1: Logic Specification and Programming: written exam	max. of 120 min.	100 %
20	ISD2: Data Integration: case study, report, presentation	approx. 40 pages, approx. 30 min.	40 %
21	ISD2: Data Integration: written exam	max. of 120 min.	60 %
22	ISD3: Advanced Concepts in Software Engineering: 4 Software Artefakts in groups of approx. 5 students	4 x ca. 20 pages with code of 45 lines/page	30 %
23	ISD3: Advanced Concepts in Software Engineering: written exam	max. of 120 min.	70 %
24	LPR1: Supply Chain Management and Logistics: written exam	max. of 120 min.	100 %
25	LPR2: Production Planning and Control: final written exam	max. of 120 min.	100 %
26	LPR3: Retail: final written exam	max. of 120 min.	100 %
27	SCIS1: Selected Chapters in Information Systems: written exam	max. of 120 min.	100 %

9	Study Work:		
	No	Number and Type; Connection to Course	Duration
	1	IM2: Tasks and Techniques: Answering case study questions	approx. 10 pages
	2	PM1: Information Modeling: 10 exercises in group, presentation (might be split up in 4 parts)	10 x 4 - 8 pages, total of max. of 80 min.
	3	PM3: Workflow-Management: case study with presentation (might be split up in 4 parts)	total of max. of 80 min.
	4	BN3: Network Economics: in groups of 3 - 5 participants: presentation, written assignment, approx. 12 comments on (weekly) reading	1 x 20 min. + 1 x approx. 5 pages + 12 x 0.5 pages
	5	BI1: Management Information Systems and Data Warehousing: 4 exercises, 1 presentation	4 x approx. 10 pages, 1 x approx. 20 min.
	6	ISD1: Logic Specification and Programming: exercises every fortnight, to solve in groups	approx. 15 pages/task, in total max. of 120 pages
	7	LPR1: Supply Chain Management and Logistics: case study Supply Chain Design (written assignment in group, presentation) and case study Supply Chain Planning (written assignment in group, presentation)	approx. 40 pages each, approx. 30 min. each
	8	LPR2: Production Planning and Control: case study work (in Groups, presentation and written assignment)	approx. 30 min. + approx. 5 pages

	9 LPR3: Retail: case study work (in groups, presentation and written assignment), summaries of guest lectures (in groups, presentation)	approx. 30 min. + approx. 5 pages, 5 min.																																												
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.																																													
11	CP Assignment: <table border="1" data-bbox="156 701 1059 1812"> <tr> <td data-bbox="156 701 427 779" rowspan="2">Presence (see part 3)</td> <td data-bbox="427 701 849 741">No 1</td> <td data-bbox="849 701 1059 741">1.00 CP</td> </tr> <tr> <td data-bbox="427 741 849 779">No 2</td> <td data-bbox="849 741 1059 779">1.00 CP</td> </tr> <tr> <td data-bbox="156 779 427 1812" rowspan="17">Relevant Work (see part 8)</td> <td data-bbox="427 779 849 819">No 1 (depending on choice under presence)</td> <td data-bbox="849 779 1059 819">4.00 CP</td> </tr> <tr> <td data-bbox="427 819 849 860">No 2 (depending on choice under presence)</td> <td data-bbox="849 819 1059 860">3.00 CP</td> </tr> <tr> <td data-bbox="427 860 849 927">No 3 (depending on choice under presence) and</td> <td data-bbox="849 860 1059 927">1.50 CP</td> </tr> <tr> <td data-bbox="427 927 849 967">No 4</td> <td data-bbox="849 927 1059 967">2.50 CP</td> </tr> <tr> <td data-bbox="427 967 849 1008">No 5 (depending on choice under presence)</td> <td data-bbox="849 967 1059 1008">3.00 CP</td> </tr> <tr> <td data-bbox="427 1008 849 1075">No 6 (depending on choice under presence) and</td> <td data-bbox="849 1008 1059 1075">2.50 CP</td> </tr> <tr> <td data-bbox="427 1075 849 1115">No 7</td> <td data-bbox="849 1075 1059 1115">1.50 CP</td> </tr> <tr> <td data-bbox="427 1115 849 1182">No 8 (depending on choice under presence) and</td> <td data-bbox="849 1115 1059 1182">1.50 CP</td> </tr> <tr> <td data-bbox="427 1182 849 1223">No 9</td> <td data-bbox="849 1182 1059 1223">1.50 CP</td> </tr> <tr> <td data-bbox="427 1223 849 1290">No 10 (depending on choice under presence) and</td> <td data-bbox="849 1223 1059 1290">2.00 CP</td> </tr> <tr> <td data-bbox="427 1290 849 1330">No 11</td> <td data-bbox="849 1290 1059 1330">2.00 CP</td> </tr> <tr> <td data-bbox="427 1330 849 1397">No 12 (depending on choice under presence) and</td> <td data-bbox="849 1330 1059 1397">1.00 CP</td> </tr> <tr> <td data-bbox="427 1397 849 1438">No 13</td> <td data-bbox="849 1397 1059 1438">3.00 CP</td> </tr> <tr> <td data-bbox="427 1438 849 1505">No 14 (depending on choice under presence)</td> <td data-bbox="849 1438 1059 1505">2.50 CP</td> </tr> <tr> <td data-bbox="427 1505 849 1572">No 15 (depending on choice under presence)</td> <td data-bbox="849 1505 1059 1572">2.50 CP</td> </tr> <tr> <td data-bbox="427 1572 849 1639">No 16 (depending on choice under presence)</td> <td data-bbox="849 1572 1059 1639">4.00 CP</td> </tr> <tr> <td data-bbox="427 1639 849 1706">No 17 (depending on choice under presence) and</td> <td data-bbox="849 1639 1059 1706">2.50 CP</td> </tr> <tr> <td data-bbox="427 1706 849 1747">No 18</td> <td data-bbox="849 1706 1059 1747">1.50 CP</td> </tr> <tr> <td data-bbox="427 1747 849 1812">No 19 (depending on choice under presence)</td> <td data-bbox="849 1747 1059 1812">3.00 CP</td> </tr> </table>		Presence (see part 3)	No 1	1.00 CP	No 2	1.00 CP	Relevant Work (see part 8)	No 1 (depending on choice under presence)	4.00 CP	No 2 (depending on choice under presence)	3.00 CP	No 3 (depending on choice under presence) and	1.50 CP	No 4	2.50 CP	No 5 (depending on choice under presence)	3.00 CP	No 6 (depending on choice under presence) and	2.50 CP	No 7	1.50 CP	No 8 (depending on choice under presence) and	1.50 CP	No 9	1.50 CP	No 10 (depending on choice under presence) and	2.00 CP	No 11	2.00 CP	No 12 (depending on choice under presence) and	1.00 CP	No 13	3.00 CP	No 14 (depending on choice under presence)	2.50 CP	No 15 (depending on choice under presence)	2.50 CP	No 16 (depending on choice under presence)	4.00 CP	No 17 (depending on choice under presence) and	2.50 CP	No 18	1.50 CP	No 19 (depending on choice under presence)	3.00 CP
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	No 25 (depending on choice under presence)	3.00 CP
	No 26 (depending on choice under presence)	2.50 CP
	No 27 (depending on choice under presence)	2.50 CP
Study Work (see part 9)	No 1 (depending on choice under presence)	1.00 CP
	No 2 (depending on choice under presence)	1.00 CP
	No 3 (depending on choice under presence)	1.00 CP
	No 4 (depending on choice under presence)	1.50 CP
	No 5 (depending on choice under presence)	1.50 CP
	No 6 (depending on choice under presence)	1.00 CP
	No 7 (depending on choice under presence)	2.00 CP
	No 8 (depending on choice under presence)	1.00 CP
	No 9 (depending on choice under presence)	1.50 CP
Total		6 CP
12	Weight of the module grade for the overall grade: 6/120 (5%)	
13	Module Prerequisites: Recommended: Module Information Systems (Bachelor) and a consultation through the study coordinator of the Master Information Systems.	
14	Presence: Presence is strongly recommended to warrant learning success.	
15	Mobility/Acknowledgement:	
	Use of the module for other course programs	Master Information Systems
16	Responsible Lecturer: Prof. Dr. Stefan Klein	Department: School of Business and Economics

17	Misc.:
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Minor Volkswirtschaftslehre

Minor Volkswirtschaftslehre	
6 LP VWL012-VWLMWP1 Unternehmens- kooperation: Mergers & Akquisitionen	6 LP VWL02-VWLMWP18: Zeitreihenanalyse (Time Series Analysis)
6 LP VWL03-VWLMWP19: Finanzmarkt- ökonometrie (Financial Econometrics)	6 LP VWL04-VWLMWP4: Finanzwissenschaft

Minor Economics - Module 1 - Module 4

Module Title english:		Minor Economics - Module 1 - Module 4			
Course Program:		Master Business Administration			
1	Module No: VWLo1 - VWLo4	State: Elective	Language of Instruction: German, partly English		
2	Turn: each semester	Duration: 1 semester	Semester: 1 or 2	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH)
					Self-Study (h)
	1	Lecture	Lecture to module VWLo1 – VWLo4 (-VWLMP3 / -VWLMP4 / -VWLMWP1 / -VWLMWP2 / -VWLMWP3 / -VWLMWP4 / -VWLMWP5 / -VWLMWP6 / -VWLMWP7 / -VWLMWP8 / -VWLMWP9 / -VWLMWP10 / -VWLMWP11 / -VWLMWP12 / -VWLMWP13 / -VWLMWP16 / -VWLMWP17 / -VWLMWP18 / -VWLMWP19 / -VWLMWP20 / -VWLMWP22 / -VWLMWP23 / -VWLMWP24 / -VWLMWP25 / -VWLMWP26 / -VWLMWP27)	Elective	30 h (2 CH)
2	Exercise	Tutorial on VWLo1 – VWLo4 (-VWLMP3 / -VWLMP4 / -VWLMWP1 / -VWLMWP2 / -VWLMWP3 / -VWLMWP4 / -VWLMWP5 / -VWLMWP6 / -VWLMWP7 / -VWLMWP8 / -VWLMWP9 / -VWLMWP10 / -VWLMWP11 / -VWLMWP12 / -VWLMWP13 / -VWLMWP16 / -VWLMWP17 / -VWLMWP18 / -VWLMWP19 / -VWLMWP20 / -VWLMWP22 / -VWLMWP23 / -VWLMWP24 / -VWLMWP25 / -VWLMWP26 / -VWLMWP27)	Elective	30 h (2 CH)	60
3	Lecture	Lecture to module VWLo1 – VWLo4 (-VWLMP1 / -VWLMP2 / -VWLMWP13 / -VWLMWP15 / -VWLMWP21)	Elective	30 h (2 CH)	150
4	Seminar	Seminar to module VWLo1 – VWLo4 (-VWLMWP28 / -VWLMWP29 / -VWLMWP30 / -VWLMWP31 / -VWLMWP32 / -VWLMWP33)	Elective	30 h (2 CH)	150
4	Module Profile: Course content: The topics of the courses depend on the chosen Module VWLo1 – VWLo4 in the variation, VWLo1 - VWLo4 (-VWLMP1 / -VWLMP2 / -VWLMP3 / -VWLMP4 / -VWLMWP1 / -VWLMWP2 / -VWLMWP3 / -VWLMWP4 / -VWLMWP5 / -VWLMWP6 / -VWLMWP7 / -VWLMWP8 / -VWLMWP9 / -VWLMWP10 / -VWLMWP11 / -VWLMWP12 / -VWLMWP13 / -VWLMWP14 / -VWLMWP15 / -VWLMWP16 / -VWLMWP17 / -VWLMWP18 / -VWLMWP19 / -VWLMWP20 / -VWLMWP21 / -VWLMWP22 / -				

VWLMWP23 / -VWLMWP24 / -VWLMWP26 / -VWL-MWP27 / -VWLMWP28 / -VWLMWP29 / -VWLMWP30 / -VWLMWP31 / -VWLMWP32 / -VWLMWP33“:

Themes	Learning objectives
VWL MP1 Microeconomics	This course introduces students to microeconomic theory at an intermediate level. The course will cover the following subjects: Consumer theory, theory of the firm, partial and general equilibrium theory, as well as basics of game theory and information economics.
VWLMWP2 Advanced Macroeconomics	The course Advanced Macroeconomics gives an introduction to advanced topics and methods of modern macroeconomic theory. The module is based on the Bachelor courses in macroeconomics.
VWL MP3 Empirical Methods	Deepening of empirical methods based on the methods learnt during the bachelor.
VWL MP4 Economics of Regulation	The course will show how to regulate network industries. The advantages and disadvantages of various regulatory instruments will be presented. Students will learn how to assess the impact of regulatory instruments in selected network industries and how to implement these instruments in practice. There is a special emphasis on the problems that may occur in the implementation process.
VWL MWP1 Economic Policy	The aim of the course is to provide students with an in-depth analysis of economic policy relevant welfare concepts, the influence of democratic decision-making methods on the outcome of economic policy, problems that arise due to self-interest of politicians and bureaucrats and modern policy measures such as nudges. Thereby the methodological competence for the analysis of economic policy issues and the methodological competence for the analysis of economic policy in a democracy are strengthened. Furthermore, the aim is that students develop the ability to evaluate theoretical models for their applicability to specific policy issues.
VWL MWP2 Advanced Microeconomics I	Together with the course “Advanced Microeconomics II”, the course “Advanced Microeconomics I” aims at a comprehensive and formal training in microeconomics. Its structure and topics are comparable to that of internationally renowned Graduate schools. “Advanced Microeconomics I” deals with the implications and effects of uncertainty. For that purpose partial equilibrium insurance models and Arrow-Debreu models are discussed.
VWL MWP3 Advanced Microeconomics II	Advanced Microeconomics II introduces students to static and dynamic game theory, market failures (e.g. externalities, market power, asymmetrical information) and basic welfare analysis.
VWL MWP4 Public Economics	Public finances, theory of federalism, market failure, justification for government intervention

VWL MWP5 Mathematical Methods	Students are introduced into methods of solving dynamic economic models. This includes methods to solve differential equations of first and second order and for systems of differential equations. Also methods of dynamic optimization will be presented.
VWL MWP6 International Macroeconomics	This course offers a systematic introduction to the structure of modern macroeconomic models of the open economy based on sound microfoundations. These models explain capital flows on the basis of the fundamental intertemporal decisions of households, firms and the government with respect to their consumption, savings and investment allocations. The theoretic framework thus developed is used to analyze the consequences of such diverse factors as excessive governments budget deficits, international capital flows, or demographic change on the balance-of-payments and the dynamics of international indebtedness. Moreover, many classic subjects in international money and finance are re-evaluated and its welfare implications rigorously assessed using these kinds of models, such as issues relating to the optimality of currency areas, the choice of an exchange rate regime, or aspects of international monetary policy coordination.
VWL MWP7 Applied Energy Economics	The module “Applied Energy Economics” will look at practical issues of the energy sector. The lecture discusses current problems in energy and environmental policy and emphasizes technical and business-management aspects of the energy system in Germany and Europe. If possible, the exercise will be in conjunction with a subject-specific excursion. Lecture and exercise are offered in block courses.
VWL MWP8 Environmental Economics	The module “Environmental Economics” will look at the impacts of human economic activities on the environment. The course emphasizes the impact of the energy system on the environment, e.g. in terms of air pollution and greenhouse gas emissions. Welfare-economic basics of environmental economics, environmental-economic target setting and their implementation by means of eco-political instruments with regards to local and global pollutants will be discussed. Also, determination of costs and benefits of environmental-economic regulation will be analyzed.
VWL MWP9 Climate Change Economics	The module “Climate Change Economics” emphasizes the development of greenhouse gas emissions and respective regulatory policies. It will discuss problems of international climate politics as well as national and international attempts to mitigate climate change, such as the European Emissions Trading System. Focus is placed on economic consequences of different emission reduction policies. Students will gain insight into economic forecasting models used for impact assessment. The course gives an introduction into climate modelling, covering simple partial models, Input-Output models as well as Computable General Equilibrium (CGE) Models.

VWL MWP10 Advanced Transport Economics	The knowledge that has been previously acquired within the bachelor-module Principles of Transport Economics is deepened in this module. In particular, theoretical and empirical knowledge is expanded and intensified. A detailed analysis of different transport carriers is made, in which the latest research results are taken into account. Moreover, further issues with regard to transport economics and policy are examined in detail. Beyond that, the aim is that students develop the ability to evaluate theoretical models for their applicability with respect to specific policy issues.
VWL MWP11 Industrial Organization	In this module, an in-depth analysis of static and dynamic oligopolies, product differentiation and price discrimination, cartels, mergers and strategic behavior in markets with market power of firms is provided. Thereby students improve their methodological skills for the analysis of markets where market power is an issue and of issues of competition policy. In addition, students develop the ability to evaluate theoretical models for their applicability with respect to specific policy measures.
VWL MWP12 Unternehmenskooperation: Mergers & Acquisitions	Mergers & Acquisitions are a widespread phenomenon in the world's globalized economy. Merging and/or acquiring firms accelerate external corporate growth, facilitate foreign market entries and help to gain knowledge and new technologies. Thus, managing both the M&A process and the subsequent post merger integration has become an important task in the field of strategic management. Besides M&A, enterprises create an increasing part of their output in co-operation with other enterprises. They are developing strategic alliances, joint ventures and other co-operative forms of business. Although business co-operation has a long tradition, it has not been in the focus of economics until recently. New economic insights from institutional economics, the theory of the firm, organization theory and strategic management allow a closer analysis of co-operative arrangements, the reasons for their emergence and how to manage them. The course and its including exercises pursue a comparative view on mergers & acquisitions and co-operation as alternative ways to achieve external corporate growth. Students should comprehend, that managing the boundaries of the firm is an integrative process, which cannot be restrained to acquisition activities.
VWL MWP13 Advanced Sports Economics	Advanced Sports Economics is focused on the theoretical and empirical analysis of sports markets with respect to competition, players' labor markets, as well as public interventions subsidies for sports facilities.
VWL MWP14 Trade and Company Law	Introduction to Trade and Company Law. The lecture in Trade Law is based on skills obtained earlier within the scope of the lecture in Civil Law. In detail, the lecture will deal with the term of the trader, the commercial register, the company law, types of representation, and other particularities of the trade law. In the field of Company Law I the lecture presents the German types of partnerships (GbR, OHG and KG). The lecture

	in Company Law II introduces the German types of incorporations (GmbH and AG) to the students. In Company Law I as well as in Company Law II, the main topics and learning objectives are types of representation and different kinds of liabilities.
VWL MWP15 Internatioal Public Economics	In this course students will discuss scientific papers in public economics. The main focus is on the methodology of recent research in this field. This includes mathematical models and estimation procedures. The course aims at research-orientated master students and graduate students.
VWL MWP16 Fiscal Policy	This course will cover three main subjects: (1) Financial equalisation between the states (horizontal equalisation) as well as between the federal government and the states, (2) financial equalisation at local level in North Rhine-Westphalia, (3) public debt and derivatives.
VWL MWP17 Applied Microeconometrics	The most common methods of modern microeconometrics are going to be discussed and used in software packages.
VWL MWP18 Time Series Analysis	This module introduces the basic methodological devices required for understanding the time series analysis approaches used in empirical economics.
VWL MWP19 Financial Econometrics	Topics: Asset-price dynamics and volatility, asset prices and returns, stochastic processes, testing efficient-market hypotheses, volatility processes, GARCH-processes, models with stochastic volatility, present-value models and rational bubbles, Capital Asset-Pricing model. Educational objectives: The primary goal consists in the problem-oriented use of econometric techniques for empirically analyzing a plethora of phenomena in international financial markets. In the classes the students learn to use appropriate statistical software packages. By analyzing real-world data sets, students learn how to handle frequently encountered pitfalls typically emerging in applied econometric work, apart from theoretical modelling. By analyzing real-world data sets, the students learn how to handle frequently encountered pitfalls typically emerging in applied econometric work.
VWL MWP20 Practical Course in Economic Research	This module aims to teach scientific empirical work. Contextual emphases are getting to know different sources of data, collecting and editing data and introducing usual statistic software. The students are able to relate to the content of the module as they are working with the software simultaneously to the lecture. They will be tested in an exam. As part of this module, students will be conducting an independent empirical study which will be presented in a seminar paper. Therefore, the scientific evaluation of the relevant literature and its documentation are required as well as the compilation and analysis of appropriate data.
VWL MWP21 Advanced Macroeconomics (PhD-Level)	The module is part of the structured PhD program at MSBE. PhD students not enrolled in the program and VWL Master students are allowed to attend classes as well, and can obtain an a)-certificate or 6 CP, respectively. The course offers

	a discussion of themes and methods of modern macroeconomic theory. Central topics are macroeconomic dynamics with emphasis on solution methods for optimization problems; VAR modeling, identification and estimation techniques; and theory and empirics on DSGE models.
VWL MWP22 Business Ethics and Normative Economics	The module offers an introduction into the foundations of economic ethics, covering the ethics of economic institutions like the market, competition, or money, as well as particular ethical requirements that can be ascribed to economic agents such as consumers or corporations. One of the main aims is to understand, why the particular sphere of the economy raises specific ethical challenges.
VWL MWP23 Selected Issues in Economics I	This module provides the opportunity working on selected economic theories and problems which are out of the standard syllabus. For instance topics can be related to current economic-political topics or a theoretical topic or publication or from the field of econometrics and statistics or other fields.
VWL MWP24 Selected Issues in Economics II	This module provides the opportunity working on selected economic theories and problems which are out of the standard syllabus. For instance topics can be related to current economic-political topics or a theoretical topic or publication or from the field of econometrics and statistics or other fields.
VWL MWP25 Selected Issues in Economics III	This module provides the opportunity working on selected economic theories and problems which are out of the standard syllabus. For instance topics can be related to current economic-political topics or a theoretical topic or publication or from the field of econometrics and statistics or other fields.
VWL MWP26 Selected Issues in Economics IV	This module provides the opportunity working on selected economic theories and problems which are out of the standard syllabus. For instance topics can be related to current economic-political topics or a theoretical topic or publication or from the field of econometrics and statistics or other fields.
VWL MWP27 Current Issues in Economics	This module provides the opportunity working on selected economic theories and problems which are out of the standard syllabus. For instance topics can be related to current economic-political topics or a theoretical topic or publication or from the field of econometrics and statistics or other fields.
VWL MWP28 Specialization in Economics 1	The Economic Chairs offer an adequate number of seminars each semester. Seminars serve the in-depth discussion of selected questions and problems of economics, which are examined depending on the topic theoretically or application-related with the help of current literature and the learned methodological spectrum. The following topics are covered regularly: - Dynamic macroeconomics - Energy and resource

	<p>economics - Public finance - Industrial economics - Money theory and politics - Econometrics and statistics - Business cooperation - Transport economics - Quantitative economic history - Economic policy The students can choose freely from the offer and, by suitable combination with other modules, either built a specialized focus profile or complete a variety of topics.</p>
VWL MWP29 Specialization in Economics 2	<p>The Economic Chairs offer an adequate number of seminars each semester. Seminars serve the in-depth discussion of selected questions and problems of economics, which are examined depending on the topic theoretically or application-related with the help of current literature and the learned methodological spectrum. The following topics are covered regularly: - Dynamic macroeconomics - Energy and resource economics - Public finance - Industrial economics - Money theory and politics - Econometrics and statistics - Business cooperation - Transport economics - Quantitative economic history - Economic policy The students can choose freely from the offer and, by suitable combination with other modules, either built a specialized focus profile or complete a variety of topics.</p>
VWL MWP30 Specialization in Economics 3	<p>The Economic Chairs offer an adequate number of seminars each semester. Seminars serve the in-depth discussion of selected questions and problems of economics, which are examined depending on the topic theoretically or application-related with the help of current literature and the learned methodological spectrum. The following topics are covered regularly: - Dynamic macroeconomics - Energy and resource economics - Public finance - Industrial economics - Money theory and politics - Econometrics and statistics - Business cooperation - Transport economics - Quantitative economic history - Economic policy The students can choose freely from the offer and, by suitable combination with other modules, either built a specialized focus profile or complete a variety of topics.</p>
VWL MWP31 Specialization in Economics 4	<p>The Economic Chairs offer an adequate number of seminars each semester. Seminars serve the in-depth discussion of selected questions and problems of economics, which are examined depending on the topic theoretically or application-related with the help of current literature and the learned methodological spectrum. The following topics are covered regularly: - Dynamic macroeconomics - Energy and resource economics - Public finance - Industrial economics - Money theory and politics - Econometrics and statistics - Business cooperation - Transport economics - Quantitative economic history - Economic policy The students can choose freely from the offer and, by suitable combination with other modules, either built a specialized focus profile or complete a variety of topics.</p>
VWL MWP32 Specialization in Economics 5	<p>The Economic Chairs offer an adequate number of seminars each semester. Seminars serve the in-depth discussion of selected questions and problems of economics, which are</p>

	<p>examined depending on the topic theoretically or application-related with the help of current literature and the learned methodological spectrum. The following topics are covered regularly: - Dynamic macroeconomics - Energy and resource economics - Public finance - Industrial economics - Money theory and politics - Econometrics and statistics - Business cooperation - Transport economics - Quantitative economic history - Economic policy The students can choose freely from the offer and, by suitable combination with other modules, either built a specialized focus profile or complete a variety of topics.</p>
VWL MWP ₃₃ Specialization in Economics 6	<p>The Economic Chairs offer an adequate number of seminars each semester. Seminars serve the in-depth discussion of selected questions and problems of economics, which are examined depending on the topic theoretically or application-related with the help of current literature and the learned methodological spectrum. The following topics are covered regularly: - Dynamic macroeconomics - Energy and resource economics - Public finance - Industrial economics - Money theory and politics - Econometrics and statistics - Business cooperation - Transport economics - Quantitative economic history - Economic policy The students can choose freely from the offer and, by suitable combination with other modules, either built a specialized focus profile or complete a variety of topics.</p>
VWL MWP ₃₅ Econometrics	<p>Participants will learn the most common estimation methods used in econometrics. They will apply them to various models (regression models, time series, spatial data, qualitative dependent data, efficiency analysis, panel data, ...) in the exercises. Topics:</p> <ul style="list-style-type: none"> • Method of moments • Maximum likelihood estimation • Instrumental variables • GMM • Indirect inference <p>Learning objectives: Understand and apply standard econometric estimation techniques in various contexts.</p>
5	<p>Learning outcomes: Academic: Students get deepened knowledge in different areas of economics. They can choose a broad variety of courses or specialize. In the seminars they get competences in scientific writing and the presentation of scientific content.</p>
6	<p>Description of possible electives within the modules: The modules VWLo1 – VWLo4 can be absolved in the variants „VWLo1 - VWLo4 (-VWLMWP1 / -VWLMWP2 / -VWLMWP3 / -VWLMWP4 / -VWLMWP1 / -VWLMWP2 / -VWLMWP3 / -VWLMWP4 / -VWLMWP5 / -VWLMWP6 / -VWLMWP8 / -VWLMWP9 / -VWLMWP10 / -VWLMWP11 / -VWLMWP12 / -VWLMWP14 / -VWLMWP15 / -VWLMWP16 / -VWLMWP17 / -VWLMWP18 / -VWLMWP19 / -VWLMWP20 / -VWLMWP21 / -VWLMWP22 / -VWLMWP23 / -VWLMWP24 / -VWLMWP26 / -VWLMWP27 / -VWLMWP28 / -VWLMWP29 / -VWLMWP30 / -VWLMWP31 / -VWLMWP32 / -VWLMWP33 / -VWLMWP34 / -VWLMWP35 / -VWLMWP44 / -VWLMWP45)“ if this variant has not already been absolved.</p>

7	Examination: Examinations for every part of the module			
8	Relevant Work:			
	No	Number and Type; Connection to Course	Duration	Part of final mark in %
	1	VWL MP1 Microeconomics: final written exam	60 min.	100 %
	2	VWL MP2 Macroeconomics: final written exam	60 min.	100 %
	3	VWL MP3 Empirical Methods: final written exam	90 min.	100 %
	4	VWL MP4 Economics of Regulation: final written exam	90 min.	100 %
	5	VWL MWP1 Economic Policy: final written exam	90 min.	100 %
	6	VWL MWP2 Advanced Microeconomics I: final written exam	60 min.	100 %
	7	VWL MWP3 Advanced Microeconomics II: final written exam	60 min.	100 %
	8	VWL MWP4 Public Economics: final written exam	90 min.	100 %
	9	VWL MWP5 Mathematical Methods: final written exam	60 min.	100 %
	10	VWL MWP6 International Macroeconomics: assignments	3 x 6 - 10 pages	30 %
	11	VWL MWP6: International Macroeconomics: written exam	90 min.	70 %
	12	VWL MWP7 Applied Energy Economics: final written exam	60 min.	100 %
	13	VWL MWP8 Environmental Economics: final written exam	60 min.	100 %
	14	VWL MWP9: Climate Change Economics: final written exam	60 min.	100 %
	15	VWL MWP10 Advanced Transport Economics: final written exam	90 min.	100 %
	16	VWL MWP11 Industrial Organization: final written exam	90 min.	100 %
	17	VWL MWP12 Business Cooperation: Mergers & Acquisitions	15 pages and 90 min.	100 %
	18	VWL MWP13 Advanced Sports Economics: final written exam or presentation and discussion of a literature article in sports economics as an alternative to the written exam	90 min.	100 %
	19	VWL MWP14 Trade and Company Law: 2 written exams	60 min. each	50 %
	20	VWL MWP15 International Public Economics: 8 home assignments	8 x approx. 3 öages	100 %
	21	VWL MWP16 Fiscal Policy: final written exam	60 min.	100 %
	22	VWL MWP17 Applied Microeconometrics: final written exam	90 min.	100 %
	23	VWL MWP18 Time Series Analysis: final written exam	90 min.	100 %
	24	VWL MWP19 Financial Econometrics: final written exam	90 min.	100 %
25	VWL MWP31 Practical Course in Economic Research: academic paper	15 pages	70 %	
26	VWL MWP31 Practical Course in Economic Research: presentation	30 min.	30 %	

	27	VWL MWP21 Advanced Macroeconomics (PhD-level): assignments	2 x 10 - 15 pages	66.7 %
	28	VWL MWP21 Advanced Macroeconomics (PhD-level): written exam	60 min.	33.3 %
	29	VWL MWP22 Business Ethics and Normative Economics: final written exam	60 min.	100 %
	30	VWL MWP23 Selected Issues in Economics 1: final written exam	max. of 120 min.	100 %
	31	VWL MWP24 Selected Issues in Economics 2: final written exam	max. of 120 min.	100 %
	32	VWL MWP25 Selected Issues in Economics 3: final written exam	max. of 120 min.	100 %
	33	VWL MWP26 Selected Issues in Economics 4: final written exam	max. of 120 min.	100 %
	34	VWL MWP27 Current Issues in Economics: assignment or presentation	max. of 10 pages or max. of 30 min.	40 %
	35	VWL MWP27 Current Issues in Economics: written exam	max. of 90 min.	60 %
	36	VWL MWP28: Specialization in Economics 1	max. of 20 pages and max. of 90 min.	100 %
	37	VWL MWP29: Specialization in Economics 2	max. of 20 pages and max. of 90 min.	100 %
	38	VWL MWP30: Specialization in Economics 3	max. of 20 pages and max. of 90 min.	100 %
	39	VWL MWP31: Specialization in Economics 4	max. of 20 pages and max. of 90 min.	100 %
	40	VWL MWP32: Specialization in Economics 5	max. of 20 pages and max. of 90 min.	100 %
	41	VWL MWP33: Specialization in Economics 6	max. of 20 pages and max. of 90 min.	100 %
9	Study Work:			
	No	Number and Type; Connection to Course	Duration	
	1	none		
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			

CP Assignment:		
Presence (see part 3)	No 1 (on choice) and	1.00 CP
	No 2	1.00 CP
	No 3 (on choice)	1.00 CP
	No 4 (on choice)	1.00 CP
Relevant Work (see part 8)	No 1 (depending on choice under presence)	4.00 CP
	No 2 (depending on choice under presence)	4.00 CP
	No 3 (depending on choice under presence)	4.00 CP
	No 4 (depending on choice under presence)	4.00 CP
	No 5 (depending on choice under presence)	4.00 CP
	No 6 (depending on choice under presence)	4.00 CP
	No 7 (depending on choice under presence)	4.00 CP
	No 8 (depending on choice under presence)	4.00 CP
	No 9 (depending on choice under presence)	4.00 CP
	No 10 (depending on choice under presence)	1.00 CP
	No 11	3.00 CP
	No 12 (depending on choice under presence)	4.00 CP
	No 13 (depending on choice under presence)	4.00 CP
	No 14 (depending on choice under presence)	4.00 CP
	No 15 (depending on choice under presence)	4.00 CP
	No 16 (depending on choice under presence)	4.00 CP
	No 17 (depending on choice under presence)	4.00 CP
	No 18 (depending on choice under presence)	4.00 CP
	No 19 (depending on choice under presence)	4.00 CP
	No 20 (depending on choice under presence)	4.00 CP
	No 21 (depending on choice under presence)	4.00 CP
	No 22 (depending on choice under presence)	4.00 CP
	No 23 (depending on choice under presence)	4.00 CP
	No 24 (depending on choice under presence)	4.00 CP
	No 25 (depending on choice under presence)	4.00 CP
	No 26 (depending on choice under presence)	3.50 CP
	No 27	1.50 CP
	No 28 (depending on choice under presence)	4.00 CP

11

	No 29 (depending on choice under presence)	4.00 CP
	No 30 (depending on choice under presence)	4.00 CP
	No 31 (depending on choice under presence)	4.00 CP
	No 32 (depending on choice under presence)	4.00 CP
	No 33 (depending on choice under presence)	1.50 CP
	No 34	2.50 CP
	No 35 (depending on choice under presence)	5.00 CP
	No 36 (depending on choice under presence)	5.00 CP
	No 37 (depending on choice under presence)	5.00 CP
	No 38 (depending on choice under presence)	5.00 CP
	No 39 (depending on choice under presence)	5.00 CP
	No 40 (depending on choice under presence)	5.00 CP
	Total	6 CP
12	Weight of the module grade for the overall grade: 6/120 (5%)	
13	Module Prerequisites: For certain modules, e.g. Advanced Transport Economics, the basic module of the Bachelor should have been absolved.	
14	Presence: Presence is strongly recommended to warrant learning success.	
15	Mobility/Acknowledgement: <hr/> Use of the module for other course programs Master Economics	
16	Responsible Lecturer: Professor Dr. Johannes Becker	Department: School of Business and Economics
17	Misc.:	

Minor Business Research

		Minor Research	
	6 CP PhD1 Advanced Regression Modelling	6 CP PhD2 Dynamic Capital Market Theory	
	6 CP PhD3 Research project part A (or another Theory or Methods course)	6 LP PhD4 Research project part B (or another Theory or Methods course)	

Minor Business Research Module 1

Module Title english:		Minor Business Research Module 1			
Course Program:		Master Business Administration			
1	Module No: PhD1	State: Compulsory	Language of Instruction: English		
2	Turn: each semester	Duration: 1 semester	Semester: 1 or 2	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h) Presence (h + CH) Self-Study (h)
	1	Lecture / Seminar	"Methods"- course from the doctoral program	Elective	30 h (2 CH) 150
4	<p>Module Profile:</p> <p>Purpose of the module/integration into curriculum: The Minor Business Research serves to equip students with knowledge of state-of-the-art scientific methods and theories and to prepare students for a science-related professional activity or for a possible later doctorate.</p> <p>Course content: One course from the "Methods" section of the doctoral program must be chosen. The topics of the course depend on the chosen course from the doctoral program. An updated course overview of the doctoral program for the respective semester is found in the "Learnweb".</p>				
5	<p>Learning outcomes:</p> <p>Academic: The specific achieved competences depend on the chosen course from the doctoral program. Students obtain specific knowledge, important for a science-related professional activity or for a possible later doctorate.</p>				
6	<p>Description of possible electives within the modules: Modules from the "Methods" section of the doctoral program are available.</p>				
7	Examination: Examinations for every part of the module				
8	Relevant Work:				
	No	Number and Type; Connection to Course	Duration	Part of final mark in %	
	1	Depending on chosen course:		100 %	
9	Study Work: none				
10	<p>Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.</p>				

11	CP Assignment:	
	Presence (see part 3)	No 1 1.00 CP
	Relevant Work (see part 8)	No 1 5.00 CP
	Total	6 CP
12	Weight of the module grade for the overall grade: 6/120 (5%)	
13	Module Prerequisites: Prerequisites depend on the chosen course. Recommended: Good knowledge in the respective field, strong interest in research.	
14	Presence: Attendance is strongly recommended to warrant learning success.	
15	Mobility/Acknowledgement:	
	Use of the module for other course programs	none
16	Responsible Lecturer: Professor Dr. Martin Artz	Department: School of Business and Economics
	17 Misc.:	

Minor Business Research Module 2

Module Title english:		Minor Business Research Module 2			
Course Program:		Master Business Administration			
1	Module No: PhD2	State: Compulsory	Language of Instruction: English		
2	Turn: each semester	Duration: 1 semester	Semester: 1 or 2	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture / Seminar	Research-oriented course	Elective	30 h (2 CH) 150
4	Module Profile:				
	<p>Purpose of the module/integration into curriculum: The Minor Business Research serves to equip students with knowledge of state-of-the-art scientific methods and theories and to prepare students for a science-related professional activity or for a possible later doctorate.</p> <p>Course content: One course from the sections "Methods" or "Theory" from the doctoral program or a research-oriented master's course must be chosen. An overview for the respective semester can be found in the "Learnweb". The topics of the course depend on the chosen course from the doctoral program or the chosen research-oriented master's course.</p>				
5	Learning outcomes:				
	<p>Academic: The specific achieved competences depend on the chosen course. Students obtain specific knowledge, important for a science-related professional activity or for a possible later doctorate.</p>				
6	<p>Description of possible electives within the modules: Modules from the sections "Methods" and "Theory" from the doctoral program are available as well as research-oriented master's courses according to the list.</p>				
7	Examination: Examinations for every part of the module				
8	Relevant Work: none				
9	Study Work:				
	No	Number and Type; Connection to Course			Duration
	1	According to the teacher			

10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.	
11	CP Assignment:	
	Presence (see part 3)	No 1 1.00 CP
	Relevant Work (see part 8)	No 1 5.00 CP
	Total	6 CP
12	Weight of the module grade for the overall grade: 6/120 (5%)	
13	Module Prerequisites: Prerequisites depend on the chosen course. Recommended: Good knowledge in the respective field, strong interest in research.	
14	Presence: Attendance is strongly recommended to warrant learning success.	
15	Mobility/Acknowledgement:	
	Use of the module for other course programs	none
16	Responsible Lecturer: Professor Dr. Martin Artz	Department: School of Business and Economics
	17 Misc.:	

Minor Business Research Module 3 - 4

Module Title english:		Minor Business Research Module 3 - 4			
Course Program:		Master Business Administration			
1	Module No: PhD ₃ /4	State: Elective	Language of Instruction: English		
2	Turn: each semester	Duration: 2 semesters	Semester: 2	CP: 12	Workload (h): 360
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Project Seminar	Applied research project part A	Elective	30 h (2 CH) 150
	2	Project Seminar	Applied research project part B	Elective	30 h (2 CH) 150
4	Module Profile:				
	Purpose of the module/integration into curriculum: The Minor Business Research serves to equip students with knowledge of state-of-the-art scientific methods and theories and to prepare students for a science-related professional activity or for a possible later doctorate.				
	Course content: Students independently complete an individual research project which can, for instance, be part of a larger project at a department chair or part of a research-oriented activity with a partner organization. The research project is worth 12 CP. Alternatively, two additional courses (Minor Business Research Modules 3a and 4a) from the sections "Methods" or "Theory" of the doctoral program may be completed.				
5	Learning outcomes:				
	Academic: Students gain specific experience in research, important for a science-related professional activity or a possible later doctorate.				
6	Description of possible electives within the modules: Modules from the sections "Methods" and "Theory" from the doctoral program are available if the research project is not selected.				
7	Examination: Examinations for every part of the module				
8	Relevant Work:				
	No	Number and Type; Connection to Course	Duration	Part of final mark in %	
	1	Research project, interim and final report	max. of 30 pages	100 %	
9	Study Work:				
	No	Number and Type; Connection to Course	Duration		

	1	According to the teacher	
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.		
11	CP Assignment:		
	Presence (see part 3)	No 1	1.00 CP
		No 2	1.00 CP
	Relevant Work (see part 8)	No 1	10.00 CP
	Study Work (see part 9)	No 1	-
Total		12 CP	
12	Weight of the module grade for the overall grade: 6/120 (5%)		
13	Module Prerequisites: Prerequisites depend on the chosen course. Recommended: Good knowledge in the respective field, strong interest in research.		
14	Presence: Attendance is strongly recommended to warrant learning success.		
15	Mobility/Acknowledgement:		
	Use of the module for other course programs	none	
16	Responsible Lecturer: Professor Dr. Martin Artz		Department: School of Business and Economics
	17 Misc.:		

Minor Business Research Module 3a

Module Title english:		Minor Business Research Module 3a			
Course Program:		Master Business Administration			
1	Module No: PhD3a	State: Elective	Language of Instruction: English		
2	Turn: each semester	Duration: 1 semester	Semester: 1 or 2	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h) Presence (h + CH) Self-Study (h)
	1	Lecture / Seminar	"Methods"- or "Theory"- course from the doctoral program	Elective	30 h (2 CH) 150
4	Module Profile: Purpose of the module/integration into curriculum: The Minor Business Research serves to equip students with knowledge of state-of-the-art scientific methods and theories and to prepare students for a science-related professional activity or for a possible later doctorate. Course content: One course from the sections "Methods" or "Theory" from the doctoral program must be chosen. The topics of the course depend on the chosen course from the doctoral program. An updated course overview of the doctoral program for the respective semester is found in the "Learnweb".				
5	Learning outcomes: Academic: The specific achieved competences depend on the chosen course from the doctoral program. Students obtain specific knowledge, important for a science-related professional activity or for a possible later doctorate.				
6	Description of possible electives within the modules: Modules from the sections "Methods" and "Theory" from the doctoral program are available.				
7	Examination: Examinations for every part of the module				
8	Relevant Work:				
	No	Number and Type; Connection to Course	Duration	Part of final mark in %	
	1	Depending on chosen course:		100 %	
9	Study Work:				
	No	Number and Type; Connection to Course	Duration		
	1	According to the teacher			

10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.	
11	CP Assignment:	
	Presence (see part 3)	No 1 1.00 CP
	Relevant Work (see part 8)	No 1 5.00 CP
	Study Work (see part 9)	No 1 -
	Total	6 CP
12	Weight of the module grade for the overall grade: 6/120 (5%)	
13	Module Prerequisites: Prerequisites depend on the chosen course. Recommended: Good knowledge in the respective field, strong interest in research.	
14	Presence: Attendance is strongly recommended to warrant learning success.	
15	Mobility/Acknowledgement:	
	Use of the module for other course programs	none
16	Responsible Lecturer: Professor Dr. Martin Artz	Department: School of Business and Economics
	17 Misc.:	

Minor Business Research Module 4a

Module Title english:		Minor Business Research Module 4a			
Course Program:		Master Business Administration			
1	Module No: PhD4a	State: Elective	Language of Instruction: English		
2	Turn: each semester	Duration: 1 semester	Semester: 1 or 2	CP: 6	Workload (h): 180
3	Module Structure:				
	No	Type	Course	State	Workload (h) Presence (h + CH) Self-Study (h)
	1	Lecture / Seminar	"Methods"- or "Theory"- course from the doctoral program	Elective	30 h (2 CH) 150
4	Module Profile: Purpose of the module/integration into curriculum: The Minor Business Research serves to equip students with knowledge of state-of-the-art scientific methods and theories and to prepare students for a science-related professional activity or for a possible later doctorate. Course content: One course from the sections "Methods" or "Theory" from the doctoral program must be chosen. The topics of the course depend on the chosen course from the doctoral program. An updated course overview of the doctoral program for the respective semester is found in the "Learnweb".				
5	Learning outcomes: Academic: The specific achieved competences depend on the chosen course from the doctoral program. Students obtain specific knowledge, important for a science-related professional activity or for a possible later doctorate.				
6	Description of possible electives within the modules: Modules from the sections "Methods" and "Theory" from the doctoral program are available.				
7	Examination: Examinations for every part of the module				
8	Relevant Work:				
	No	Number and Type; Connection to Course	Duration	Part of final mark in %	
	1	Depending on chosen course:		100 %	
9	Study Work:				
	No	Number and Type; Connection to Course	Duration		
	1	According to the teacher			

10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.	
11	CP Assignment:	
	Presence (see part 3)	No 1 1.00 CP
	Relevant Work (see part 8)	No 1 5.00 CP
	Study Work (see part 9)	No 1 -
	Total	6 CP
12	Weight of the module grade for the overall grade: 6/120 (5%)	
13	Module Prerequisites: Prerequisites depend on the chosen course. Recommended: Good knowledge in the respective field, strong interest in research.	
14	Presence: Attendance is strongly recommended to warrant learning success.	
15	Mobility/Acknowledgement:	
	Use of the module for other course programs	none
16	Responsible Lecturer: Professor Dr. Martin Artz	Department: School of Business and Economics
	17 Misc.:	

Master's Thesis

Module Title english:		Master's Thesis			
Course Program:		Master Business Administration			
1	Module No: MA BWL	State: Compulsory	Language of Instruction: German or English		
2	Turn: each semester	Duration: 1 semester	Semester: 4	CP: 30	Workload (h): 900
3	Module Structure:				
	No	Type	Course	State	Workload (h)
					Presence (h + CH) Self-Study (h)
	1	Lecture	Preparation course and thesis	Compulsory	30 h (2 CH) 870
4	Module Profile: Course content: The preparation of the thesis is accompanied from a preparation course. With a clear focus on the preparation and the connecting challenges, students learn about the most important things concerning scientific research techniques. The preparation of the thesis includes researching and formulating the current state of research, the formulation of the research question and the development of scientifically based statements. The handling of the problem through adequate methods and techniques is concluded by a science-based judgement.				
5	Learning outcomes: Academic: Students are able to deal with and solve a specific problem in their major in a limited time on the basis of deepened knowledge and the techniques and method of their profession. Students can produce a scientific paper independently.				
6	Description of possible electives within the modules: none				
7	Examination: Final Module Exam				
8	Relevant Work:				
	No	Number and Type; Connection to Course	Duration	Part of final mark in %	
	1	Master's thesis	45 - 80 pages	100 %	
9	Study Work:				
	No	Number and Type; Connection to Course	Duration		
	1	none			

10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.	
11	CP Assignment:	
	Presence (see part 3)	No 1
	Relevant Work (see part 8)	No 1
	Total	30 CP
12	Weight of the module grade for the overall grade: 30/120 (25%)	
13	Module Prerequisites: The student should have 60 CP when beginning to write the thesis.	
14	Presence: Presence is strongly recommended to warrant learning success.	
15	Mobility/Acknowledgement:	
	Use of the module for other course programs	none
16	Responsible Lecturer: Prof. Dr. Hans-Jürgen Kirsch	Department: School of Business and Economics
	17 Misc.:	