

# **Handbook of Modules**

**for the  
Master of Arts  
in General Management**  
Fall semester 2018



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**Anmerkung zur Aktualität der Modulbeschreibungen**

Aktuelle Angaben zu Inhalten und Prüfungsleistungen, die mit der Besetzung von Kursen variieren können, entnehmen Sie der Veranstaltungssuche online über ihr ZU|hause.

## Major Phase | Mandatory Modules (Semester 1-3)

## „Management“

Module 522024-6   Accounting & Controlling				
MSc CME/ GEMA	Semester 1	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/114
Teaching Methods				
Course Type				
Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>				
Period				
1 Semester				
Rotation				
yearly <input checked="" type="checkbox"/> per semester <input type="checkbox"/>				
Examinations				
Exam				
Scope and Length of Examinations				
90 minutes				
Module Responsibility with				
Prof. Dr. Mark Mietzner Chair of Banking & Finance E-Mail: mark.mietzner@zu.de				
Performance Level				
Basics <input checked="" type="checkbox"/> Advanced <input type="checkbox"/> Specialization <input type="checkbox"/>				
Prerequisites				
None				
Use of Module				
<p><b>Contents</b></p> <p>The participants shall gain an insight into the topic areas of accounting and controlling. The accounting area provides knowledge regarding the application of international accounting from the perspective of controlling. What is more, the institutional differences of accounting standards – International Accounting Standards (IAS) vs. German Commercial Code (HGB) – are emphasized. Depending on the number of lectures the following chapters will be taught:</p> <p>Focus Controlling:</p> <p>1. Introduction to the basics of controlling:</p> <p>Participants shall be enabled to...</p> <ul style="list-style-type: none"> <li>- Understand the development of the role of the corporate controller</li> <li>- Define and demarcate the term of controlling</li> <li>- Reconstruct the development of controlling to an academic discipline</li> <li>- Understand the relationship of controlling and information systems</li> <li>- Gain insight into instruments and theories of controlling</li> <li>- Differentiate classic approaches of controlling (e.g. accounting-oriented, information-oriented, and coordination-oriented controlling) from current controlling approaches (e.g. reflections-oriented controlling)</li> </ul>				

## 2. Introduction to cost accounting and cost management:

Following the introduction to the basics, participants gain insights into...

- Classification of cost accounting
- Cost and revenue type accounting
- Cost and revenue center accounting
- Cost and revenue object accounting
- Full and marginal costing
- Planned cost calculation
- Target costing and process cost calculation
- Functionalities of contribution margin accounting and cost benchmarking

## 3. Corporate success planning, measurement and monitoring:

Participants are introduced to...

- Integrated planning
- Operating numbers and performance indicators
- The concept of the balanced scorecard
- The concept of value-based corporation management
- Optional:
  - performance-based compensation systems (can be cancelled due to time restrictions if necessary)
  - link to corporate monitoring functions (compliance and risk management)

## 4. Fundamentals of corporate accounting:

The following fundamentals will be clarified and highlighted...

- Principles of IAS and HGB accounting
- Components and structure of the annual financial statement of accounts
- The recognition and evaluation of the fundamental items of the annual financial statement

Note: Changes regarding the selection and order of the (sub)chapters and topics can occur.

### Qualification Objective

As part of the controlling class, students receive a sound view on the tasks and tools of controlling, learn to apply them and gain foundational knowledge about the various planning and control systems. In addition, the participants will understand the theoretical basics of financial and balance sheet accounting, will be enabled to relate financial management to business accounting and will recognize balance-theoretical relations.

### Readings

- Gunther Friedl, Christian Hofmann und Burkhard Pedell, Kostenrechnung – Eine entscheidungsorientierte Einführung, 3. überarbeitete Auflage 2017, ISBN 978-3-8006-5372-0
- Hans-Ulrich Küpper, Gunther Friedl, Christian Hofmann und Burkhard Pedell, Übungsbuch zur Kosten und Erlösrechnung, 7. Überarbeitete und erweiterte Auflage 2017, ISBN 978-3-8006-5443-7
- Jürgen Weber und Utz Schäffer, Einführung in das Controlling, 15. überarbeitete und aktualisierte Auflage 2016, ISBN 978-3-7910-3574-1
- Jürgen Weber, Utz Schäffer und Christoph Binder, Einführung in das Controlling - Übungen und Fallstudien mit Lösungen, 3. überarbeitete und erweiterte Auflage 2016, ISBN 978-3-7910-3575-8
- Péter Horváth, Ronald Gleich und Mischa Seiter, Controlling, 13. überarbeitete Auflage 2015, ISBN 978-3-8006-4954-9
- Jörg Baetge, Hans-Jürgen Kirsch, Stefan Thiele, Bilanzen, 14. Auflage 2017, Düsseldorf, ISBN: 978-3-8021-2097-8
- Jörg Baetge, Hans-Jürgen Kirsch, Stefan Thiele, Bilanzanalyse, 2. überarbeitete Auflage 2015, Düsseldorf, ISBN: 978-3-8021-1155-6

Module 522012-6   Corporate Finance				
MSc CME/ GEMA	Semester 2	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/114
Teaching Methods			Lecture	
Event Type			Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>	
Period			1 Semester	
Rotation			yearly <input checked="" type="checkbox"/> per semester <input checked="" type="checkbox"/>	
Examinations			Written exam	
Scope and Length of Examinations			90 minutes	
Module Responsibility with			Prof. Dr. Mark Mietzner Chair of Banking & Finance E-Mail: mark.mietzner@zu.de	
Performance level			Basics <input checked="" type="checkbox"/> Advanced <input type="checkbox"/> Spezialization <input type="checkbox"/>	
Prerequisites			no	
Use of Module				
<b>Contents</b>				
<ul style="list-style-type: none"> <li>  Principles of financial mathematics for capital expenditure budgeting: Duplication, present value, continuous compounding, perpetual annuity zero-bonds, etc.;</li> <li>  Forms of financing: external and internal financing, mezzanine, equity financing;</li> <li>  The neoclassical perspective: Finance management with technological insecurity, financing with regard to taxes and financial distress costs;</li> <li>  The neoinstitutional perspective: Business finance with quality and behavioral uncertainty; the principle agent approach in business financing;</li> <li>  Determination of capital costs and risk: Portfolio theory, risk-adjusted valuation (capital asset pricing model), arbitrage pricing theory.</li> </ul>				
<b>Qualification Objective</b>				
The students will				
<ul style="list-style-type: none"> <li>  learn principles in the areas of investment and finance (taking into consideration various theoretical perspectives);</li> <li>  become competent working with the principles of financial mathematics;</li> <li>  carry out independent investment appraisals;</li> <li>  conduct capital cost determinations in uncertain conditions.</li> </ul>				
<b>Readings</b>				
Brealey, Richard A., Myers, Stewart C.: Principles of Corporate Finance, 11th ed., New York, 2011.				
Schmidt, Reinhard H.; Terberger, Eva (1996): Grundzüge der Investitions- und Finanzierungstheorie; 4. Edt. , Gabler, Wiesbaden.				

Module 522016-6   HR Management				
GEMA	Semester 1	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/114
Teaching Methods				Seminar
Event Type				Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>
Period				1 Semester
Rotation				yearly <input checked="" type="checkbox"/> per semester <input type="checkbox"/>
Examinations				Written exam   Presentation
Scope and Length of Examinations				Written exam: 60 min. (60%)   Presentation: 20 min. (40%)
Module Responsibility with				Prof. Dr. Christian Opitz  ZF Friedrichshafen-Chair for Strategic Management & Human Resources Management E-Mail: christian.opitz@zu.de
Performance level				Basics <input checked="" type="checkbox"/>  Advanced <input type="checkbox"/>  Spezialization <input type="checkbox"/>
Prerequisites				none
Use of Module				Mandatory Section „Management“
<p><b>Contents</b></p> <ul style="list-style-type: none"> <li>  Human capital theory;</li> <li>  Promotions as motivators;</li> <li>  Seniority-based incentive schemes;</li> <li>  Non-monetary compensation;</li> <li>  Recruiting;</li> <li>  Corporate culture;</li> <li>  Leadership;</li> <li>  Diversity Management</li> <li>  International HR Management</li> </ul> <p><b>Qualification Objectives</b></p> <p>Upon successful completion of this course the students will be able to</p> <ul style="list-style-type: none"> <li>  analyze relevant HR problems from diverse theoretical perspectives;</li> <li>  gain a more detailed theoretical and empirical understanding in the areas of human capital formation, promotion, remuneration, recruiting, corporate culture, leadership, and diversity management;</li> <li>  discuss recent developments in contemporary HR Management;</li> <li>  critically evaluate HRM concepts they may encounter in business companies as well as cultural and political institutions;</li> <li>  make sound managerial recommendations for improving their organization's performance.</li> </ul>				



**Readings**

Recently published papers from peer reviewed journals.

Module 522014-6   Strategic Management				
GEMA	Semester 2	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/114
Teaching Methods				
Course Type			Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>	
Period			1 Semester	
Rotation			yearly <input checked="" type="checkbox"/> per semester <input type="checkbox"/>	
Examinations			Exam	
Scope and Length of Examinations			90 min	
Module Responsibility with			Prof. Dr. Insa Sjurts Chair of Strategic Management & Media E-Mail: insa.sjurts@zu.de	
Performance level			Basic <input checked="" type="checkbox"/> Advanced <input type="checkbox"/> Specialization <input type="checkbox"/>	
Prerequisites			None	
Use of Module			522011-6 Strategic Management	
<b>Contents</b>				
<p>This course conveys a structured overview of genesis, schools of thought and essential techniques of strategic planning, strategy implementation and strategic control. Control questions serve the purpose to monitor and consolidate learning progress.</p>				
<b>Qualification objectives</b>				
<p>  Knowledge about role and classification of strategic management in the production and management processes of companies</p> <p>  Understanding of the surrounding conditions of strategic actions</p> <p>  Knowledge of essential strategy concepts in the field of business administration</p> <p>  Ability to independently conduct a structured analysis of the environment and the company itself</p> <p>  Well-grounded deduction of strategic options</p> <p>  Understanding the process of strategy implementation and strategic control</p>				
<b>Readings</b>				
<p>Besanko, D. et al.: Economics of Strategy, 7th ed., Hoboken/NJ, 2015  Grant, R.: Contemporary Strategy Analysis, 9th ed., Hoboken/NJ, 2015  Porter, M.E.: Wettbewerbsstrategie, 12th ed., Frankfurt am Main 2013  Welge, M. K./Al-Laham, A.: Strategisches Management, 6th ed. , Wiesbaden 2012</p>				

Module 522017-6   Marketing & Branding				
GEMA	Semester 2	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/114
Teaching Methods				
Event Type			Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>	
Period			1 Semester	
Rotation			yearly <input checked="" type="checkbox"/> per semester <input type="checkbox"/>	
Examinations			Presentation and written composition of an applied management problem	
Scope and Length of Examinations			Group presentation and individual written composition	
Module Responsibility with			Prof. Dr. Anja Achtziger Chair of Social & Economic Psychology E-Mail: <a href="mailto:anja.achtzige@zu.de">anja.achtzige@zu.de</a>	
Performance level			Basics <input checked="" type="checkbox"/> Advanced <input type="checkbox"/> Spezialization <input type="checkbox"/>	
Prerequisites			None	
Use of Module			Major Phase „Management“	
<b>Contents</b>				
<ul style="list-style-type: none"> <li>- Definition, characterization and functionalities of brands</li> <li>- Brand perception, evaluation, and memorizing brands</li> <li>- Brand portfolios and brand hierarchies</li> <li>- Strategic aspects of brand management</li> <li>- Current aspects in brand communication and management</li> <li>- Development of brand strategies</li> <li>- Brand communication within the strategic frames of brand management</li> </ul>				
<b>Qualification Objective</b>				
<ul style="list-style-type: none"> <li>- Acquiring a holistic view of understanding brands</li> <li>- Constructive reflection of brand functions from different perspectives (manufacturers, retailers, consumers and buyers, consumer policy makers)</li> <li>- Critical evaluation of brand usage in consideration of the divergent goals of stakeholders</li> <li>- Development of knowledge and skills that are necessary for a systematic analysis and management of brand and communication decisions</li> </ul>				

**Readings**

- Esch, Strategie und Technik der Markenführung, Stuttgart.
- Florack/Scarabis/Primosch, Psychologie der Markenführung, Stuttgart.
- Kapferer, The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term.
- Papers from peer-reviewed journals, as indicated within the script

## “Economics &amp; Law”

Module 522033-6   Macroeconomics				
MSc CME/ GEMA	Semester 2	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/114
Teaching Methods			Seminar lecture, workshop sessions	
Event Type			Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>	
Period			1 Semester	
Rotation			yearly <input checked="" type="checkbox"/> per semester <input type="checkbox"/>	
Examinations			Keynote Paper and presentation	
Scope and Length of Examinations				
Module Responsibility with			Prof. Dr. Wolfgang H. Schulz Chair of Mobility, Trade & Logistics Director Amadeus Center for Mobility Studies   CfM E-Mail: <a href="mailto:wolfgang.schulz@zu.de">wolfgang.schulz@zu.de</a>	
Performance level			Basics <input checked="" type="checkbox"/> Advanced <input type="checkbox"/> Spezialization <input type="checkbox"/>	
Prerequisites				
Use of Module			Complementary to Microeconomics	
<p><b>Contents</b> Introduction into Macroeconomics</p> <ol style="list-style-type: none"> <li>1. Macroeconomics Paradigm</li> <li>2. Economic Cycles and Growth: the long run</li> <li>3. Goods Market and financial markets: the short run</li> <li>4. Labour market, monetary and fiscal policy: the medium run</li> </ol> <p><b>Qualification Objective</b> Students will</p> <ul style="list-style-type: none"> <li>  know how to macroeconomically analyze coordination and market processes,</li> <li>  Gain the ability to critically discuss economic policy decisions,</li> <li>  understand the principles of the macroeconomic interdependencies.</li> </ul> <p><b>Readings</b> Basics:</p> <p>Berlemann, Michael (2004): Makroökonomik, Berlin, Heidelberg, New York</p> <p>Blaug; Lloyd (2010): Famous Figures and Diagrams in Economics, Cheltenham, UK; Northampton, MA, USA</p>				

Rothengatter, Werner / Schaffer, Axel (2008): Makro kompakt. Grundzüge der Makroökonomik, 2., aktualisierte und erweiterte Auflage, Heidelberg

Additional:

Barro, R. J.; Grilli, V. (2007): European Macroeconomics, London

Blanchard, Olivier / Illing, Gerhard (2009): Makroökonomik, 5., aktualisierte und erweiterte Auflage, München

Blanchard, O. J. (2008): Macroeconomics, 5th ed., London

Burda, M. / Wyplosz, C. (2009): Makroökonomie – eine europäische Perspektive, 3. Aufl., München

Dornbusch, R (2008). Macroeconomics, 10th ed., Boston et al.

Dornbusch, R. / Fischer, St. / Startz, R.: Makroökonomik, 8. Aufl., München/Wien 2003

Felderer, B. / Homburg, St. (2005): Makroökonomik und Neue Makroökonomik; Berlin, 9. Auflage 2005.

Mankiw, N. G. (2008): Macroeconomics, 6th ed. (European ed.), New York, NY

Mankiw, Gregory N., Makroökonomik; Stuttgart (Schaeffer-Poeschel), 5. Auflage 2003

Module 522032-6   Microeconomics				
MSc CME/ GEMA	Semester 1	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/114
Teaching Methods			Seminar lecture, workshop sessions	
Event Type			Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>	
Period			1 Semester	
Rotation			yearly <input checked="" type="checkbox"/> per semester <input checked="" type="checkbox"/>	
Examinations			Keynote Paper & Presentation	
Scope and Length of Examinations				
Module Responsibility with			Prof. Dr. Wolfgang H. Schulz Chair of Mobility, Trade & Logistics Director Amadeus Center for Mobility Studies   CfM E-Mail: <a href="mailto:wolfgang.schulz@zu.de">wolfgang.schulz@zu.de</a>	
Performance level			Basics <input checked="" type="checkbox"/> Advanced <input type="checkbox"/> Spezialization <input type="checkbox"/>	
Prerequisites			School knowledge final year math, especially derivation and optimization under constraints.	
Use of Module			As complementary module enables the students to systematically analyze economic processes.	
<b>Contents</b>				
<ol style="list-style-type: none"> <li>1. Introduction into Microeconomics</li> <li>2. Organizational behavior- transaction costs – property rights</li> <li>3. Industrial Organization</li> <li>4. Competition Theory and Competition Policy</li> <li>5. Limit-Pricing &amp; other pricing strategies (incl. case Studies)</li> <li>6. Allocative Efficiency - Cost-Benefit Analyses</li> <li>7. Dead Ends of Microeconomics</li> </ol>				
<b>Qualification Objective</b>				
Students will				
know how to microeconomically analyze coordination and market processes,				
acquire the ability to assess the functionality of markets and the meaning of governmental market interventions,				
understand the principles of the configuration of systems of incentives and institutions				

**Readings**

Blaug; Lloyd (2010): Famous Figures and Diagrams in Economics, Cheltenham, UK; Northampton, MA, USA.

Varian (2012): Grundzüge der Mikroökonomik, Oldenbourg, 8., überarb. u. erw. Aufl.

Pindyck und Rubinfeld (2009): Mikroökonomie, Pearson Studium, 7. Aufl.

MasColell; Whinston und Green (1995): Microeconomic Theory, Oxford University Press.

Wied-Nebbeling und Schott (2007): Grundlagen der Mikroökonomik, Springer, 4., verb. Aufl.

Siebert (2007), Einführung in die Volkswirtschaftslehre, 15. Aufl.

Bartling und Luzius (2008), Grundzüge der Volkswirtschaftslehre, 16. Aufl.

Samuelson; Nordhaus und Mandel (2010), Volkswirtschaftslehre.



Module 522031-6   Civil Law for Economists				
MSc CME/ GEMA	Semester X	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/114
Teaching Methods Seminar Lesson				
Event Type			Mandatory <input type="checkbox"/> Elective <input type="checkbox"/>	
Period			1 Semester	
Rotation			yearly <input type="checkbox"/> per semester <input checked="" type="checkbox"/>	
Examinations			Written Exam	
Scope and Length of Examinations			90 min	
Module Responsibility with			Prof. Dr. Jochum Lehrstuhl für Öffentliches Recht, Steuer- & Europarecht und Recht der Regulierung E-Mail: georg.jochum@zu.de	
Performance level			Basics <input checked="" type="checkbox"/> Advanced <input type="checkbox"/> Spezialization <input type="checkbox"/>	
Prerequisites			none	
Use of Module				
<p><b>Contents</b></p> <p>The course contains the parts of the civil law, which are relevant for businesses. These are the basics of following Subjects:</p> <p>General Part of the German Civil Code Law of obligations and particular obligations Law of Property German Code of Commerce Corporate Law and Labor Law</p> <p><b>Qualification Objective</b></p> <p>The Students have basis knowledge of the civil law and are able to recognize legal issues</p> <p><b>Readings</b></p> <p>By the recommendation of the lecturer</p>				

“Methods” (3 out of 4 based of individual knowledge)

Module 522041-6   Mathematics for Economics				
GEMA	Semester 1	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/114
Teaching Methods				
Event Type				
Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>				
Period				
1 Semester				
Rotation				
yearly <input checked="" type="checkbox"/> per semester <input type="checkbox"/>				
Examinations				
Scope and Length of Examinations				
Module Responsibility with				
Dr. Kilian Seng Head of Methods Center for Economic, Cultural and Social Sciences E-Mail: kilian.seng@zu.de				
Performance level				
Basics <input checked="" type="checkbox"/> Advanced <input type="checkbox"/> Spezialization <input type="checkbox"/>				
Prerequisites				
Use of Module				
<p><b>Contents</b></p> <p>  solving simple equations;   basic functions;   stochastics;   financial mathematics;   differential calculus;   integral calculus;   linear algebra, especially matrix algebra.</p> <p><b>Qualification Objective</b></p> <p>The students learn to analyze and solve economic problems in a mathematical way. The course content is relevant for further methods courses, especially statistics and econometrics.</p> <p><b>Readings</b></p> <p>Sydsaeter, Knut et al. (2015): Mathematik für Wirtschaftswissenschaftler: Basiswissen mit Praxisbezug, Hallbergmoos : Pearson.</p>				

Module 522042-6   Statistics				
GEMA	Semester 1	Contact Hours 3	ECTS 5	Contact time/Self Study (in hrs): 36/114
Teaching Methods				
Event Type				
Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>				
Period				
1 Semester				
Rotation				
yearly <input type="checkbox"/> per semester <input checked="" type="checkbox"/>				
Examinations				
Scope and Length of Examinations				
Module Responsibility with				
Dr. Kilian Seng Head of Methods Center for Economic, Cultural and Social Sciences E-Mail: kilian.seng@zu.de				
Performance level				
Basics <input checked="" type="checkbox"/> Advanced <input type="checkbox"/> Spezialization <input type="checkbox"/>				
Prerequisites				
Use of Module				
<p><b>Contents</b></p> <p>The course provides an introduction to basic principles of probability theory, descriptive and inference statistics. Starting with univariate and bivariate statistics the course will stepwise expand to measures of association and tests for variables with different scale levels. Afterwards multivariate statistics, especially regression analysis (OLS) will be introduced.</p> <p>Topics are:</p> <ul style="list-style-type: none"> <li>  frequency distributions;</li> <li>  statistical numbers;</li> <li>  concentration measurement;</li> <li>  indices;</li> <li>  correlation and regression;</li> <li>  basics of probability theory;</li> <li>  discrete random variables and distributions;</li> <li>  continuous random variables and distributions;</li> <li>  law of large numbers and the central limit theorem;</li> <li>  introduction to estimation and inferential statistics.</li> </ul>				

**Qualification Objective**

Goal of the class is to sensitize students for an appropriate use of statistical measures and to provide an overview over descriptive and inductive statistics. The students will also learn how to use statistical methods for analyzing economic problems.

**Readings**

Jann, Ben (2005): Einführung in die Statistik. 2. Auflage, München: Oldenbourg.  
Kühnel, Steffen M. und Dagmar Krebs (2012): Statistik für die Sozialwissenschaften. Grundlagen, Methoden, Anwendungen. Reinbek: Rowohlt.

Module 522045-6   Quantitative Methods				
MSc CME/ GEMA	Semester 2	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/114
Teaching Methods				
Event Type				
Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>				
Period				
1 Semester				
Rotation				
yearly <input checked="" type="checkbox"/> per semester <input checked="" type="checkbox"/>				
Examinations				
Midterm/Presentation				
Scope and Length of Examinations				
30min				
Module Responsibility with				
Prof. Dr. Franziska Peter Chair of Empirical Finance and Econometrics E-Mail: franziska.peter@zu.de				
Performance level				
Basics <input type="checkbox"/> Advanced <input checked="" type="checkbox"/> Spezialization <input type="checkbox"/>				
Prerequisites				
Contents of the Modules Mathematics and Statistics				
Use of Module				
Mandatory module MA GEMA				
<p><b>Contents</b></p> <p>This module includes an introduction and advanced topics dealing with data analysis in economics and finance. It covers regression analysis, in particular the theoretical foundations of Ordinary Least Squares, the interpretation of marginal effects as well as inference concerning the estimated parameters.</p> <p><b>Qualification Objective</b></p> <p>Students will learn to use linear models in order to empirically examine economic theories. They will be able to interpret regression outputs as well as to assess the model's suitability for a specific empirical application.</p> <p><b>Readings</b></p> <p>- Wooldridge, Jeffrey M. (2012): Introductory Econometrics: A Modern Approach. South-Western College Publishers.</p>				

Module 522046-6   Qualitative Methods				
GEMA	Semester 2	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/114
Teaching Methods				
Event Type				
Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>				
Period				
1 Semester				
Rotation				
yearly <input checked="" type="checkbox"/> per semester <input type="checkbox"/>				
Examinations				
Scope and Length of Examinations				
Module Responsibility with				
N.N.				
Performance level				
Basics <input type="checkbox"/>				
Advanced <input checked="" type="checkbox"/>				
Spezialization <input type="checkbox"/>				
Prerequisites				
Successfully completed modules in business mathematics and statistics				
Use of Module				
Mandatory module MA GEMA				
<p><b>Contents</b></p> <p>The course introduces basic qualitative methods of empirical social research and the steps of a qualitative research project. Data collection and the analysis of qualitative data will be covered with a special focus on self-reliant application of these methods by the students.</p> <p>  How to develop a qualitative research design</p> <p>  Advantages and disadvantages of qualitative research</p> <p>  Introduction to qualitative data collection methods, e.g. semi-structured interviews, focus groups, observation</p> <p>  Introduction to qualitative data analysis, e.g. content or discourse analysis</p> <p><b>Qualification Objective</b></p> <p>The students acquire basic knowledge of qualitative methods of empirical social research and will be enabled to apply qualitative empirical methods.</p> <p><b>Readings</b></p> <p>  Diekmann, A., 2009. Empirische Sozialforschung. Rowohlt, Reinbek.</p> <p>  Mayring, P., 2002: Einführung in die Qualitative Sozialforschung. Beltz, Weinheim.</p> <p>  Selected publications</p>				

## "Science"

Module 52205   Science				
GEMA	Semester 1-3	Contact Hours 3,5	ECTS 10	Contact time/Self Study (in hrs): 42/208
Teaching Methods				
Event Type			Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>	
Period			3 Semesters	
Rotation			yearly <input type="checkbox"/> per semester <input checked="" type="checkbox"/>	
Examinations			Exposé   Presentation   Paper	
Scope and Length of Examinations			Exposé about the research question 3 pages   Presentation as part of the colloquium 30 minutes   Paper, 30 pages, if applicable as a group assignment	
Module Responsibility with			Prof. Dr. Mark Mietzner Chair of Banking & Finance Email: <a href="mailto:mark.mietzner@zu.de">mark.mietzner@zu.de</a>	
Performance level			Basics <input checked="" type="checkbox"/> Advanced <input type="checkbox"/> Specialization <input type="checkbox"/>	
Prerequisites			None	
Use of Module			Major Phase „Science“	
<b>Contents</b>				
<p>While most economic seminars and lectures are based on a strictly disciplinary or methodological focus, the module "Science" is intended to take a research-oriented perspective and to address very different facets of an economic overarching theme through an explicitly interdisciplinary focus. The main topic chosen for this module is "Cybercrime &amp; Whistleblowing". Within the framework of the interdisciplinary research project, participants will work on an economic research question, which ideally has a relation to the subject area of their Bachelor's degree program. In this context, participants will discuss their potential research question with the lecturer at the beginning of the course "research design". It is also possible to work on a research project in cooperation with a company or at a foreign university.</p> <p>The research project is flanked by the seminar "Research Design", which is the second part of this module. Participants will be introduced to scientific models and methods in business administration to enable them to apply them to their research question. At the end of the course,</p>				

the participants are first asked to motivate their research question based on literature (scientific relevance, practical implications) as part of a "research proposal", to identify the research gap and to explain the proposed research design (methodology). On the basis of these "Research Proposals" participants will elaborate answers and solutions to their research question. As a first step, students prepare a presentation of their research before they submit their paper after an intensive discussion. Afterwards, all research papers are reviewed before being finalized in an edited form. Thereby, the participants should be familiarized with all stages of a classical publication process in business administration. Another motivation for the participants is that after completing the module all papers will be published in a handbook to provide the appropriate visibility of our student's research. The handbook is expected to be available by the end of next year.

**Qualification Objective**

The students

- | acquire the ability to formulate an economic research question with interdisciplinary references and
- | to work independently using scientific methods and findings;
- | can design and implement an interdisciplinary research project; will be able to document their own research results in the context of a paper and discuss them critically in the context of a colloquium.

**Readings**

- | Subject-related articles and textbooks



## Major Phase | Elective Modules (Semester 2-4)

## „Track: Family Business &amp; Innovation“

Module 242122-6   Family Entrepreneurship				
MSc CME/ GEMA	Semester 2-4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/114
Teaching Methods				Seminar   Groupwork
Event Type				Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>
Period				1 Semester
Rotation				yearly <input checked="" type="checkbox"/> per semester <input checked="" type="checkbox"/>
Examinations				Presentation   Paper
Scope and Length of Examinations				Presentation: about 15 slides   Paper: about 30 pages
Module Responsibility with				Prof. Dr. Reinhard Prügl Chair of Innovation, Technology & Entrepreneurship E-Mail: <a href="mailto:reinhard.pruegl@zu.de">reinhard.pruegl@zu.de</a>
Performance level				Basics <input type="checkbox"/> Advanced <input checked="" type="checkbox"/> Spezialization <input type="checkbox"/>
Prerequisites				Basic knowledge of management studies/business administration
Use of Module				Elective Module GEMA/ MSc CME
<p><b>Contents</b></p> <p>Family firms are the most prevalent type of firms in Germany and with approximately 3 million firms they are the backbone of the German economy. Family firms behave in a very specific manner due to for example their long-term orientation, their strong regional ties, and their value orientation. Interdisciplinary research as well as an entrepreneurship education approach building on the specifics of family firms are especially focused in this part. Relevant theories as well as recent empirical analysis are introduced, discussed and applied.</p> <p><b>Qualification Objectives</b></p> <p>Students build a solid knowledge base regarding recent theoretical and empirical work in the area of family firms and they learn to challenge and apply this knowledge accordingly.</p> <p><b>Readings</b></p> <p>Recent papers, books and case studies regarding family firms.</p>				

Module 242151-6   Family Governance				
MSc CME/ GEMA	Semester 2- 4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/114
Teaching Methods			Seminar   Groupwork	
Event Type			Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>	
Period			1 Semester	
Rotation			yearly <input checked="" type="checkbox"/> per semester <input checked="" type="checkbox"/>	
Examinations			Exam   Presentation   Paper	
Scope and Length of Examinations			Exam: 90 minutes   Presentation: about 15 slides   Paper: about 30 pages	
Module Responsibility with			Prof. Dr. Reinhard Prügl Chair of Innovation, Technology & Entrepreneurship E-Mail: <a href="mailto:reinhard.pruegl@zu.de">reinhard.pruegl@zu.de</a>	
Performance level			Basics <input type="checkbox"/> Advanced <input checked="" type="checkbox"/> Spezialization <input type="checkbox"/>	
Prerequisites			Basic knowledge in management and law	
Use of Module			Elective Module GEMA/ MSc CME	
<p><b>Contents</b></p> <p>Family firms are the most prevalent type of firms in Germany and with approximately 3 million firms they are the backbone of the German economy. Family firms behave in a very specific manner due to for example their long-term orientation, their strong regional ties, and their value orientation. Interdisciplinary research as well as an education approach building on the specifics of family firms are especially focused in this part. Relevant theories as well as recent empirical analysis are introduced, discussed and applied.</p> <p><b>Qualification Objectives</b></p> <p>Students build a solid knowledge base regarding recent theoretical and empirical work in the area of the governance of family firms and they learn to challenge and apply this knowledge accordingly.</p> <p><b>Readings</b></p> <p>Recent papers, books and case studies regarding family firms.</p>				

Module 242061-6   Knowledge Management				
MSc CME/ GEMA	Semester 2-4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/89
Teaching Methods			Seminar an own research	
Event Type			Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>	
Period			1 Semester	
Rotation			yearly <input checked="" type="checkbox"/> per semester <input checked="" type="checkbox"/>	
Examinations			Case Study   Presentation (individual and group)	
Scope and Length of Examinations			Per course group-homework app. 20 pages, individual and group presentation app. 30 mins	
Module Responsibility with			Prof. Dr. Ellen Enkel  Dr. Manfred Bischoff Institute of Innovation Management of Airbus Group  E-Mail: ellen.enkel@zu.de	
Performance level			Basics <input type="checkbox"/> Advanced <input checked="" type="checkbox"/> Spezialization <input type="checkbox"/>	
Prerequisites			Open Innovation	
Use of Module			The courses introduce and deepen your knowledge in knowledge and innovation management as well as in creativity and measurement. The courses introduce theory and let students apply those theories towards practice in real life examples.	
<p><b>Contents</b></p> <p>Knowledge management is the precondition for innovation! The students will learn state-of-the-art in theory and practice. Together with the modules Open Innovation and R&amp;D Metrics, this module builds the ideal foundation for a corporate position in innovation management or other creative jobs.</p> <p>The course is equally introducing in its first part the theory as in its second part the practice of knowledge management. The theory discusses historically the advances of understanding the value of knowledge for innovation and corporate performance as well as concepts to access and create new knowledge in a corporate setting. The theory is complemented with case studies and practical examples. After half of the course the students will conduct their own research and analyze it in form of</p>				

a case study of an innovation ecosystem such as autonomous driving, human genome project or smart cities in order to understand knowledge flows in today's economy.

Topics:

- | Knowledge based theory of the firm, dimensions of knowledge, knowledge processes;
- | Knowledge management in practice, business goals for knowledge management;
- | Networks for managing knowledge;
- | Opening up the innovation process to external knowledge;
- | Customer knowledge integration approaches;

### **Qualification Objective**

The students will know and discuss multiple theories as well as multiple examples from practice in knowledge and innovation management.

The students will learn to conduct own scientific research in the areas of technology, innovation and knowledge management and contribute to theory building in these areas.

The students will learn to apply theory to practice in a real case setting within one company and therefore contribute with new solutions for practice.

### **Readings**

The students have to read app. one article per course day dealing with the day's topic. They will be available at the campus net.

Module 242062-6   R & D Metrics & Creativity				
MSc CME/ GEMA	Semester 2-4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/89
Teaching Methods				Seminar and own research
Event Type				Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>
Period				1 Semester
Rotation				yearly <input checked="" type="checkbox"/> per semester <input checked="" type="checkbox"/>
Examinations				Case Study   Presentation (individual and group)
Scope and Length of Examinations				Per course group-homework app. 20 pages, individual and group presentation app. 30 mins.
Module Responsibility with				Prof. Dr. Ellen Enkel Dr. Manfred Bischoff Institute of Innovation Management of Airbus Group E-Mail: ellen.enkel@zu.de
Performance level				Basics <input type="checkbox"/> Advanced <input checked="" type="checkbox"/> Spezialization <input type="checkbox"/>
Prerequisites				none
Use of Module				The courses introduce and deepen your knowledge in knowledge and innovation management as well as in creativity and measurement. The courses introduce theory and let students apply those theories towards practice in real life examples.
<p><b>Contents</b></p> <p>The course R&amp;D metrics introduces how to enhance creativity and how to measure innovative performance on individual and corporate level. The students will learn state-of-the-art in theory and practice. Together with the modules Open Innovation and Knowledge Management, this module builds the ideal foundation for a corporate position in innovation management or other creative jobs.</p> <p>This part of the module will focus on enhancing creativity as well as the measurement of the output and outcome of the R&amp;D and company's R&amp;D performance. Many practical company examples and studies will help the students to apply their knowledge into practice and develop a measurement</p>				

system in a real company setting. The interdisciplinary topics will be discussed from multiple perspectives. Working with Bosch, Telekom or Beiersdorf in previous courses, the students learn to deal with real live problems.

Topics:

- | Portfolio- and technology management;
- | R&D metrics and key performance indicators;
- | Enhancing creativity through creativity methods;
- | Measurement of company performance and its influence factors;

### **Qualification Objective**

The students will know and discuss multiple theories as well as multiple examples from practice in technology and innovation management.

The students will learn to conduct own scientific research in the areas of innovation and technology management and contribute to theory building in these areas.

The students will learn to apply theory to practice in a real case setting within one company and therefore contribute with new solutions for practice.

### **Readings**

The students have to read app. one article per course day dealing with the day's topic. They will be available at the campus net

## „Track: Finance &amp; Entrepreneurship“

Module 242021-6   Advanced Corporate Finance				
MSc CME/ GEMA	Semester 2- 4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/114
Teaching Methods				Lecture
Event Type				Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>
Period				1 Semester
Rotation				yearly <input checked="" type="checkbox"/> per semester <input checked="" type="checkbox"/>
Examinations				Written Exam
Scope and Length of Examinations				90Min.
Module Responsibility with				Prof. Dr. Mark Mietzner Chair of Banking & Finance E-Mail: mark.mietzner@zu.de
Performance level				Basics <input type="checkbox"/> Advanced <input checked="" type="checkbox"/> Spezialization <input type="checkbox"/>
Prerequisites				Corporate Finance, Accounting & Controlling, Statistics
Use of Module				
<p><b>Contents &amp; Qualification Objective</b></p> <p>This lecture gives a broad overview of central topics in modern corporate finance (such as mergers and acquisitions, capital structure and financial distress, managerial incentives, payout policy, corporate governance and empirical methods). The course will introduce students to theoretical concepts and empirical research on central topics of corporate finance. Students will be expected to work with related data sets (provided by the instructor) on selected topics. By the end of the course, students will have a general understanding of the main issues in theoretical and empirical corporate finance and will gain a broad overview of current literature and applied methods in the research area.</p> <p><b>Readings</b></p> <p>The lectures will be held in English and students will have to read at least one paper or book chapter for each lecture. The level of the course is addressed to students with a good knowledge of fundamental concepts in financial economics. The final written test will be in English and German.</p> <ul style="list-style-type: none"> <li>• Tirole, J., (2006): "The Theory of Corporate Finance", Princeton University Press.</li> <li>• Kim, K. A. and J. R. Nofsinger, (2003): "Corporate Governance", 2nd Ed., Pearson Prentice Hall.</li> <li>• Berk/DeMarzo (2011) "Corporate Finance", Pearson Prentice Hall.</li> <li>• Brealey, R. A., S. C. Myers and F. Allen, (2011): "Principles of Corporate Finance", Mc Graw Hill.</li> <li>• Greenbaum, S. and A. Thakor (2007): Contemporary Financial Intermediation, Academic Press, 2nd ed., 2007, esp. Ch.2 and Ch. 15</li> </ul>				

Module 242132-6   Entrepreneurial Finance				
MSc CME	Semester 1-2	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/114
Teaching Methods				Lecture
Event Type				Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>
Period				
Rotation				yearly <input checked="" type="checkbox"/> per semester <input type="checkbox"/>
Examinations				Final exam
Scope and Length of Examinations				90 minutes
Performance level				Basics <input type="checkbox"/> Advanced <input checked="" type="checkbox"/> Spezialization <input type="checkbox"/>
Module Responsibility with				Prof. Dr. Mark Mietzner Chair of Banking & Finance E-Mail: mark.mietzner@zu.de
Prerequisites				Accounting & Controlling, Corporate Finance
Use of Module				
<b>Contents</b>				
<p>The main objective of the course are the principles of finance and the financial models of venture capitals. Students will discuss venture capital investment activities, their investment decisions and criteria and models for the valuation of startups and growing ventures.</p>				
<p>The students</p> <ul style="list-style-type: none"> <li>  get a comprehensive knowledge of the structure and principal components of the most important financial systems;</li> <li>  will be able to describe and compare financial systems;</li> <li>  understand why financial systems are prone to crisis;</li> <li>  should be able to discuss the most important challenges of financial systems.</li> <li>  should understand, why shareholder wealth maximization plays a pivotal role in financing new ventures;</li> <li>  will be introduced to the characteristics, advantages and disadvantages of different financial instruments and</li> <li>  should be able to evaluate business models from a financial investor's perspective.</li> </ul>				
<b>Readings</b>				
<ul style="list-style-type: none"> <li>  Allen/Carletti/Krahn/Tyrell (2011): An Introduction to Liquidity and Crises</li> <li>  Allen/Gale (2000): Comparative Financial Systems: A Discussion</li> <li>  Schmidt/Tyrell (2004): What Constitutes a Financial System in General and the German Financial System in Particular?</li> <li>  Smith R L, Kiholm Smith J, Entrepreneurial Finance, 2nd Edition, ISBN: 978-0-471-23072-4</li> <li>  Metrick. A.: Venture Capital and the Finance of Innovation. 2007, Wiley</li> </ul>				



Module 242131-6   Financial Systems				
MSc CME/ GEMA	Semester 2- 4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/114
Teaching Methods				
Event Type			Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>	
Period			1 Semester	
Rotation			yearly <input checked="" type="checkbox"/> per semester <input checked="" type="checkbox"/>	
Examinations				
Scope and Length of Examinations				
Module Responsibility with			Prof. Dr. Jarko Fidrmuc Chair of International Economics E-Mail: <a href="mailto:jarko.fidrmuc@zu.de">jarko.fidrmuc@zu.de</a>	
Performance level			Basics <input type="checkbox"/> Advanced <input checked="" type="checkbox"/> Spezialization <input type="checkbox"/>	
Prerequisites				
Use of Module			Elective Module GEMA/ MSc CME	
<p><b>Contents</b></p> <p>The lecture "Financial Systems" gives a comprehensive overview of the structure and development of financial systems in different countries. The course will introduce students to principle components of financial systems, their financial institutions and the regulative environment. The focus will be not only on the financial systems of certain industrialized countries, which can be classified as either bank-dominated or capital market-oriented, but also on the design and specific problems of financial systems in developing countries. The financial and banking systems will also be analyzed with respect to their exposure to financial crisis. This is followed by a discussion of the regulatory changes in response to the recent financial crisis.</p>				
<p><b>Qualification Objectives</b></p> <p>The students</p> <ul style="list-style-type: none"> <li>  get a comprehensive knowledge of the structure and principal components of the most important financial systems;</li> <li>  will be able to describe and compare financial systems;</li> <li>  understand why financial systems are prone to crisis;</li> <li>  should be able to discuss the most important challenges of financial systems.</li> <li>  should understand, why shareholder wealth maximization plays a pivotal role in financing new ventures;</li> <li>  will be introduced to the characteristics, advantages and disadvantages of different financial instruments and</li> <li>  should be able to evaluate business models from a financial investor's perspective.</li> </ul>				

**Readings**

- | Allen F./Carletti E./Krahen J.P./Tyrell M. (2011): An Introduction to Liquidity and Crises, Oxford University Press
  - | Allen F./Carletti E./Gu X. (2014): The Role of Banks in Financial Systems, in: Oxford Handbook of Banking, 2<sup>nd</sup> ed., Oxford University Press
  - | Hardie I./Howarth D. (2013): Market-Based Banking and the International Financial Crisis, Oxford University Press
  - | Schmidt R.H./Seibel, D./Thomes P. (2016): From Microfinance to Inclusive Banking, Wiley
  - | Schmidt R.H./Tyrell M. (2004): What Constitutes a Financial System in General and the German Financial System in Particular?, in: The German Financial System, Oxford University Press
- Smith R./Walter I. (2012): Global Banking, 3<sup>rd</sup> ed., Oxford University Press

Module 242121-6   Innovation & Entrepreneurship				
MSc CME/ GEMA	Semester 2- 4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/114
Teaching Methods				Seminar   Groupwork
Event Type				Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>
Period				1 Semester
Rotation				yearly <input checked="" type="checkbox"/> per semester <input checked="" type="checkbox"/>
Examinations				Presentation   Paper
Scope and Length of Examinations				Presentation: about 15 slides   Paper: about 30 pages
Module Responsibility with				Prof. Dr. Reinhard Prügl Chair of Innovation, Technology & Entrepreneurship E-Mail: <a href="mailto:reinhard.pruegl@zu.de">reinhard.pruegl@zu.de</a>
Performance level				Basics <input type="checkbox"/> Advanced <input checked="" type="checkbox"/> Spezialization <input type="checkbox"/>
Prerequisites				Basic knowledge of management studies/business administration
Use of Module				Elective Module GEMA/ MSc CME
<p><b>Contents</b></p> <p>Entrepreneurial action based on innovation, e.g. innovative business models, gains relevance due to rapidly changing economic and environmental conditions leading to the consequence that entrepreneurship increasingly becomes an important skill of students with different disciplinary backgrounds. Knowledge regarding entrepreneurial action becomes increasingly a core competence in the business realm. Relevant theories as well as recent empirical analysis are introduced, discussed and applied.</p> <p><b>Qualification Objectives</b></p> <p>Students build a solid knowledge base regarding recent theoretical and empirical work in the areas of innovation and entrepreneurship, and they learn to challenge and apply this knowledge accordingly.</p> <p><b>Readings</b></p> <p>Recent papers, books and case studies regarding innovation and entrepreneurship.</p>				

## „Track: Governance &amp; Leadership“

Module 242101-6   Corporate Responsibility				
MSc CME/ GEMA	Semester X	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/114
Teaching Methods			Seminar	
Event Type			Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>	
Period			1 Semester	
Rotation			yearly <input checked="" type="checkbox"/> per semester <input type="checkbox"/>	
Examinations			Exam	
Scope and Length of Examinations			90 min	
Module Responsibility with			Prof. Dr. habil. Josef Wieland Chair of Institutional Economics Director Leadership Excellence Institute Zeppelin E-Mail: josef.wieland@zu.de	
Performance level			Basics <input type="checkbox"/> Advanced <input checked="" type="checkbox"/> Spezialization <input type="checkbox"/>	
Prerequisites			No requirements	
Use of Module				
<p><b>Contents</b></p> <ul style="list-style-type: none"> <li>- Nature of the firm</li> <li>- Strategic Normative Management</li> <li>- Integrity &amp; Compliance Management</li> <li>- Corporate Responsibility &amp; Human Rights</li> <li>- Sustainable Development Goals &amp; Sustainability</li> <li>- Stakeholder Management &amp; Shared Value</li> <li>- Case studies</li> </ul> <p><b>Qualification Objective</b></p> <ul style="list-style-type: none"> <li>- Familiarization with public and private regulation regarding integrity and compliance</li> <li>- Knowledge of implementation strategies of effective Compliance Management Systems</li> <li>- Corporate Social Responsibility und Human Rights, Sustainability: Standards, Management Systems, public discourse</li> <li>- Strategic Management &amp; Societal Motivation</li> </ul>				

**Readings**

Wieland, J. (2014). Governance Ethics: Global value creation, economic organization and normativity. Cham: Springer International Publishing. <https://doi.org/10.1007/978-3-319-07923-3>

Wieland, J. (2016). Shared Value Creation – Theoretical Concepts, Practical Challenges. In J. Wieland (Ed.), Shared Value. Konferenzband im Anschluss an das Jahresmeeting Deutsche Gesellschaft für Philosophie. Berlin: Springer Verlag.

Wieland, J., Grüniger, S., Steinmeier, R. (2010) (Hrsg.): Handbuch Compliance-Management. Konzeptionelle Grundlagen, praktische Erfolgsfaktoren, globale Herausforderungen. Berlin: Erich

Module 242111-6   Dishonesty				
MSc CME/ GEMA	Semester 2- 4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/114
Teaching Methods			Lecture   Seminar   Case study	
Event Type			Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>	
Period			1 Semester	
Rotation			yearly <input checked="" type="checkbox"/> per semester <input checked="" type="checkbox"/>	
Examinations			Midterm and Exam	
Scope and Length of Examinations			60 minutes exam	
Module Responsibility with			Prof. Dr. Carmen Tanner Chair of Business Psychology and Behavioral Ethics at LEIZ E-Mail: <a href="mailto:carmen.tanner@zu.de">carmen.tanner@zu.de</a>	
Performance level			Basics <input type="checkbox"/> Advanced <input checked="" type="checkbox"/> Spezialization <input type="checkbox"/>	
Prerequisites			Prerequisite is basic knowledge in statistics and experimental methods	
Use of Module			Elective module CME	
<p><b>Contents</b></p> <p>Since the last financial and economic crisis and numerous business scandals (e.g. Enron, VW, Libor) are questions about (dis)honesty hot topics again. Dishonesty encompasses behaviors such as lying, fraud or deception. But what are the determinants of honest or dishonest behaviors? What are the factors that foster dishonesty? How can we promote honesty? With regard to such questions, economy, philosophy or psychology offers different answers and they are based on various perspectives about the nature of human beings. In the course, we will based on weekly literature about current empirical (experimental) research, elaborate on these various perspectives and discuss the implications for the understanding of dishonesty. The examination consists of a presentation during the term and a writing exam at the end of the term. Furthermore, expected is regular participation and weekly and thorough reading of the literature, which will then be discussed within groups.</p> <p><b>Qualification Objectives</b></p> <p>Students will ...</p> <ul style="list-style-type: none"> <li>  learn about relevant theories and results about the determinants of (dis)honesty.</li> <li>  will expand their methodological skills by learning about features of experimental approaches.</li> <li>  will learn to apply the findings to daily life and applied fields.</li> </ul> <p><b>Readings</b></p> <p>Literature will be based on scientific papers. List of papers will be presented at the beginning of the lecture.</p> <p>De Cremer, D., Tenbrunsel, A.E. (2012). Behavioral Business Ethics: Shaping an Emerging Field.</p>				

New York: Taylor & Francis Group.

Bazerman, M.H., Tenbrunsel, A.E. (2011). *Blind Spots. Why We Fail to Do What's Right and What to Do about It.* New Jersey: Princeton University Press.

Bazerman, M.H. (2014): *The power of noticing: What the best leaders see.* New York: Simon & Schuster Paperbacks.

Kaptein, Muel (2013). *Workplace morality. Behavioral ethics in organizations.* Amsterdam: Emerald Group Publishing Limited.

Module 242102-6   Leadership				
MSc CME/ GEMA	Semester 2-4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/114
Teaching Methods				Seminar
Event Type				Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>
Period				1 Semester
Rotation				yearly <input checked="" type="checkbox"/> per semester <input type="checkbox"/>
Examinations				Exam
Scope and Length of Examinations				90 min
Module Responsibility with				Prof. Dr. habil. Josef Wieland Chair of Institutional Economics Director Leadership Excellence Institute Zeppelin E-Mail: josef.wieland@zu.de
Performance level				Basics <input type="checkbox"/> Advanced <input checked="" type="checkbox"/> Spezialization <input type="checkbox"/>
Prerequisites				No requirements
Use of Module				
<p><b>Inhalte</b></p> <ul style="list-style-type: none"> <li>- Types of Leadership</li> <li>- Leadership Style, Corporate Culture, Corporate Governance</li> <li>- Character Formation, Ethical Leadership, Case Studies</li> <li>- Stakeholder-Model, Values Management System, Shared Value</li> <li>- Normative Strategic Management as Leadership Excellence</li> </ul> <p><b>Qualifikationsziele</b></p> <ul style="list-style-type: none"> <li>- Learn about Theories of Leadership</li> <li>- Learn about the role of Integrity Management in Corporate Governance</li> <li>- Learn about transcultural map in a globalized world</li> <li>- Know the interconnection between responsible entrepreneurship management decisions and leadership</li> </ul> <p><b>Literatur</b></p> <p>Wieland, J. (2014). <i>Governance Ethics: Global Value Creation, Economic Organization and Normativity</i>. Cham: Springer International Publishing. <a href="https://doi.org/10.1007/978-3-319-07923-3">https://doi.org/10.1007/978-3-319-07923-3</a></p> <p>Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. <i>Organizational dynamics</i>, 18(3), 19-31.</p>				



Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *The leadership Quarterly*, 6(2), 219-247.

Uhl-Bien, M. (2006). Relational leadership theory: Exploring the social processes of leadership and organizing. *The Leadership quarterly*, 17(6), 654-676.

Wieland, J. (2017). Relationale Führung und Intersektorale Governance. In M. Lehmann & M. Tyrell (Eds.), *Komplexe Freiheit: Wie ist Demokratie möglich?* (pp. 237–258). Wiesbaden: Springer.

Module 242112-6   Managing Diversity & Diversity in Globalization				
MSc CME/ GEMA	Semester 2- 4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/114
Teaching Methods			Seminar	
Event Type			Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>	
Period			1 Semester	
Rotation			yearly <input checked="" type="checkbox"/> per semester <input checked="" type="checkbox"/>	
Examinations			Paper in a group of 5 students (graded) & presentation (obligatory, non graded)	
Scope and Length of Examinations			Paper 10 – 20 pages, presentation 5 min each/group 25 min	
Module Responsibility with			Prof. Dr. Carmen Tanner Chair of Business Psychology and Behavioral Ethics at LEIZ E-Mail: carmen.tanner@zu.de	
Performance level			Basics <input type="checkbox"/> Advanced <input checked="" type="checkbox"/> Spezialization <input type="checkbox"/>	
Prerequisites			none	
Use of Module				
<p>Diversity &amp; Globalization – how to handle differences How did it happen; how is it today, who is concerned (system &amp; person), what to do (biography, changing perspectives, difference management)</p> <p><b>Content</b> This interactive, selfreflective seminar in Diversity &amp; Globalization is designed to familiarize students with many key factors affecting themselves in Multinational Corporations in today's global world. In this course Diversity will not be restricted to Culture. We consider all Diversity differences such as Gender, Age, Disciplines etc (based on "Four layers of diversity, Gardenswartz &amp; Rowe 1995). Therefore this course is about how organisations and individuals construct differences: how do organisations handle them, how do I handle them?</p> <p><b>Methodologies and tools</b> This module introduces into diversity management and globalization/global leadership with an interdisciplinary theoretical and individual approach. Historical development of the topics plus various theories based on system theory and individual concepts will be worked with. Another focus is the student her/himself and her/his biography with diversity in socialisation within various contexts (family, organisations, institutions etc.). We will apply various interactive learning methods in ranging from group discussions, to scientific work to practical offers as diversity diagnosis, changing perspectives, excercises etc.</p> <p><b>Learning outcome</b> Observing of historical context, theoretical concepts and the own way of handling differences in a global environment; self-awareness of your way of dealing with diversity in different contexts; your value system; managing and working in a cross-cultural setting; and</p>				

developing sensitivity to local needs and conditions. understanding and dealing with diversity.  
Group semester work (100%), colloquium presentations (obligatory for each student)

### Bibliography

Bartlett, C., Ghoshal, S., & Beamish, P. W. (2008). *Transnational Management: Text, Cases & Readings in Cross-Border Management*, 5th ed. New York: McGraw-Hill/Irwin.

Bourdieu, P. (1982): *Die feinen Unterschiede. Kritik der gesellschaftlichen Urteilskraft*. Suhrkamp, Frankfurt a. Main

Doz, Y.L./Santos, J./Williamson, P. (2001): *From global to metanational: how companies win in the knowledge economy*. In: Harvard Business School Press, Boston

Gardenswartz, L./Rowe, A. (1995): *Diverse Teams At Work: Capitalizing on the Power of Diversity*. Irwin Professional Publishing, Burr Ridge

Ghemawat, P. (2007): *Managing Differences. The Central Challenge of Global Strategy*. In: Harvard Business Review. March, S. 2-13, Harvard Business Publishing,

Harrison, D.A./Klein, K.J. (2007): *What's the Difference? Diversity Constructs as Separation, Variety, or Disparity in Organizations?* In: *Academy of Management Review*, Vol. 32, Nr. 4, S. 1199-1228, Briarcliff Manor

Koall, I./Bruchhagen, V., Höher, F. (2002): *Vielfalt statt Lei(d)tkultur: Managing Gender & Diversity*. LIT Verlag, Münster

Müller, C./Sander, G. (2011): *Innovativ führen mit Diversity-Kompetenz: Vielfalt als Chance*. Haupt Verlag, Bern

Nummela, N./Saarenketo, S./Puumalainen, K. (2004): *A Global Mindset – A Prerequisite for Successful Internationalization?* In: *Canadian Journal of Administrative Sciences*, Vol. 21, No. 1, John Wiley & Sons, Hoboken

Özkazanç-Pan, B. (2008): *International Management Research meets „the Rest of the World“*. In: *Academy of Management Review*. No. 4, S. 964 - 974, Briarcliff

Ragins, B.R./Gonzalez, J.A. (2003): *Understanding diversity in organizations: Getting a grip on a slippery construct*. In: Greenberg, J. (Ed.): *Organizational behavior: The state of the science*, S. 125 – 163. Lawrence Erlbaum Associates, Mahwah

Thomas, D. A./Ely, R. J. (1996): *Making Differences Matter*. In: *Harvard Business Review* Vol. 74, Nr. 5, S. 79-91

Trompenaars F. & Hampden-Turner, C. P. (1998). *Riding the Waves of Culture. Understanding Diversity in Global Business*, 2nd ed. McGrawHill.

Woolley, A. et al. (2010): *Evidence for a Collective Intelligence Factor in the Performance of Human Groups*. *Science* 29, Vol. 330, No. 6004, pp. 686 - 688

## „Track: Mobility &amp; Sustainable Transport“

Module 242141-6   Matching Strategies for Sustainable Mobility				
MSc CME/ GEMA	Semester 2- 4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/114
Teaching Methods				Seminar
Event Type				Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>
Period				1 Semester
Rotation				yearly <input checked="" type="checkbox"/> per semester <input checked="" type="checkbox"/>
Examinations				Paper and Presentation
Scope and Length of Examinations				
Module Responsibility with				Prof. Dr. Alexander Eisenkopf ZEPPELIN Chair of Economic & Transport Policy E-Mail: alexander.eisenkopf@zu.de
Performance level				Basics <input type="checkbox"/> Advanced <input checked="" type="checkbox"/> Spezialization <input type="checkbox"/>
Prerequisites				Microeconomics (Bachelor)
Use of Module				Elective GEMA
<p><b>Contents</b></p> <ul style="list-style-type: none"> <li>  Transport Economics</li> <li>  Infrastructure and its relevance for the mobility sector</li> <li>  Infrastructure: Financing and institutional framework of provision</li> <li>  Transport externalities: theoretical approach and strategies for internalization</li> <li>  Trends in society, technology, and ecology influencing mobility</li> <li>  Transport and environmental policy, regulation of transport</li> <li>  The dilemma of sustainable transport</li> </ul> <p><b>Qualification Objective</b></p> <p>Students</p> <ul style="list-style-type: none"> <li>  master the concepts of the modern transport economy and can apply them to specific problems.</li> <li>  know the relevance of transport infrastructure for the development of mobility</li> <li>  know the concepts of the externalities of transport and are capable of assessing internalization strategies</li> <li>  reflect critically future trends in society affecting mobility</li> <li>  reflect critically the sustainability debate in transport.</li> </ul>				

**Readings**

Button, Kenneth J.: Transport Economics, 2nd ed., Cheltenham, reprinted 2003

Cole, St.: Applied Transport Economics. Policy, Management & Decision Making, 3rd ed., London 2005

Endres, A.: Environmental Economics. Theory and Policy, Cambridge 2011

European Commission: Report in Accordance with Article 11 (4) of Directive 1999/62/EC. Summary of Measures that Internalise or Reduce Transport Externalities, Commission Staff Working Document, Brussels, 3.7.2013 SWD(2013) 269 final

Flyvbjerg, B.: What You Should Know About Megaprojects and Why: An Overview, in: Project Management Journal, Vol. 45 (2014), No. 2, 6–19

Mallard, G. / Glaister, St.: Transport Economics. Theory, Application and Policy, Houndmills/Basingstoke 2008

Romp, W. / de Haan, J. (2007). Public capital and economic growth. A critical survey, in: Perspektiven der Wirtschaftspolitik, 8. Jg. (2007), S. 6-52

Module 242142-6   Mobility Innovations & Digitalization				
MSc CME/ GEMA	Semester 3	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/114
Teaching Methods			Seminar lecture, workshop sessions	
Event Type			Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>	
Period			1 Semester	
Rotation			yearly <input checked="" type="checkbox"/> per semester <input type="checkbox"/>	
Examinations			Research project and project documentation in groups, poster presentation	
Scope and Length of Examinations				
Module Responsibility with			Prof. Dr. Wolfgang H. Schulz Chair of Mobility, Trade & Logistics Director Amadeus Center for Mobility Studies   CfM E-Mail: <a href="mailto:wolfgang.schulz@zu.de">wolfgang.schulz@zu.de</a>	
Performance level			Basics <input type="checkbox"/> Advanced <input type="checkbox"/> Spezialization <input checked="" type="checkbox"/>	
Prerequisites				
Use of Module				
<b>Contents</b>				
PART I: Basics, Trends, and Assessment				
<ul style="list-style-type: none"> <li>• Digitalization: Challenging the Future.</li> <li>• Trends, opportunities and challenges in the field of digitalization: data safety and security, connectivity, interdisciplinary and cross-sectoral cooperation.</li> <li>• Understanding mobility: freight transport – passenger transport, needs, modes, users, global – local.</li> <li>• Main trends in the field of mobility innovations and new technological developments.</li> <li>• Assessment of mega trends and their influences on “the future of mobility.”</li> </ul>				
PART II: Impacts, Institutions, and Government				
<ul style="list-style-type: none"> <li>• Impacts of mobility and/or digitalization on growth, employment, productivity, technological progress &amp; external effects.</li> <li>• Digitalization impact on mobility and vice versa.</li> <li>• Institutions: Stakeholder, newcomers, over-the-top-provider, regulator, third parties, first-mover, closer.</li> <li>• Political objectives and regulations (National, European &amp; International transport policy).</li> </ul>				
PART III: Process, Organization and IT				
<ul style="list-style-type: none"> <li>• Technical architecture processes enabling digitalization.</li> <li>• Creating an adequate economic architecture with the Institutional Role Model-approach.</li> </ul>				
PART IV: Innovation, Partnering, and Implementation				
<ul style="list-style-type: none"> <li>• Innovation Radar</li> <li>• Change Dimensions</li> <li>• Smart Business Networks</li> <li>• Time to Market: Management decisions under risk and uncertainty due to digitalization and mobility innovations.</li> </ul>				

**Qualification**

**Objective**

Students will get insights into

- the impact of governmental objectives and regulations regarding communication technologies on the strategical positioning of the industry and on user behavior;
- the key trends and drivers in consumer mobility and related challenges for the industry;
- trend-driven technological developments;
- communication technologies as a business model enabler;
- consumerization of mobility;
- drivers and barriers for the market deployment of mobility innovations.

**Readings**

The readings will be defined in the individual courses.

Module 522011-6   Cases in Strategic Management				
MSc CME/ GEMA	Semester 2 - 4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/114
Teaching Methods			Lectures, Case Studies	
Course Type			Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>	
Period			1 Semester	
Rotation			yearly <input checked="" type="checkbox"/> per semester <input type="checkbox"/>	
Examinations			Exam	
Scope and Length of Examinations			90 min	
Module Responsibility with			Prof. Dr. Insa Sjurts Chair of Strategic Management & Media E-Mail: insa.sjurts@zu.de	
Performance level			Basic <input type="checkbox"/> Advanced <input checked="" type="checkbox"/> Specialization <input type="checkbox"/>	
Prerequisites			a) MA GEMA: successful completion of the basic seminar 522014 "Strategic Management" b) MSc CME: basic knowledge from undergraduate studies according to the basic seminar 522014 "Strategic Management" of MA GEMA	
Use of Module				
<p><b>Contents</b></p> <p>Drawing from basic knowledge about strategic management, this elective module focuses on select current issues of advanced strategic management, as well as on the training of case studies. By solving comprehensive business cases, students will become familiar with typical strategic management challenges and learn how to independently develop and justify strategic solutions based on theories and techniques. Control questions serve the purpose to monitor and consolidate learning progress.</p> <p><b>Qualification objectives</b></p> <p>  Ability to develop strategic courses of action based on a structured, profound and theory-driven analysis of environment and enterprise</p> <p>  Ability to identify, analyze and discuss strategic action patterns of corporate practice</p> <p><b>Readings</b></p> <p>Besanko, D. et al.: Economics of Strategy, 7th ed., Hoboken/NJ, 2015</p> <p>Grant, R.: Contemporary Strategy Analysis, 9th ed., Hoboken/NJ, 2015</p>				



Porter, M.E.: Wettbewerbsstrategie, 12th ed., Frankfurt am Main 2013

Welge, M. K./Al-Laham, A.: Strategisches Management, 6th ed., Wiesbaden 2012

Module 542014-6   Supply Chain Management & International Freight Transport				
MSc CME/ GEMA	Semester 2- 4	Contact Hours 3	ECTS 5	Contact time/Self Study (in hrs): 36/114
Teaching Methods				
Event Type				
Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>				
Period				
1 Semester				
Rotation				
yearly <input checked="" type="checkbox"/> per semester <input checked="" type="checkbox"/>				
Examinations				
Paper and Presentation				
Scope and Length of Examinations				
Module Responsibility with				
Prof. Dr. Alexander Eisenkopf ZEPPELIN Chair of Economic & Transport Policy E-Mail: alexander.eisenkopf@zu.de				
Performance level				
Basics <input type="checkbox"/> Advanced <input checked="" type="checkbox"/> Spezialization <input type="checkbox"/>				
Prerequisites				
none				
Use of Module				
Elective GEMA				
<p><b>Contents</b></p> <p>The Course Supply Chain Management &amp; International Freight Transport deals with:</p> <ul style="list-style-type: none"> <li>  Economic and political determinants of international transport and logistics</li> <li>  Global procurement and trade</li> <li>  Requirements of Global Supply Chain Management</li> <li>  Structure of international Supply Chains</li> <li>  Design of international Transportation (maritime shipping, air transportation, intermodality)</li> <li>  Digitization and international transport and logistics</li> <li>  Sustainability of international supply chains</li> </ul> <p><b>Qualification Objective</b></p> <p>Students</p> <ul style="list-style-type: none"> <li>  are able to assess the economic and political determinants of international transport and logistics</li> <li>  know the prerequisites of Global Supply Chain Management</li> <li>  understand the structure of international supply chains and work effectively with their design elements</li> <li>  identify the relevance of digitization for international supply chains</li> <li>  reflect critically the sustainability of international supply chains</li> </ul>				

**Readings**

Gourdin, Kent N.: Global Logistics Management, 2nd ed., Blackwell 2006

Long, Douglas: International Logistics. Global Supply Chain Management, Kluwer 2004

## „Elective Modules“

Module 542011-6   Advanced Marketing				
MSc CME/ GEMA	Semester 2- 4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/114
Teaching Methods				
Event Type				
Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>				
Period				
1 Semester				
Rotation				
yearly <input checked="" type="checkbox"/> per semester <input checked="" type="checkbox"/>				
Examinations				
Presentation   Paper				
Scope and Length of Examinations				
Group presentation   individual written composition				
Module Responsibility with				
Prof. Dr. Anja Achtziger Chair of Social & Economic Psychology E-Mail: <a href="mailto:anja.achtzige@zu.de">anja.achtzige@zu.de</a>				
Performance level				
Basics <input type="checkbox"/> Advanced <input checked="" type="checkbox"/> Specialization <input type="checkbox"/>				
Prerequisites				
a) MA GEMA: successful completion of the basic module 522017 „Marketing & Branding“ b) MSc CME: Basic understanding from the pre-learnings according to the instructions in the basic module 522017 „Marketing & Branding“				
Use of Module				
Major Phase   Mandatory Module GEMA   MSc CME				
<b>Contents</b>				
<ul style="list-style-type: none"> <li>- Strategic aspects of brand management</li> <li>- Consumer-centric brand management</li> <li>- Current aspects in brand communication and management</li> <li>- Development of brand strategies</li> <li>- Brand communication within the strategic frame of brand management</li> <li>- International brand management</li> <li>- Characteristics of brand management in different sectors</li> </ul>				

**Qualification Objective**

- Familiarization with consumer-centric brand management and brand communication
- Gaining advanced insights about the special characteristics of brand management and communication within the consumer-centric marketing approach
- Development of knowledge and skills that are necessary for a systematic analysis and management of brands and communication decisions
- Knowledge of methods and instruments within brand management and brand communication

**Readings**

- Esch, Strategie und Technik der Markenführung, Stuttgart.
- Florack/Scarabis/Primosch, Psychologie der Markenführung, Stuttgart.
- Kapferer, The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term.
- Papers from peer-reviewed journals, as indicated within the script

Module 242022-6   Capital Market Theory				
MSc CME	Semester 1-2	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/114
Teaching Methods				lecture
Event Type				Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>
Period				
Rotation				yearly <input checked="" type="checkbox"/> per semester <input type="checkbox"/>
Examinations				Final exam
Scope and Length of Examinations				90 minutes
Module Responsibility with				Prof. Dr. Mark Mietzner Chair of Banking & Finance E-Mail: mark.mietzner@zu.de
Performance level				Basics <input type="checkbox"/> Advanced <input checked="" type="checkbox"/> Spezialization <input type="checkbox"/>
Prerequisites				statistics, mathematics, Corporate Finance
Use of Module				Electives MSc CME
<b>Contents</b>				
<p>This lecture combines the topics of „valuation and valuation theory“ and “contract theory“. Students will be introduced to the fundamentals of the utility and the state preference theories. This is followed by a discussion of selected valuation methods (e.g., risk neutral pricing, pricing kernel, risk premia). The first block ends with an in-depth discussion of the portfolio selection and CAPM.</p> <p>The second block of this lecture the students get a comprehensive introduction into the main methods and applications of game and contract theory. To this end, students will be introduced to the goals of contract theory and the general problems of decisions under uncertainty. This is followed by an introduction into game theory with a specific focus on Nash equilibria in pure and mixed strategies and Bayesian games. The course ends with an introduction and discussion of mechanisms that are suitable to solve problems arising from asymmetric information.</p>				
<b>Qualification Objectives</b>				
Students will learn methods and concepts of valuation and contract theory at an advanced level such that they are able to understand current economic and financial problems that will be discussed in advanced finance classes.				
<b>Readings</b>				
Banner (2005): Vertragstheorie Eine Einführung mit finanzökonomischen Beispielen und Anwendungen, Physica-Verlag.				
Rasmusen, Eric (1994): Games and Information, 2. Auflage, Blackwell Publishers, Oxford.				
Dixit/Nalebuff (1991): Thinking Strategically, WW Norton, N.Y.				
Hart, Oliver (1995): Firms, Contracts and Financial Structure, Clarendon Press, Oxford.				

Bolton/Dewatripont (2005): Contract Theory, MIT Press, Cambridge.

Tirole, Jean (2001): Corporate Governance, *Econometrica* 69, 1-35.

Salanie (1997): The Economics of Contracts: A Primer, MIT Press, Cambridge.

Fudenberg/Tirole (1991): Game Theory, MIT Press, Cambridge.

Schweizer, Urs (1999): Vertragstheorie, Mohr Siebeck, Tübingen

Module 242491-6   Selected Topics				
MSc CME/ GEMA	Semester 4	Contact Hours 6	ECTS 12	Contact time/Self Study (in hrs): 72/228
Teaching Methods				Seminar
Event Type				Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>
Period				1 Semester
Rotation				yearly <input type="checkbox"/> per semester <input checked="" type="checkbox"/>
Examinations				variable
Scope and Length of Examinations				variable
Module Responsibility with				Executive Program Directors CME programmvorstand.cme@zu.de
Performance level				Basics <input type="checkbox"/> Advanced <input type="checkbox"/> Specialization <input type="checkbox"/>
Prerequisites				Completed mandatory report
Use of Module				Elective Module GEMA   MSc CME
<p><b>Contents</b></p> <p>The module deals with current questions, topics and problem statements in corporate management and economics and gives students the opportunity to debate, defend their views and develop potential solutions. Different business and economic focus areas can be covered by semester.</p> <p><b>Qualification Objective</b></p> <p>As part of the module, students enhance their already acquired theoretical, methodical and empirical knowledge with a competent ability to discourse and debate current topics in business and economics. The students learn to apply the theoretical approaches on practical use cases and to apply the methodologies to develop their own solutions. By doing so, students will learn to defend their positions in debates.</p> <p><b>Readings</b></p> <p>The readings will be communicated in the individual classes.</p>				



## Final Module

Module   Final Module				
MSc CME/ GEMA	Semester 4	Contact Hours	ECTS 20	Contact time/Self Study (in hrs): 0/500
Teaching Methods				Masterthesis (written form)   Disputation (oral form )
Event Type				Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>
Period				1 Semester
Rotation				yearly <input type="checkbox"/> per semester <input checked="" type="checkbox"/>
Examinations				Written composition   Oral exam
Scope and Length of Examinations				16 weeks lead time for the master thesis   45-60 minutes for the disputation
Module Responsibility with				The chair of the central exam committee
Performance level				Basics <input type="checkbox"/> Advanced <input type="checkbox"/> Specialization <input checked="" type="checkbox"/>
Prerequisites				Successful completion of the mandatory modules within the stipulated timeframe of three semesters (Master thesis)  Successful completion of the master thesis (Disputation)
Use of Module				Mandatory Module MA GEMA
<p><b>Contents</b></p> <p>This module represents the end of the degree and includes the development of a master thesis and a disposition.</p> <p>The master thesis is an exam and at the same time part of the academic education. The students develop a research question and perform literature research based on academic sources. They will choose suitable theoretical perspectives and academic methods and use or develop them further to answer their research question. They will compare and critically evaluate the results of their work with the latest research and will document the results clearly and in an academically appropriate format.</p> <p>In the disputation, the students defend their master thesis. At first, they will present the thesis and</p>				

then discuss their work under the direction of both examiners (first and second examiner).

### **Qualification Objective**

The students

| show their ability to independently work on a research topic from their field of study, based on academic methods, research focused, applying interdisciplinary perspectives and within a given timeframe;

| demonstrate that their topic of their master thesis has been developed independently;

| have the understanding to articulate their work in a distinct fashion and to present it in front of an expert audience;

| can explain the research question, the chosen theoretical perspective and methodology to develop the topic;

| have the ability to discuss and debate the results of their work on an academic level.

### **Readings**

Relevant literature