

Handbook of Modules

for the Master of Arts in General Management

As of: 16.08.2017

Contents

Major Phase Mandatory Modules (Semester 1 - 2)	3
"Economics & Law (3 aus 4)"	3
Module 522031 Commercial & Company Law	3
Module 522033 Macroeconomics	5
Module 522032 Microeconomics	6
Module 522034 Theories of Decision-Making in Economics	7
"Management Competencies"	9
Module 522023 Entrepreneurship	9
Module 522022 Open Innovation	11
"Management Functions"	13
Module 522012 Corporate Finance	13
Module 522015 Financial Accounting & Analysis	15
Module 522016 Human Resource Management	16
"Methods" (3 out of 4)	17
Module 522043 Econometrics	17
Module 522044 Applied Methods of Empirical Social Research	18
Module 522042 Statistics	19
Module 522041 Mathematics for Economics	20
Major Phase Elective Modules (Semester 3 - 4)	21
"Compliance & Governance" (mind. 2 aus 4)	21
Module 242101 Corporate Responsibility	21
Module 242111 Dishonesty	23
Module 242102 Leadership	25
Module 242112 Managing Diversity & Diversity in Globalization	27
"Finance" (2 out of 4)	29
Module 242021 Advanced Corporate Finance	29
Module 242022 Capital Market Theory	30
Module 242132 Entrepreneurial Finance	32
Module 242131 Financial Systems	34
"General Management" (mind. 2 aus 4)	35
Module 542011-6 Advanced Marketing	35
Module 522024 Cost Accounting & Controlling	37
Module 542013 Strategic Management	38
Module 542014-6 Supply Chain Management & International Freight Transport	40
"Innovation & Entrepreneurship" (2 out of 4)	41
Module 242122 Family Entrepreneurship	41
Module 242121 Innovation & Entrepreneurship	42
Module 242061 Knowledge Management	43
Module 242062 R & D Metrics & Creativity	45
"Mobility & Sustainable Transport"	47
Module 242141-6 Matching Strategies for Sustainable Mobility	47
Module 242142-6 Mobility Innovations & Digitalization	49
"Selected Topics"	51
Module 242491-6 + 242492-6 Selected Topics I + II	51
Module Master Colloquium	52

Note on the currentness of the module descriptions

Current information on contents and examinations that can vary with the allocation of lecturers to courses can be found by looking for the courses online via the intranet ZU|hause.

Major Phase Mandatory Modules (Semester 1 - 2)

"Economics & Law (3 aus 4)"

Module 522031 Commercial & Company Law				
GEMA	Semester 2	Contact Hours 3	ECTS 5	Contact time/Self Study (in hrs): 36/89
Teaching Methods				Lecture Case study
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 min
Module Responsibility with				Prof. Dr. Georg Jochum Chair of Public Law, Tax & European Law & Regulatory Law E-mail: georg.jochum@zu.de
Prerequisites				Basic knowledge in civil law
Use of Module				
<p>Contents</p> <ul style="list-style-type: none"> commercial law; merchant; firm; procuration; commercial representative; commercial transaction; legal basics of the balance; company law; association, BGB company ; ordinary partnership, limited partnership; limited; stock corporation; non-profit enterprise (benefit to the public). <p>Qualification Objective</p> <p>The students</p> <ul style="list-style-type: none"> know the meaning of commercial law for daily business and are able to integrate transactions into this legal framework; know the interactions between commercial law and general civil law; know the basics of a correct balance sheet; are able to differentiate between the different forms of companies and know their legal conditions; are able to integrate the legal acuirements of company law into the company's decisions; 				

| know the special rules of non-profit enterprises.

Readings

Brox / Henssler, Handelsrecht, 21. Auflage, 2011; Lettl, Handelsrecht: ein Studienbuch, 2011;
Hüffer/Koch, Gesellschaftsrecht, 8. Auflage, 2011; Kindler, Grundkurs Handels- und
Gesellschaftsrecht, 6. Auflage, 2011

Module 522033 Macroeconomics				
GEMA	Semester 2	Contact Hours 3	ECTS 5	Contact time/Self Study (in hrs): 36/89
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				variable
Scope and Length of Examinations				variable
Module Responsibility with				Univ.-Prof. Dr. Wolfgang H. Schulz Chair of Mobility, Trade & Logistics Wolfgang.schulz@zu.de
Prerequisites				Nothing
Use of Module				As complementary module for Microeconomics this module enables the systemic understanding of economic processes.
<p>Contents</p> <p>Introduction</p> <p> basic knowledge of macroeconomic analysis and national accounts; Macroeconomic Analysis in the Short Run short run: goods market, financial markets; the IS-curve (demand for goods and interest); IS-LM-Model. Macroeconomic Analysis in the Medium Run labor market; AS-AD Model; dynamic analysis and Phillips-curve; External Balance external balance; macroeconomic analysis of the financial crisis. Actual macroeconomic questions</p> <p>Qualification Objective</p> <p>The students</p> <p> gain the ability to assess the operation of economic policy measures; discuss the effects of fiscal and monetary policy on the economy and; understand the macroeconomic and political-economic models and learn to apply them to current issues in and problems of global economic policy.</p> <p>Readings</p> <p>Blanchard, Olivier, Illing, Gerhard (2014): Makroökonomik, 6. aktualisierte und erweiterte Auflage, München. Forster, J., U. Klüh und S. Sauer (2009), Übungen zur Makroökonomie, 3. Auflage, Pearson Studium.</p>				

Module 522032 Microeconomics				
GEMA	Semester 1	Contact Hours 3	ECTS 5	Contact time/Self Study (in hrs): 36/89
Teaching Methods				Seminar
Event Type				Mandatory <input checked="" type="checkbox"/> Elective <input checked="" type="checkbox"/>
Period				1 Semester
Rotation				yearly <input checked="" type="checkbox"/> per semester <input type="checkbox"/>
Examinations				Essay and presentation
Scope and Length of Examinations				Essay with 8,000 characters (incl . spaces) and presentation of 20 minutes
Module Responsibility with				Prof. Dr. Wolfgang Schulz Chair of Mobility, Trade & Logistics E-mail: wolfgang.schulz@zu.de
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.
<p>Contents</p> <p>Basic knowledge of microeconomic consumer theory, theory of the firm, and market theory application of microeconomic concepts to current economic policy issues; regulation and deregulation of markets; modern approaches of microeconomic theory. Essay contents belong to single market analysis, special markets and general equilibrium analysis.</p> <p>Qualification Objective</p> <p>Students will</p> 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 writing an essay and presenting the findings. <p>Readings</p> <p>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. Sydsaeter und Hammond (2006): Mathematik für Wirtschaftswissenschaftler. Basiswissen mit Praxisbezug, Pearson Studium. Siebert (2007), Einführung in die Volkswirtschaftslehre, 15. Aufl.</p>				

Module 522034 Theories of Decision-Making in Economics				
GEMA	Semester 1	Contact Hours 3	ECTS 5	Contact time/Self Study (in hrs): 36/89
Teaching Methods				Seminar Exercise
Event Type				Mandatory <input checked="" type="checkbox"/> Elective <input checked="" type="checkbox"/>
Period				1 Semester
Rotation				yearly <input checked="" type="checkbox"/> per semester <input type="checkbox"/>
Examinations				Presentation
Scope and Length of Examinations				Topic-based presentation of approx. 45-60 minutes
Module Responsibility with				Prof. Dr. Wolfgang H. Schulz Chair of Mobility, Trade & Logistics E-Mail: wolfgang.schulz@zu.de
Prerequisites				Statistics, optionally skills in dealing with experimental literature and research
Use of Module				Pre-requisite for modules dealing with contents and issues relevant for decision-making (e.g. Brand Management)
<p>Contents</p> <p>This course provides the basic knowledge of economic theories and concepts of "decisions under uncertainty". The main focus is on becoming familiar with axiomatic decision theories (expected utility theory, prospect theory) and on more current developments and changes resulting from them. In this context, in addition to the concepts of modeling attitudes to risk-taking (risk aversion, loss aversion etc.), further factors relevant for decision-making, such as framing effects, endowment effects, etc. are introduced and discussed. Findings from the areas of psychology and neurosciences are added as well.</p> <p>The course is to help students to become able to recognize and analyze concrete decision-making problems under uncertainty. Additionally, by studying experimental literature students are to become able to integrate behavioral considerations into the evaluation of concrete decision-making situations (in politics, culture, and business).</p> <p>Qualification Objective</p> <p>Understanding of the fundamentals of main theories of decision-making</p> <ul style="list-style-type: none"> understanding of axiomatic theories of "rational" decisions; recognition and understanding of "behavioral anomalies " in decision-making; acquisition of the skill to analyze decision-making problems under uncertainty. 				

Readings

The course is based on readings and articles that will be announced in the first session. Articles include:

Kahneman, Daniel, and Amos Tversky. "Prospect theory: An analysis of decision under risk."

Econometrica: Journal of the Econometric Society (1979): 263-291.

Tversky, Amos, and Daniel Kahneman. "Judgment under uncertainty: Heuristics and biases."

science 185.4157 (1974): 1124-1131.

"Management Competencies"

Module 522023 Entrepreneurship				
GEMA	Semester 2	Contact Hours 3	ECTS 5	Contact time/Self Study (in hrs): 36/89
Teaching Methods				Seminar
Event Type				Mandatory <input checked="" type="checkbox"/> Elective <input type="checkbox"/>
Period				1 Semester
Rotation				yearly <input checked="" type="checkbox"/> as a rule fall semester per semester <input type="checkbox"/>
Examinations				Business model Business plan and Venture pitch
Scope and Length of Examinations				Business model: 10-12 slides; Business plan: 30-40 pages; Venture pitch: 10-12 slides
Module Responsibility with				Prof. Dr. Reinhard Prügl Chair of Innovation, Technology & Entrepreneurship E-mail: reinhard.pruegl@zu.de
Prerequisites				
Use of Module				MA Mandatory Module, eMA FESH
<p>Contents</p> <p>The module deals with entrepreneurship in two different contexts (alternating between fall and spring semester): (1) established companies, focusing especially on family businesses, and (2) new foundations, focusing especially on the start-up phase.</p> <p>Ad (1) With approximately three million companies, family businesses are the supporting pillar of the German economy. The development in other German-speaking countries corresponds to this. These businesses are characterized by their corporate strategies which are oriented towards longevity, by their strong regional roots, and their high value-orientation. The focus of research approaches at German universities so far has already worked out important possible solutions to the current strategic and operational challenges of family businesses – yet they still need to be developed further. This part focuses on interdisciplinary research and the qualification of successors, as well as on an education of entrepreneurs that is oriented towards the special requirements of family businesses. Both theoretical work and empirical analyses will be studied.</p> <p>Ad (2) New foundations, especially those based on innovative business models, are becoming an important career alternative for students of different programs due to the increasingly fast changing framework conditions. Thus, knowledge how particularly the start-up phase of an innovative new foundation can be designed is more and more developing into a core competence</p>				

of graduates. Both theoretical work and empirical analyses will be studied. Based on these, an innovative business model, a business plan, and a venture pitch for a high potential founding opportunity will be drafted in groups. This way, the again and again requested practice orientation as an important entrepreneurial skill is addressed as well.

In both parts combined, the special focus is on the following topics: start-up, business model, business plan, legal and tax issues, financing, corporate governance, and responsibility - in the broader context of the additional ZU departments for political science, as well as communication sciences and cultural studies.

Qualification Objective

The students learn to independently understand, question, and finally appropriately apply current academic research in the areas of company start-ups, corporate entrepreneurship, and family businesses.

Readings

Additionally, current papers, books, and case studies on the topics of start-ups, corporate entrepreneurship, innovation, and family businesses.

Module 522022 Open Innovation				
GEMA	Semester 1	Contact Hours 3	ECTS 5	Contact time/Self Study (in hrs): 36/89
Teaching Methods				Seminar on own research
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				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
Prerequisites				
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>The students will learn theory-based but practice-oriented the state-of-the-art in innovation management. We will put special emphasis on collaborative innovation processes as in open and cross-industry innovation. The course is an ideal foundation to further deepen your knowledge in innovation and knowledge management in order to prepare for a career in those fields.</p> <p>Contents</p> <ul style="list-style-type: none"> new trends in innovation management such as open innovation, cross-industry innovation, and business model innovation; analysis of processes, activities, and sources for innovation; theoretical basics regarding open innovation and business model innovation; discussion of corporate case studies and learning with respect to applications; evaluation, risk assessment, and methods of measurement; benefits and challenges of open innovation and business model innovation initiatives. 				

Qualification Objective

In this module, the students will discuss the following questions:

- | Why do companies open up their firm boundaries for innovation?
- | How to structure a firm's management of innovation?
- | Who benefits from open innovation?
- | How to balance open and closed innovation?
- | How to develop and create new business models? Which business model canvas to use?
- | How to make use of openness in business models?
- | What are triggers for business model innovation?
- | What is the impact of innovation culture and innovation strategy on a firm's innovation behavior and on its manner of developing new business models?
- | What are risks and barriers of these innovation approaches?
- | How do these innovation approaches differ in practice?

Qualification Objectives

In the course on open innovation, students will learn more about this innovation paradigm, its antecedents, success factors, and linkages to innovation culture and strategy. In this context, they will understand how open innovation is applied in practice through case studies and corporate examples.

While the open innovation course focuses more on the technological development of product, process, and service innovations, the course on business model innovation enables students to understand and analyze existing business models, to develop their own business models, to get a feeling for market and technology triggers, and to understand how firms can change the dominant logic of an industry via business model innovation.

Readings

For every session, the students shall prepare specifically selected research articles which will be provided by the lecturers. These articles serve as foundation for discussions during the sessions.

"Management Functions"

Module 522012 Corporate Finance				
GEMA	Semester 2	Contact Hours 3	ECTS 5	Contact time/Self Study (in hrs): 36/89
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 type="checkbox"/>	
Examinations			Final Exam (100%)	
Scope and Length of Examinations			90 Min.	
Module Responsibility with			Prof. Dr. Mark Mietzner Chair of Finance at FIF E-mail: mark.mietzner@zu.de	
Prerequisites				
Use of Module				
<p>Contents</p> <ul style="list-style-type: none"> principles of financial mathematics for capital expenditure budgeting: duplication, present value, continuous compounding, perpetual annuity zero-bonds, etc.; forms of financing: external and internal financing, mezzanine, equity financing; the neoclassical perspective: finance management with technological insecurity, financing with regard to taxes, and financial distress costs; the neoinstitutional perspective: business finance with quality and behavioral uncertainty; the principle agent approach in business financing; determination of capital costs and risk: portfolio theory, risk-adjusted valuation (capital asset pricing model), arbitrage pricing theory. <p>Qualification Objective</p> <p>The students will</p> <ul style="list-style-type: none"> learn principles in the areas of investment and finance (taking into consideration various theoretical perspectives); become competent in working with the principles of financial mathematics; carry out independent investment appraisals; conduct capital cost determinations in uncertain conditions. 				

Readings

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 522015 Financial Accounting & Analysis				
GEMA	Semester 1	Contact Hours 3	ECTS 5	Contact time/Self Study (in hrs): 36/89
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				Midterm + Exam
Scope and Length of Examinations				Exam: 60 min
Module Responsibility with				N.N.
Prerequisites				
Use of Module				
<p>Contents</p> <ul style="list-style-type: none"> Bookkeeping: deals with the general framework conditions and basic techniques of double entry accounting. Depreciation: challenge of a company to reduce the value of an asset over the useful life, according the deterioration. Balancing and Rating: dealing with the specific framework conditions and the basic procedures for the creation of the yearly financial statements of a company as well as the interpretation of them and the connection to the rating process. <p>Qualification Objective</p> <p>At the end of the course the students should be able to:</p> <ul style="list-style-type: none"> to post business transactions to interpret the impact of business transactions at the financial statement to evaluate companies related to their asset, financial and profit situation to distinguish the financial statement analysis from further analyses, especially rating and company valuation. <p>Literature</p> <ul style="list-style-type: none"> Weber / Weißenberger, 2010: Einführung in das Rechnungswesen, Stuttgart 2010. Coenenberg / Haller / Schultze: Jahresabschluss und Jahresabschlussanalyse, Stuttgart 2012 Baetge: Bilanzen, Düsseldorf 2011 Reichling / Bietke / Henne: Praxishandbuch Risikomanagement und Rating, Wiesbaden 2007 				

Module 522016 Human Resource Management				
GEMA	Semester 1	Contact Hours 3	ECTS 5	Contact time/Self Study (in hrs): 36/89
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. Presentation 20 min.
Module Responsibility with				Prof. Dr. Christian Opitz ZF Friedrichshafen Chair for Strategic Management & Human Resources Management E-Mail: christian.opitz@zu.de
Prerequisites				Module 522032 Microeconomics
Use of Module				Elective Module in MA CME/ GEMA
<p>Contents</p> <ul style="list-style-type: none"> Human capital theory; Promotions as motivators; Seniority-based incentive schemes; Non-monetary compensation; Recruiting; Corporate culture; Leadership; <p>Qualification Objectives</p> <p>Upon successful completion of this course the students will be able to</p> <ul style="list-style-type: none"> analyze standard HR problems from diverse theoretical perspectives; gain a more detailed theoretical and empirical understanding in the areas of human capital formation, promotion, remuneration, recruiting, corporate culture, and leadership; critically evaluate HRM concepts they may encounter in business companies as well as cultural and political institutions; make sound managerial recommendations for improving their organization's performance. <p>Readings</p> <p>Recently published papers from peer reviewed journals.</p>				

"Methods" (3 out of 4)

Module 522043 Econometrics				
GEMA	Semester 2	Contact Hours 3	ECTS 5	Contact time/Self Study (in hrs): 36/89
Teaching Methods			Lecture Tutorial	
Event Type			Mandatory <input checked="" type="checkbox"/> Elective <input checked="" type="checkbox"/>	
Period			1 Semester	
Rotation			yearly <input checked="" type="checkbox"/> per semester <input type="checkbox"/>	
Examinations			Written exam	
Scope and Length of Examinations			90 min.	
Module Responsibility with			Prof. Dr. Franziska Peter Chair of Empirical Finance & Econometrics E-mail: franziska.peter@zu.de	
Prerequisites			Modules 522041 and 522042	
Use of Module				
<p>Contents</p> <p>Students learn basic econometric methods. The focus lies on the linear regression model and its practical application. Theoretical concepts are illustrated in computer-based exercises using the software R.</p> <p> revision of basic probability theory; the simple regression model; extensions of the simple regression model; the multiple regression model; regression with binary variables.</p>				

Module 522044 Applied Methods of Empirical Social Research				
GEMA	Semester 2	Contact Hours 3	ECTS 5	Contact time/Self Study (in hrs): 36/89
Teaching Methods				Seminar
Event Type				Mandatory <input checked="" type="checkbox"/> Elective <input checked="" 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				Prof. Dr. Peter, Franziska Chair of Empirical Finance & Econometrics E-Mail: franziska.peter@zu.de
Prerequisites				Modules 522041 and 522042
Use of Module				
<p>Contents</p> <p>Students learn how to conduct research projects. The focus lies on quantitative data analysis.</p> <p> critical analysis of the research process;</p> <p> development of research designs;</p> <p> quantitative methods for empirical research;</p> <p> sampling procedures;</p> <p> data collection;</p> <p> data analysis.</p>				

Module 522042 Statistics				
GEMA	Semester 1	Contact Hours 3	ECTS 5	Contact time/Self Study (in hrs): 36/89
Teaching Methods				Lecture Tutorial
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
Scope and Length of Examinations				90 min.
Module Responsibility with				Dr. Kilian Seng Leitung Methoden-Center für Wirtschafts-, Kultur- und Sozialwissenschaften E-Mail: kilian.seng@zu.de
Prerequisites				School knowledge of mathematics; Mathematics for Economics should be taken in advance or at the same time
Use of Module				Master obligatory
<p>Contents</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>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.</p> <p>Topics are:</p> <ul style="list-style-type: none"> frequency distributions; statistical numbers; concentration measurement; indices; correlation and regression; basics of probability theory; discrete random variables and distributions; continuous random variables and distributions; law of large numbers and the central limit theorem; introduction to estimation and inferential statistics. 				

Module 522041 Mathematics for Economics				
GEMA	Semester 1	Contact Hours 3	ECTS 5	Contact time/Self Study (in hrs): 36/89
Teaching Methods				Lecture Tutorial
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
Scope and Length of Examinations				90 min.
Module Responsibility with				Dr. Kilian Seng Leitung Methoden-Center für Wirtschafts-, Kultur- und Sozialwissenschaften E-Mail: kilian.seng@zu.de
Prerequisites				School knowledge of mathematics
Use of Module				Master obligatory
Contents				
<p>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>Topics are:</p> <ul style="list-style-type: none"> solving simple equations; basic functions; sequences and series; financial mathematics; differential calculus; integral calculus; linear algebra, especially matrix algebra. 				

Major Phase Elective Modules (Semester 3 - 4)

"Compliance & Governance" (mind. 2 aus 4)

Module 242101 Corporate Responsibility				
GEMA	Semester 3-4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/89
Teaching Methods				
Event Type				Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>
Period				
Rotation				yearly <input checked="" type="checkbox"/> per semester <input type="checkbox"/>
Examinations				
Scope and Length of Examinations				
Module Responsibility with				Prof. Josef Wieland Leadership Excellence Institute Zeppelin LEIZ E-Mail: direktor.leiz@zu.de
Prerequisites				
Use of Module				
<p>Contents</p> <ul style="list-style-type: none"> - Nature of the firm & Institutional Economics - Strategic Normative Management - Integrity & Compliance Management & Values Management - Corporate Responsibility & Human Rights - Sustainable Development Goals & Sustainability - Stakeholder Management & Shared Value - Case studies & Stakeholder Model <p>Qualification Objective</p> <ul style="list-style-type: none"> - Learn about public and private Regulation with regard to Integrity and Compliance - Learn about implementation strategies for effective Compliance Management System - Learn about Corporate Social Responsibility and Human Rights, Sustainability: Standards, Management Systems, public discourses - Strategic Management & Societal Motivation 				

Readings

- | Wieland, J. (2014): Governance Ethics: Global value creation, economic organization and normativity. Berlin: Springer
- | Küng, H., Leisinger, K.M., Wieland, J. (2010): Manifest für ein globales Wirtschaftsethos/Manifesto Global Economic Ethic. München: dtv.
- | Wieland, J., Grüniger, S., Steinmeier, R. (2010) (Hrsg.): Handbuch Compliance-Management. Konzeptionelle Grundlagen, praktische Erfolgsfaktoren, globale Herausforderungen. Berlin: Erich Schmidt.
- | Carroll, A.B., Buchholtz, A.K. (2008): Business and Society: Ethics and Stakeholder
- | Sacconi, L., Blair, M., Freeman, R.E. (Eds.) (2010): Corporate Social Responsibility and Corporate Governance: The Contribution of Economic Theory and Related Disciplines. Palgrave
- | R. Edward Freeman (2010): Stakeholder Theory: The State of the Art

Module 242111 Dishonesty				
GEMA	Semester 3-4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/89
Teaching Methods				
Event Type				Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>
Period				
Rotation				yearly <input checked="" type="checkbox"/> per semester <input type="checkbox"/>
Examinations				Präsentation 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 Leadership Excellence Institute Zeppelin LEIZ E-Mail: carmen.tanner@zu.de
Prerequisites				none
Use of Module				
<p>Contents</p> <p>Behavioral Business Ethics is an interdisciplinary research line, working at the intersection Psychology, Ethics, and Economics & Finance. Based on an empirical (primarily experimental) approach this domain examines how human beings respond to moral-ethical issues in the business or finance context and how individual and contextual factors can contribute to the development of unethical practices within organizations. In the lecture, students will read and elaborate on scientific papers from international journals which deal with current themes of behavioral ethics. Examples of questions are: How does it come that people (even good people) engage in unethical behavior without being aware of it. What makes people "morally blind"? Do people rely on reasoning or intuition when deciding what is right or wrong? Has ethical behavior to do with the capability of controlling temptations? And if so, what happens if people are mentally tired thereby lacking self-control? How do people justify own unethical behavior? How does money affect individual behavior? Does power corrupt human beings? The examination consists of a presentation during the semester and a writing exam at the end of the semester.</p> <p>Qualification Objective</p> <p>Students will ...</p> <ul style="list-style-type: none"> learn about relevant theories and results from Behavioral Ethics research. will learn about psychological biases and situational factors that can hinder or foster ethical behavior. will expand their methodological skills by learning about more the experimental approach. will learn to apply the findings to daily life and applied fields. 				

Readings

Literature will be based on scientific papers. List of papers will be presented at the beginning of the lecture.

De Cremer, D., Tenbrunsel, A.E. (2012). Behavioral Business Ethics: Shaping an Emerging Field. New York: Taylor & Francis Group.

De Cremer, D. (2009). Psychological Perspectives on Ethical Behavior and Decision Making. Information Age Publishing.

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.

Module 242102 Leadership				
GEMA	Semester 3-4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/89
Teaching Methods				Lectures and Case Discussions
Event Type				Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>
Period				
Rotation				yearly <input checked="" type="checkbox"/> per semester <input type="checkbox"/>
Examinations				Exam
Scope and Length of Examinations				
Module Responsibility with				Prof. Josef Wieland Leadership Excellence Institute Zeppelin LEIZ E-Mail: josef.wieland@zu.de
Prerequisites				
Use of Module				
<p>Contents</p> <p>Types of Leadership Leadership Style, Corporate Culture, Corporate Government Character Formation, Ethical Leadership, Case Studies Stakeholder-Model, Values Management System, Shared Value Normative strategic Management as Leadership Excellence</p> <p>Objectives</p> <p>Learn about Theories of Leadership Learn about the role of Integrity Management in Corporate Governance Learn about Ethical Characteristic Formation and Organizational Performance Learn about transcultural map in a globalized world Learn the interconnection between responsible entrepreneurship management decisions and leadership</p> <p>Readings</p> <p>Required Readings Fassin, Y. (2009). The stakeholder model refined. Journal of business ethics, 84(1), 113-135. Rost, Joseph C. (1993): Leadership for the Twenty-First Century. New York: Praeger. Reprint Edition Uhl-Bien, M. (2006): Relational Leadership Theory: Exploring the social processes of leadership and organizing. Leadership Institute Faculty Publications. Paper 19.</p>				

Wieland, J. (2014): Governance Ethics: Global value creation, economic organization and normativity. Berlin: Springer

Wieland, J. (2004). Wozu Wertemanagement? Ein Leitfaden für die Praxis. Handbuch Wertemanagement. Erfolgsstrategien einer modernen Corporate Governance. Hamburg: Murmann, 13-52.

Additional Readings

Bass, B. M., & Stogdill, R. M. (1990). Bass & Stogdill's handbook of leadership: Theory, research, and managerial applications. Simon and Schuster.

Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *The leadership quarterly*, 17(6), 595-616.

Butterfield, K. (2004): An Inductive Model of Collaboration from the Stakeholder's Perspective: in, *Business & Society* 43(2), S. 162-195.

Ciulla, B. (2014): Ethics, the Heart of Leadership, 2. Aufl., Westport.

Fisher, C.; Lovell, A.; Valero-Silva, N. (2013): Business Ethics and Values, 4. Aufl., Harlow

Huppenbauer, Markus/ Tanner, Carmen (2014): Ethical Leadership: Integration of empirical and ethical dimensions, in: Empirically informed ethics: Morality between facts and norms, Christen, M., van Schaik, C., Fischer, J., Huppenbauer, M., Tanner, C. (Eds.), Springer International Publishing, pp.239-254.

LeClair, D. T. (1998). Integrity management: A guide to managing legal and ethical issues in the workplace. 1998

Miles, S. (2015). Stakeholder Theory Classification: A Theoretical and Empirical Evaluation of Definitions. *Journal of Business Ethics*, 1-23.

Podsakoff, Philip M.; MacKenzie, Scott B; Moorman, Robert M.; Fetter, Robert (1990): Transformational Leader Behaviors and their Effects on Follower's Trust in Leader, Satisfaction and Organizational Citizenship Behaviors, in: *The Leadership Quarterly* 1(2), S. 107-142.

Porter, M. E., & Kramer, M. R. (2011). Creating shared value. *Harvard business review*, 89(1/2), 62-77.

Schneider, A., & Schröder, T. (2012). Ideal types of leadership as patterns of affective meaning a cross-cultural and over-time perspective. *Social Psychology Quarterly*, 75(3), 268-287.

Selznick, Phillip (2006): Leadership in Administration. A Sociological Interpretation. Berkeley: Univ. of California Press.

Vecchio, R. P. (1987). Situational Leadership Theory: An examination of a prescriptive theory. *Journal of Applied Psychology*, 72(3), 444

Wieland, J. (2004). Handbuch Wertemanagement. Erfolgsstrategien einer modernen Corporate Governance, Hamburg 2004. Zentrum für Wirtschaftsethik (2007); Werte Management System

Yukl, G.; Mahsud, R.; Hassan, S.; Prussia, E. (2013): An Improved Measure of Ethical Leadership, in: *Journal of Leadership & Organizational Studies* 20(1), S. 38-48.

Module 242112 Managing Diversity & Diversity in Globalization				
GEMA	Semester 3-4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/89
Teaching Methods				Seminar
Event Type				Mandatory <input type="checkbox"/> Elective <input type="checkbox"/>
Period				
Rotation				yearly <input type="checkbox"/> per semester <input 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. habil. Josef Wieland Leadership Excellence Institute Zeppelin LEIZ E-Mail: direktor.leiz@zu.de
Prerequisites				keine
Use of Module				Master-Wahlpflichtbereich
<p>Contents</p> <p>This interactive, selfreflective seminar in Diversity & 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 & 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><u>Methodologies and tools</u></p> <p>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>Qualification Objective</p> <p>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 developing sensitivity to local needs and conditions. understanding and dealing with diversity. Group semester work (100%), colloquium presentations (obligatory for each student)</p>				

Readings

- 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

"Finance" (2 out of 4)

Module 242021 Advanced Corporate Finance				
GEMA	Semester 3-4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/89
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				Written Exam
Scope and Length of Examinations				90Min.
Module Responsibility with				Prof. Dr. Mark Mietzner Chair of Finance at FIF E-mail: mark.mietzner@zu.de
Prerequisites				Basic knowledge in corporate finance
Use of Module				
<p>Contents</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>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> <p>Readings</p> <p>Tirole, J., (2006): "The Theory of Corporate Finance", Princeton University Press.</p> <p>Kim, K. A. and J. R. Nofsinger, (2003): "Corporate Governance", 2nd Ed., Pearson Prentice Hall.</p> <p>Berk/DeMarzo (2011) "Corporate Finance", Pearson Prentice Hall.</p> <p>Brealey, R. A., S. C. Myers and F. Allen, (2011): "Principles of Corporate Finance", Mc Graw Hill.</p> <p>Greenbaum, S. and A. Thakor (2007): Contemporary Financial Intermediation, Academic Press, 2nd ed., 2007, esp. Ch.2 and Ch. 15</p>				

Module 242022 Capital Market Theory				
GEMA	Semester 3-4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/89
Teaching Methods				
Event Type				Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>
Period				
Rotation				yearly <input checked="" type="checkbox"/> per semester <input checked="" type="checkbox"/>
Examinations				
Scope and Length of Examinations				
Module Responsibility with				Prof. Dr. Mark Mietzner Chair of Finance at FIF E-mail: mark.mietzner@zu.de
Prerequisites				
Use of Module				
Course language: German				
Contents				
<p>Der Kurs soll die beiden Hauptthemengebiete "Bewertung und Bewertungstheorie" sowie "Vertragstheorie" behandeln (Reihenfolge ist noch offen). Je nach Anzahl der Veranstaltungen, wird in einem Teil der Vorlesungsreihe ein Überblick über das Entscheiden unter Unsicherheit (Nutzentheorie) gegeben, bevor der State-Preference-Ansatz (Zustandsabhängige Zahlungsansprüche und Grundidee präferenzfreier Bewertung auf vollkommenen und vollständigen Märkten) besprochen wird. Im Anschluss daran, werden ausgewählte Bewertungstechniken vorgestellt (bspw. Risikoneutrale Bewertung, Bewertung mit Pricing Kernel oder Bewertung mit Risikoprämien). Optional werden in den letzten Einheiten des ersten Blocks noch die Portfolio-Selektion (Anlageentscheidungen nach dem μ-σPrinzip, Eigenschaften des effizienten Randes) sowie das CAPM (Bewertung im Kapitalmarktgleichgewicht und Empirie zum CAPM) besprochen.</p> <p>Wiederum abhängig von der Zahl der Veranstaltungen, werden dann in dem zweiten Teil der Veranstaltungsreihe schließlich wesentliche Konzepte der Vertragstheorie behandelt. Dabei werden zunächst die Ziele der Vertragsgestaltung (effiziente Allokation, Risikoteilung oder Verhaltenssteuerung) betrachtet und spieltheoretische Grundlagen besprochen. Im Anschluss daran, werden im Wesentlichen Moral Hazard (Stichwort: Grundproblems, Principal-Agent-Modell, Optimale Verträge sowie Anwendungsfälle) und Adverse Selection Probleme (Stichwort: Grundproblems, Signalling und Screening sowie Anwendungsfälle) untersucht.</p>				
Qualification Objective				
Vermittlung des grundlegenden Methodenwissens für eine weitere Spezialisierung im Bereich „Finance“.				

Readings

Bannier (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 242132 Entrepreneurial Finance				
GEMA	Semester 3-4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/89
Teaching Methods				
Event Type				Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>
Period				
Rotation				yearly <input checked="" type="checkbox"/> per semester <input type="checkbox"/>
Examinations				Exam or Case Study (to be determined by lecturer at beginning of course)
Scope and Length of Examinations				90min or Case Study elaboration and presentation
Module Responsibility with				N.N.
Prerequisites				Interests in entrepreneurship and venture capital
Use of Module				<ul style="list-style-type: none"> - Contents as basics for other entrepreneurship and corporate finance courses - Basic knowledge for entrepreneurial activities
<p>Contents</p> <p>The overall course goal is to provide a theoretical as well as practical knowledge of entrepreneurship and financing of start-ups. Discussions of real-life cases will contribute to strengthen that knowledge.</p> <p>In detail focuses the courses on the different life cycles of a company including the commercial, operational and financing requirements of the these phases. Concerning the financing requirements the students will learn the different financing and investment approaches within the alternative financing community particularly the methods of Venture Capital and Private Equity financing. The financing topic encompasses a general overview about the Venture Capital and Private Equity Market and the behavior as well as investment rational of its members. Likewise an introduction will be provided to risk-return consideration and its peculiarities within the start-up industry. In alignment with these contents the course also discusses the assessment of business plans and the evaluation of start-ups. By the means of case studies the students shall apply the learned knowledge at the end of the course.</p> <p>Qualification Objective</p> <p>The students become familiar with business plans as well as venture capital financing models. In addition the students shall be capable of assessing the business model and the value of start-ups.</p>				

Readings

Smith R L, Kiholm Smith J, Entrepreneurial Finance, 2nd Edition, 2004

Metrick. A.: Venture Capital and the Finance of Innovation, 2007

Module 242131 Financial Systems				
GEMA	Semester 3-4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/89
Teaching Methods				Lectures and student presentationsl
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				Presentation and end-term exam
Scope and Length of Examinations				90 min.
Module Responsibility with				N.N.
Prerequisites				Corporate Finance
Use of Module				
<p>Contents</p> <p>The general topic of this module are financial systems in developed and developing countries. The language of the course is English. In substance, the course is composed of three parts. The first one covers topics on international or cross-border banking and finance (=IB). The topic of the second part are comparative financial systems in advanced or industrialized countries (=CFS), and the third part are financial systems and financial institutions in developing and transition countries, especially microfinance (=Development finance or DF). Two thirds of the sessions are lectures and one third is dedicated to student presentations.</p> <p>Qualification Objective</p> <p>After successfully completing this module, the students have knowledge of the most important financial systems of industrialized countries and their respective characteristic elements. They are able to describe and compare financial systems and are capable to discuss the recent challenges which international banking and finance face. In addition, they understand the most urgent problems of financial systems in developing countries.</p> <p>Readings</p> <p>Allen/Gale (2000): Comparing Financial Systems, MIT Press</p> <p>Schmidt/Tyrell (2004): What Constitutes a Financial System in General and the German Financial System in Particular?</p> <p>Further readings will be announced in class.</p>				

"General Management" (mind. 2 aus 4)

Module 542011-6 Advanced Marketing				
GEMA	Semester 3-4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/89
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			Presentation Paper	
Scope and Length of Examinations				
Module Responsibility with			Prof. Dr. Anja Achtziger Chair of Social & Economic Psychology	
Prerequisites			231023 Research Design & Methods	
Use of Module				
<p>Contents</p> <p>Knowledge of the psychological effects of brand management is indispensable for the development of brand strategies that are successful in the long term. This course analyzes the functions and steering mechanisms of brands from an interdisciplinary perspective. Current findings on the main fundamentals of brand management regarding psychological aspects and marketing terms are introduced in a scientifically sound and practically relevant way. The implementation of the presented approaches is clarified using practical case studies. Important topics include:</p> <ul style="list-style-type: none"> identity-oriented brand management; brand personality; brand equity; brand-customer-relationships; brand communication; sponsoring; corporate branding; co-branding; new developments in brand controlling. <p>Qualification Objective</p> <ul style="list-style-type: none"> knowledge of the main fundamentals of brand management regarding psychological aspects and marketing terms; ability to recognize problem areas in brand management and to establish effective steering and controlling mechanisms. 				

Readings

Florack, A., Scarabis, M. & Primosch, E. (2007). Psychologie der Markenführung. München: Vahlen

Module 522024 Cost Accounting & Controlling				
GEMA	Semester 2	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/89
Teaching Methods				Seminar
Event Type				Mandatory <input checked="" type="checkbox"/> Elective <input checked="" type="checkbox"/>
Period				1 Semester
Rotation				yearly <input checked="" type="checkbox"/> per semester <input type="checkbox"/>
Examinations				Midterm + Exam
Scope and Length of Examinations				Exam: 60 min
Module Responsibility with				N.N.
Prerequisites				none
Use of Module				
<p>Contents</p> <p>Accounting is called today 'language of business'.</p> <p>Beside Financial and Cost Accounting, there is Controlling as an information service provider.</p> <p>The course deals with the challenge of a company to record and report the appropriate information for Manager, in a quantitative as well in a qualitative form.</p> <p>Therefore the course deals with four segments of accounting:</p> <p>Cost accounting and Controlling and shows relationships between these two aspects.</p> <p>Qualification Objective</p> <p>At the end of the course students should:</p> <ul style="list-style-type: none"> be able to separate Cost Accounting and Controlling, be able to explain the interconnections between this areas, be trained in analytical, methodical and economical competences, related to accounting and Controlling, be qualified to define needed information (quantitative & qualitative) in specific situations. <p>Readings</p> <ul style="list-style-type: none"> Mäder, 2015: Controlling - A critical success factor in a globalized world, Berlin 2015 Horvath, 2011: Controlling, München 2011 Weber / Weißenberger, 2010: Einführung in das Rechnungswesen 				

Module 542013 Strategic Management				
GEMA	Semester 3-4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/89
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				
Prof. Dr. Insa Sjurts				
Chair of Strategic Management & Media				
E-Mail: insa.sjurts@zu.de				
Prerequisites				
Use of Module				
<p>Contents</p> <p>This course conveys a structured overview of genesis, schools of thought and essential techniques of strategic planning, strategy implementation and strategic control. By solving business cases students will get to know typical strategic management challenges and will learn – based on the theoretical background and techniques that they have been taught before - to develop and justify strategic solutions. Control questions serve the purpose to monitor and consolidate the learning progress.</p> <p>Die LV vermittelt einen strukturierten Überblick zu Genese, zu Denkschulen und zu den zentralen Techniken der strategischen Planung, der Strategieimplementation und der strategischen Kontrolle. Anhand von Fallstudien (Cases) werden die Teilnehmerinnen und Teilnehmer mit typischen strategischen Herausforderungen für das Management vertraut gemacht und lernen – auf der Basis der vermittelten theoretischen Grundlagen und Techniken – selbstständig strategische Lösungsmuster zu entwickeln und zu begründen. Kontrollfragen helfen, den Lernfortschritt zu bestimmen und zu festigen.</p> <p>Qualification objectives</p> <p> Knowledge about role and classification of strategic management in the production and management processes of companies Wissen um Rolle und Einordnung des strategischen Managements in den Realgüter- und Managementprozess der Unternehmung</p> <p> Understanding of the surrounding conditions of strategic actions Verständnis der Rahmenbedingungen strategischen Handelns</p> <p> Knowledge of essential strategy concepts in the field of business administration Kenntnis der zentralen Konzeptionen der betriebswirtschaftlichen Strategielehre</p> <p> Ability to independently conduct a structured analysis of the environment and the company itself. Fähigkeit zur selbstständigen, strukturierten Umwelt- und Unternehmensanalyse</p> <p> Well-grounded deduction of strategic options Begründete Ableitung strategischer Optionen</p> <p> Understanding of the process of strategy implementation and strategic control Verständnis des Prozesses der Strategieimplementation und der strategischen Kontrolle</p>				

Readings

Besanko, D. et al.: Economics of Strategy, 7. Aufl., Hoboken/NJ, 2015

Grant, R.: Contemporary Strategy Analysis, 9. Aufl., Hoboken/NJ, 2015

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

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

Module 542014-6 Supply Chain Management & International Freight Transport				
GEMA	Semester 3-4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/89
Teaching Methods				
Event Type				Mandatory <input type="checkbox"/> Elective <input type="checkbox"/>
Period				
Rotation				yearly <input type="checkbox"/> per semester <input type="checkbox"/>
Examinations				
Scope and Length of Examinations				
Module Responsibility with				Prof. Dr. Alexander Eisenkopf ZEPPELIN Chair of Economic & Transport Policy E-Mail: alexander.eisenkopf@zu.de
Prerequisites				none
Use of Module				
<p>Contents</p> <p>The Course Supply Chain Management & International Freight Transport deals with:</p> <ul style="list-style-type: none"> Economic and political determinants of international transport and logistics Global procurement and trade Requirements of Global Supply Chain Management Structure of international Supply Chains Design of international Transportation (maritime shipping, air transportation, intermodality) Digitization and international transport and logistics Sustainability of international supply chains <p>Qualification Objectives</p> <p>Students</p> <ul style="list-style-type: none"> are able to assess the economic and political determinants of international transport and logistics know the prerequisites of Global Supply Chain Management understand the structure of international supply chains and work effectively with their design elements identify the relevance of digitization for international supply chains reflect critically the sustainability of international supply chains <p>Readings</p> <p>Gourdin, Kent N.: Global Logistics Management, 2nd ed., Blackwell 2006</p> <p>Long, Douglas: International Logistics. Global Supply Chain Management, Kluwer 2004</p>				

"Innovation & Entrepreneurship" (2 out of 4)

Module 242122 Family Entrepreneurship				
GEMA	Semester 3-4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/89
Teaching Methods				Seminar Group work
Event Type				Mandatory Elective
Period				
Rotation				yearly as a rule fall semester per semester
Examinations				Presentation Paper
Scope and Length of Examinations				Presentation: approx.. 15 slides Paper: approx. 30 pages
Module Responsibility with				Prof. Dr. Reinhard Prügl Lehrstuhl für Innovation, Technologie & Entrepreneurship am Friedrichshafener Institut für Familienunternehmen E-Mail: reinhard.pruegl@zu.de
Prerequisites				-
Use of Module				-
<p>Contents</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>Qualification Objective</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>Readings</p> <p>Recent papers, books and case studies regarding family firms.</p>				

Module 242121 Innovation & Entrepreneurship				
GEMA	Semester 3-4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/89
Teaching Methods				Seminar Groupwork
Event Type				Mandatory Elective
Period				
Rotation				yearly as a rule fall semester per semester
Examinations				Presentation Paper
Scope and Length of Examinations				Presentation: approx.. 15 slides Paper: approx.. 30 pages
Module Responsibility with				Prof. Dr. Reinhard Prügl Lehrstuhl für Innovation, Technologie & Entrepreneurship am Friedrichshafener Institut für Familienunternehmen E-Mail: reinhard.pruegl@zu.de
Prerequisites				-
Use of Module				-
<p>Contents</p> <p>New ventures, especially those based on innovation, e.g. innovative business models, gain relevance due to rapidly changing economic and environmental conditions leading to the consequence that new venture creation increasingly becomes an important alternative career path of students with different disciplinary backgrounds. Knowledge, especially regarding the start-up phase of innovation-based new ventures becomes increasingly a core competence in the business realm. Relevant theories as well as recent empirical analysis are introduced, discussed and applied.</p> <p>Qualification Objective</p> <p>Students build a solid knowledge base regarding recent theoretical and empirical work in the areas of innovation and new ventures, and they learn to challenge and apply this knowledge accordingly.</p> <p>Readings</p> <p>Recent papers, books and case studies regarding innovation and new venture creation</p>				

Module 242061 Knowledge Management				
GEMA	Semester 3-4	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				
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
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>Contents</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&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 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.</p>				

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 R & D Metrics & Creativity				
GEMA	Semester 3-4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/89
Teaching Methods				Seminar and down research
Event Type				Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>
Period				
Rotation				yearly <input checked="" type="checkbox"/> per semester <input 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
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>Contents</p> <p>The course R&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&D and company's R&D performance. Many practical company examples and studies will help the students to apply their knowledge into practice and develop a measurement 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.</p>				

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

"Mobility & Sustainable Transport"

Module 242141-6 Matching Strategies for Sustainable Mobility				
GEMA	Semester 3-4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/89
Teaching Methods				
Event Type				Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>
Period				
Rotation				yearly <input checked="" type="checkbox"/> per semester <input type="checkbox"/>
Examinations				
Scope and Length of Examinations				
Module Responsibility with				Prof. Dr. Alexander Eisenkopf ZEPPELIN Chair of Economic & Transport Policy E-Mail: alexander.eisenkopf@zu.de
Prerequisites				Microeconomics (Bachelor)
Use of Module				
<p>Contents</p> <ul style="list-style-type: none"> Transport Economics Infrastructure and its relevance for the mobility sector Infrastructure: Financing and institutional framework of provision Transport externalities: theoretical approach and strategies for internalization Trends in society, technology, and ecology influencing mobility Transport and environmental policy, regulation of transport The dilemma of sustainable transport <p>Qualification Objectives</p> <p>Students</p> <ul style="list-style-type: none"> master the concepts of the modern transport economy and can apply them to specific problems. know the relevance of transport infrastructure for the development of mobility know the concepts of the externalities of transport and are capable of assessing internalization strategies reflect critically future trends in society affecting mobility reflect critically the sustainability debate in transport. <p>Readings</p> <p>Button, Kenneth J.: Transport Economics, 2nd ed., Cheltenham, reprinted 2003</p> <p>Cole, St.: Applied Transport Economics. Policy, Management & Decision Making, 3rd ed., London 2005</p> <p>Endres, A.: Environmental Economics. Theory and Policy, Cambridge 2011</p>				

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				
GEMA	Semester 3-4	Contact Hours 3	ECTS 6	Contact time/Self Study (in hrs): 36/89
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: wolfgang.schulz@zu.de
Prerequisites				
Use of Module				
Content				
<p>PART I: Basics, Trends, and Assessment</p> <ul style="list-style-type: none"> • Digitalization: Challenging the Future. • Trends, opportunities and challenges in the field of digitalization: data safety and security, connectivity, interdisciplinary and cross-sectoral cooperation. • Understanding mobility: freight transport – passenger transport, needs, modes, users, global – local. • Main trends in the field of mobility innovations and new technological developments. • Assessment of mega trends and their influences on “the future of mobility.” <p>PART II: Impacts, Institutions, and Government</p> <ul style="list-style-type: none"> • Impacts of mobility and/or digitalization on growth, employment, productivity, technological progress & external effects. • Digitalization impact on mobility and vice versa. • Institutions: Stakeholder, newcomers, over-the-top-provider, regulator, third parties, first-mover, closer. • Political objectives and regulations (National, European & International transport policy). <p>PART III: Process, Organization and IT</p> <ul style="list-style-type: none"> • Technical architecture processes enabling digitalization. • Creating an adequate economic architecture with the Institutional Role Model-approach. <p>PART IV: Innovation, Partnering, and Implementation</p> <ul style="list-style-type: none"> • Innovation Radar • Change Dimensions • Smart Business Networks • Time to Market: Management decisions under risk and uncertainty due to digitalization and mobility innovations. 				

Methodology:

Relevant questions and topics will be discussed based on research projects covering mobility developments as well as on the annual findings of the Transportation Research Board and of the ITS World Congress (ITS:= Intelligent Transport Systems). Subsequently, the key learning points will be further discussed following the chapters previously presented. Additional case studies will be examined and discussed to practice and deepen these key learning points.

Qualification Objectives

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.

"Selected Topics"

Module 242491-6 + 242492-6 Selected Topics I + II				
GEMA	Semester 3-4	Contact Hours 6	ECTS 6	Contact time/Self Study (in hrs): 72/89
Teaching Methods				
Event Type				Mandatory <input type="checkbox"/> Elective <input checked="" type="checkbox"/>
Period				1-2 semesters
Rotation				yearly <input type="checkbox"/> per semester <input checked="" type="checkbox"/>
Examinations				
Scope and Length of Examinations				
Module Responsibility with				N.N.
Prerequisites				
Use of Module				
<p>Contents</p> <p>The module focuses on current issues, topics, and problems in the field of corporate management and economics. Students get the opportunity to discuss, debate, and develop their own ideas of a problem and possible solutions or solution strategies. There can be an emphasis on topics of corporate management, as well as on economic issues.</p> <p>Qualification Objective</p> <p>Students expand the theoretical, methodological, and empirical knowledge they have gained so far regarding the aspect of a competent participation in discourses and debates on current issues of corporate management and economics. They learn how to transfer theoretical approaches into practical situations and how to apply methodological knowledge when working on case studies and on independent solutions to a certain problem. Furthermore students practice representing normative positions in current debates.</p> <p>Readings</p> <p>Will be announced in the individual courses.</p>				

Module Master Colloquium				
GEMA	Semester	Contact Hours	ECTS	Contact time/Self Study (in hrs):
Teaching Methods				Colloquium
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				Presentation (MAP) of own research
Scope and Length of Examinations				
Module Responsibility with				N.N.
Prerequisites				Completion of the Major Phase
Use of Module				Mandatory Colloquium GEMA
<p>Contents</p> <p>The module provides the preparation for the master examination. The students become familiar with the standards of academic work on the master level and learn to present and defend their master thesis.</p> <p>Readings</p> <p>Current academic discussion of subject-specific topics.</p>				