



Courses: Part-time MBA program

Term 1/2

Problem Solving and Communication

Aim: This course focuses on novel, complex problems that occur quite frequently in everyday management situations. A methodology for approaching and solving such problems is presented, i.e. participants will learn how to systematically define structure, analyze, and solve novel, complex problems.

A central premise of this course is, however, that any solution is only valuable if it is also communicated effectively – in other words: problem-solving and the communication of solutions have to go hand in hand. Therefore, participants of this course will also learn how to structure and design convincing presentations.

Managerial Economics

Aim: The main goal of this introductory course to microeconomic theory is to promote the development of independent and rigorous economic reasoning.

The course will emphasize three aspects of economic theory:

- The analysis of economic decisions of individuals and firms
- The interaction of demand and supply on markets and the role of competition
- The efficiency of markets, the role of the government and the analysis of government policies

Financial Accounting

Aim: This course provides a basic understanding of financial accounting for future managers, *not* future accountants. Accordingly, it focuses on both the preparation of accounting reports and their use by decision-makers. This focus permits coverage of important topics all business students should study, while demonstrating how accounting bolsters and fits into the broader scheme of the overall managerial function.

- Basic accounting: concepts; conventions; and techniques
- Basic financial statements
- Understanding corporate annual reports
- Difficulties in measuring net income

Marketing Management

Aim: This course introduces the participants to basic elements of strategic and operative marketing planning on the basis of selected theoretical concepts. In this context interdependencies to closely related organizational functions will be discussed. By working on a case study settled in the automotive industry participants will practice on how to develop and implement a marketing concept. Results of this case study work will be presented in teams.

- Introduction to Marketing Management
- Situation Analysis
- Segmentation, Targeting and Positioning
- Marketing Goals and -Strategies
- Marketing Mix: Product, Price, Place, Promotion

Cost Accounting

Aim: This course provides a basic understanding of cost accounting for future managers, *not* future accountants. Accordingly, it focuses on cost behavior, cost measurement; cost management, relevant cost information for making decisions, and topics in product costing. This focus permits coverage of important topics all business students should study, while demonstrating how accounting bolsters and fits into the broader scheme of the overall managerial function.

This course consists of lectures on cost-volume-profit relationships, measurement of cost behavior, activity-based costing, relevant cost information for both marketing and production decisions, cost allocation, job- and product-costing systems, and overhead application. Although approximately half the class time will be dedicated to problem solving, students will need to work additional problems outside class in order to gain proficiency in cost accounting.

Management of Organizations

Aim: The aim of the course is to explore how top managers can shape structure and behaviour of their companies. For this purpose, two levels of influence are distinguished: the individual/group level and the organizational level. On the first level issues of leadership as well as of individual and group behaviour will be discussed. On the organizational level, aspects of organization design, the design of management systems as well as the management of corporate culture will be addressed. All in all, the course provides the analytical and conceptual foundations for managing behaviour in and of companies, using a combination of lectures, discussions and case studies.

- Fundamentals of Managing Organizations
- Leadership theories and concepts
- Individual and group behaviour
- Designing organizational structure
- Designing management systems
- Managing organizational culture

Leadership Experience

Aim: Leaders in the for-profit and non-profit sector are increasingly faced by problems that are characterized by a high intrinsic complexity. Sources of this high complexity are fast innovation cycles and technological progress, interdependencies within and across organizations, intercultural communication difficulties or the individualization and fragmentation of societies and markets to name just a few sources.

Traditional managerial solutions to problem solving and steering are often rooted in a command-and-control steering paradigm and a narrow view of human resource management. As organizational boundaries are becoming more diffuse and complexity of the change challenge is increasing, the traditional managerial solutions tend to become less and less effective.

The course will use examples from the corporate and public sector to illustrate the limits of traditional solutions to dealing with inherently complex challenges. This will provide an access to the thinking behind command-and-control steering, theory X and Y, systems thinking, different organizational models, and public choice. A more comprehensive framework for personal and organizational performance will be developed that addresses the formal, social and mental contexts of actors as drivers of their performance choice.

The students will research tools for influencing the formal, social and mental context of actors and for orchestrating joint problem solving in innovative ways. The potential for new organizational forms and the future of work will be discussed.

Corporate Creativity

Aim: This course will give you an overview about Corporate Creativity based on research and a strategy framework for stimulating creativity. It will contain best case studies like the Edison Principle, the IBM Innovation Jam, the Google strategy and the NASA approach.

Students will examine best practice examples of successful organizations and successful innovators. You will be introduced to practical, proven, effective techniques that will enable you to creatively “think out of the box” and to develop new business models, new products and new services. You will get to know smart questions that enable you to manage the creative process and to evaluate new ideas. You will learn how to encourage a creative organizational climate in your company, how to break creative barriers and how to implement new ideas in a big organization.

Financial Management

Aim: This course will encourage you to think critically about issues in corporate financial management. At the end of this course, you should be able to:

- Understand the terminology and basic concepts underlying financial management.
- Grasp the conceptual framework underlying foundation topics in corporate finance including valuation techniques, investment, financing, and risk management.
- Problem-solve and improve the analytical skills in constructing rational approaches that address fairly complex financial management issues.
- Increase the confidence to participate in decisions that involve core areas in corporate finance.

Learning corporate financial management is about constructing a conceptual framework and changing your views on specific areas in finance that will benefit you most in your career. In order for you to discover the areas you need to explore further, this course provides the foundation, which will help you to understand deeper issues and develop expertise.

Strategic Management

Aim: A central objective of strategic management is to find out why some organizations succeed while others fail, and this not only after the fact, when the revenue or market share decreases, or even worse the company is losing money, but before, reacting on the outside or inside changes.

This course focuses on selected theories, concepts and tools of strategic management. Typically, the term "strategic" management refers to seeing the company and its environment and considering long-run decisions that affect the company as a whole. It is concerned with the totality of what a company is trying to achieve and it helps us to understand why some companies thrive while others struggle to survive.

The central tasks of strategic management are formulation and implementation of strategies, both at business and corporate level. At business level, the notion of competitive advantage is a central issue; at corporate level, the challenge of contributing value to businesses is crucial. Both levels of strategy making will be addressed in this course.

Production Management

Aim: This module provides an introduction to operations management in the frame of modern production systems. For a customer oriented company, operations include the managing of resources, the material flow and business process design, an optimized production planning and control as well as an efficient distribution of high quality products to the customers. The course pursues a profound process orientation and points out strategies, ways and methods in order to realize value adding processes along the whole value chain.

The students will learn how to design, manage and to monitor modern production systems and their system elements. As the course goes along, field-tested methods and tools to secure a continuous material, information and knowledge flow throughout operations will be introduced.

- Current Situation and Trends in Production Management
- Production Strategies and Design Guidelines for Production Management Systems
- Elements of Production Systems
- Methods and Instruments in the Material Flow System
- Methods and Instruments in the Processing System
- Methods and Instruments in the Workforce System
- Methods and Instruments in the Planning / Control System
- Methods and Instruments in the Quality System
- Design, Build, Test and Run of Production Systems

Negotiation

Aim: Negotiation skills if used appropriately are a powerful weapon in the arsenal of each successful businessman. The time invested in mastering these skills has an ROI incomparable to any other form of investment. The goal of the course is to demonstrate basic negotiation methods and techniques that can be used in the process of international negotiation.

The course will consist of three modules covering the following areas:

- The Harvard Method of Negotiation
- The Process of International Negotiation
- Powerful Gambits in Negotiations

Each module will begin with a short theoretical introduction followed by numerous cases and exercises illustrating the applications of theory.

International Accounting

Aim: The aim of this sub-module is to provide a thorough understanding of international financial accounting issues. Therefore the principles of international financial accounting standards (IFRS) are examined. Based on this knowledge and by means of solving exercises the participants should be enabled to transfer the acquired knowledge onto practical problems of financial accounting.

- Basics of international financial accounting
- Current and non-current assets
- Equity
- Provisions and liabilities
- Special accounting regulations

International Management

Aim: We live in a world of intensifying global relationships, one in which international business has become the key determinant of economic development and prosperity. This course is designed to give students a fundamental understanding of the environment in which international business operates and of the business practices required to compete successfully in global markets

- A broad understanding of the international business environment.
- Some practical knowledge on how cultural, political, and economic factors influence doing business abroad.
- An understanding of how the environment and the capabilities of the firm determine the strategic alternatives available to the international executive.
- An ability, in any international business situation, to identify the critical issues, ask the right questions, and use the answers to develop firm-specific business strategies.
- A framework for understanding and enjoying international business news, so that the knowledge gained from this course can be updated on a continuing basis.

International Finance

Aim: The aim of this module is to provide a rigorous introduction into the issues and challenges of international finance and provide an overview of their applications in professional life. The course "International Finance" consists of three major modules: parity condition between countries, hedging fx-risk using financial derivatives, and selected issues in international valuation. The course will be complemented by the discussion of real-life examples.

Applied Corporate Finance

Aim: This course will encourage you to think critically in a variety of case settings in both domestic and international contexts.

This course aims to:

- Defining authentic problems and sorting major/minor issues.
- Analyzing financial issues in real-world settings.
- Working with peers to improve teamwork, and collaborative skills.
- Enhance presentation skills to persuade the audience with your viewpoints.
- Evaluating written reports and learning how to write executive summaries.
- Increasing your confidence to participate in financial decision-making.

Human Resource Management

Aim: This course is an introduction to human resource management, and will provide the necessary background for students to understand and work with human resource concerns such as recruitment, selection, training, performance appraisal and compensation.

In this introductory course, we will be paying attention to the context of Human Resource Management: its fundamental premises and key practices to ensure fair treatment to all employees, and create a climate where employee motivation can flourish. Then, we will cover the fundamental HRM activities of recruiting and selecting employees, training them, rewarding them and evaluating their performance. We will also discuss employee rights and privileges, as well as labor relations.

Entrepreneurship

Aim: Entrepreneurs profit by fostering and commercializing innovation and by seeking and pursuing competitive advantages. The aims of this course are: to expose students to examples of entrepreneurs and their ideas; to provide students with an organized format through which the key characteristics of an entrepreneurial company can be articulated; to provide students with an understanding of the process of both gaining financing for entrepreneurial companies AND investing in entrepreneurial companies; and to leave students with a sense of the hard work and disappointments, as well as the wealth and fun that are products of entrepreneurial efforts.

Examines the entrepreneurial process including: honing business ideas into an organized story board or pitch; reviewing characteristics of successful entrepreneurs; raising first-stage and subsequent financing, negotiating term sheets, dealing with venture capitalists, and other aspects of the entrepreneurial process. Students will form small entrepreneurial teams to develop and present business plans or road shows (the pitch), will negotiate financing, and invest in entrepreneurial companies.

Managing Public Relations

Aim: The course gives an introduction to communication theory, from classical to constructivist approaches. The news markets, the media sphere and functioning of journalism are examined and discussed. Since practical skills are indispensable in PR, the planning of a PR concept and writing skills are major components of the course. Practical work will include the elaboration of a communication plan based on case studies (one-day teamwork).

In addition, a one-day writing workshop enables students to build a solid text structure and write vividly and precisely. For maximum benefit the course will be divided on two days: while one group of the students follow the workshop, the other group has time for individual reading of provided material and to write a mini-assignment. The following day groups change.

International Marketing

Aim: This course builds on the preceding introductory marketing course, but it emphasizes strategic aspects of marketing. Using the Markstrat simulation, students will make a series of marketing decisions and thereby learn about the importance of designing a marketing strategy based on customer needs.

The course uses several case studies as well as a simulation game in order to reinforce the learning of the basic marketing strategy concepts.

Financial Analysis

Aim: The aim of this sub-module is to provide insights into the analysis of financial statements. Based on quantitative and qualitative methods selected elements of financial statements will be examined. By solving exercises and discussing those in class the basic knowledge will be transferred to practical issues. Finally participants shall be able to analyze and evaluate financial statements well-founded.

The course is subdivided into the following parts:

- Overview on financial statements
- Basic analysis techniques
- Balance sheet
- Income statement
- Statement of shareholder's equity
- Cash Flow statement
- Profitability

IT-Based Logistics

Aim: Globally networked value chains nowadays hardly work without the application of information and communication technologies. As a consequence nowadays Logistics emerges in most cases as IT-based Logistics.

The main objective of the course is to introduce how IT-based Logistics looks like and to impart knowledge as regards applications fields, instruments and technological foundations of modern IT-based Logistics. Besides theoretical aspects, for example Business Process Orientation and Supply Chain Management as a conceptual framework, the practical point-of-view of IT-based Logistics will be the main focus. After the course students will be able to describe and to evaluate current applications in the field of IT-based Logistics.

- Concept and Theoretical Basis of IT-based Logistics
- Business Models, Strategy Development and Service Engineering in the field of IT-Based Logistics
- Application Fields of IT-based Logistics
- Solutions of IT-based Logistics
- Technological basis of E-Logistics
- Economic potential of IT-based Logistics

Innovation Management

Aim: The purpose of this course is to explore the innovation phenomenon and to understand the managerial and organizational challenges presented by the management of innovation. Readings, case studies and lectures will be used to develop an understanding of innovation and of the dynamics that drive successful innovation.

Our understanding of innovation has changed dramatically over the last decades. Innovation is not only a matter of R&D and technological capabilities. It relies on the learning ability of the firm, on its capacity to create new ideas, to transform those ideas into new products or services, and to successfully introduce them into the market. The successful management of innovation is a strategic issue for all types of firms, and poses important management challenges. The course is built around the different activities needed to improve the innovation processes in a company:

- Scanning the environment
- Developing the innovation strategy
- Implementing the strategy and learning

The course will start with a general overview of the concept of innovation. It will provide the students with practical tools and examples on how to scan the environment in search for change signals, select the different options for change, provide the resources needed for innovation, put into practice the selected options and enhance continuous learning for the organization.

Global Responsibility in a Globalized World

Aim: Participants will learn about the importance of corporate responsibility for business in the 21st century. Nowadays companies are faced with different challenges in this field and they have to find ways how they can handle these complexities under the conditions of competition and an often insufficient legal framework.

The lecture shows what companies are doing in the field of corporate responsibility and what the requirements from the society are. It will be shown how companies can manage the tension between profits and morals. As a basis serves the following Golden Rule: "Invest in the conditions of social cooperation for mutual advantage!" This rule will be explained as the fundamental criterion of corporate responsibility.