



Courses: Part-time MBA program

Term 1/2

Problem Solving and Communication

Aim: The course addresses the question of how to deal with new and complex management problems. As part of this course participants will get to know different methods and instruments for identifying, structuring and analyzing these problems as well as for communicating solutions. Special emphasis is given to the application of these methods in exercises and case studies:

- Identifying problems
- Structuring problems
- Analyzing problems
- Communicating solutions

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

Leadership Experience

Aim: Leadership becomes increasingly important, especially because enterprises globalize and managers are faced with leading international subsidiaries/corporation partners, etc. In addition, managers are increasingly experiencing having to lead in matrix structures without official reporting lines. These two factors of intercultural skills and informal structures will be the main topics of the leadership course, combined with concepts related to communication, motivation and performance. The course will use practical examples from the corporate sector to clearly show the challenges and milestones for successful and effective leadership, especially:

- Understanding leadership in its various forms.
- Learning different notions of leadership
- Evaluating the relevance of feedback/appraisals and continuous milestones.
- Grasping the complexity of leadership (leading through hierarchy, leading in matrix organizations, leading in informal structures/projects).
- Handling leadership effectively, also in terms of time restrictions.
- Learning leadership without being the official boss (project structure).

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
- Financial ratios
- Corporate annual reports and consolidated financial statements
- Professional ethics in accounting

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.

Business Law

Aim: Students will gain an understanding of the law as it relates to them currently and the implications of the law in their future lives as well as the lives of their family and friends. They will also work to gain an understanding of basic legal vocabulary.

The course will include an understanding of the court system at the local, state, and national level. Students will gain an understanding of contract law, their rights and responsibilities as citizens, utilization of financial transactions, employment and agency relationships, and the understanding of the regulations governing different types of business organizations.

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.

Social Networking

Aim: This course is designed to introduce students to both the basic concepts in and analysis of social networks. Students will examine their own social and professional networks and draw conclusions about how to use them, for example, when searching for jobs. Blog postings will highlight students' understanding of the concepts from the assigned readings, as well as demonstrate the power of a 'networked' class.

- Become familiar with the concepts and importance of social networks (SNs) in business and how to analyze and assess their impact on organizations
- Understand enabling technologies and their impact on network formation
- Become conversant in the critical issues in managing networked organizations, and
- Learn techniques managers can use to recognize and tap into SNs

Managerial Economics

Aim: The study of management would be incomplete without a sound understanding of microeconomics. Managerial economics develops students' capacity to analyse the environment in which an organization operates, to understand the constraints this environment places on the organization's pursuit of its goals, to predict how these constraints may change with time, and to apply economic reasoning to an organization's internal decision making. Typical problems covered are:

- Price theory
- Market structure analysis
- Elementary game theory of social dilemmas

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.

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.

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.

- 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

Soft Skills Seminar

Aim: The course builds up on the “Problem Solving & Communication” class and especially techniques that help students to successfully present business ideas by:

- Choosing the appropriate structure
- Developing stories that stick
- Creating and using media to support your communication
- Realizing your presentation skills Rhetorical structures
- Story telling
- Slide development
- Presentation skills

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. The primary outcome of this course in HR is to:

- Develop skills in influencing others whether or not you have positional authority.
- Introduce you to various leadership models and help you develop your own definition of what it means to be a leader
- Cause you to reflect on and anticipate places and ways in which you will develop and extend your leadership during your career and lifetime
- Help you clarify your semi-conscious values, assumptions, beliefs, and expectations about what it means to be an effective leader and to explore the functionality of those beliefs
- Introduce you to the related elements of any leadership situation: personal characteristics, influencing others, designing effective performance management
- Present a concise summary of the major leadership theories and related issues in the world today

International Accounting

Aim: The focus of the class is on International Financial Reporting Standards (IFRSs). The students get acquainted with the basic ideas, structure, institutions and elements of IFRSs and whom IFRSs mainly are addressed to. Moreover, the class deals with important issues of financial accounting such as recognition, measurement and disclosure of intangible assets (IAS 38), tangible fixed assets (IAS 16), inventories (IAS 2), and provisions and contingent liabilities (IAS 37). Furthermore, the accounting regulation with regard to revenue recognition (IAS 18) and the impairment of assets (IAS 36) as well as the main aspects of IAS 17 (Leasing), IAS 40 (Investment Properties), IAS 11 (Construction Contracts), and IAS 19 (Employee Benefits) are presented.

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.

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

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.

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.

This course explores selected specific substantive issues of negotiation. It is divided into the following sub-modules:

- Introduction to Negotiation
- Distributive Negotiations
- Integrative Negotiation – The Harvard Method
- Dealing with Obstacles and Complicating Factors

Entrepreneurship

Aim: Entrepreneurs profit by fostering and commercializing innovation and by seeking and pursuing competitive advantages. The aims of this course are: To share with students the entrepreneurial experience of the professor and his associates; to pass along specific tools used to organize and sell an entrepreneurial idea; to pass along specific tools used to raise money and/or evaluate an investment into an entrepreneurial venture.

Examines the entrepreneurial process including: Values and styles of various entrepreneurs; The operating philosophy and experiences of the instructor; a concise format used to organize and sell an entrepreneurial idea; the methods used to value an entrepreneurial venture; and the various terms and conditions used to structure a deal.

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.

Supply Chain Management

Aim: This course provides an introduction to supply chain 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 supply chains 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 Supply Chain Management
- Production Strategies and Design Guidelines for Supply Chain Systems
- System Elements of Integrated Production Systems
- Methods and Instruments in the Material Flow, Processing, Workforce, Planning/ Control and Quality System

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

Global Immersion Seminar

Aim: This course enables the students to handle real problems that occur in the every-day-life of a manager. At the end of the studies the class will visit representative companies in the European or Non-European Countries. As the locations change every year the challenges will stay up-to-the-minute. The first GIS was held in Chicago in 2005, followed by Boston in 2007 and 2010; as well as Shanghai in 2008 and 2009.

You get in touch with the leading management of different companies, which may be joint venture groups, global players or service providers, and will discuss several cases and managerial problems on-site.. Furthermore you will have the chance to visit the production. Another part of the seminar is to attend events and courses at partner universities.

Corporate 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.