



HHL LEIPZIG
GRADUATE SCHOOL
OF MANAGEMENT

Module Catalogue

M20

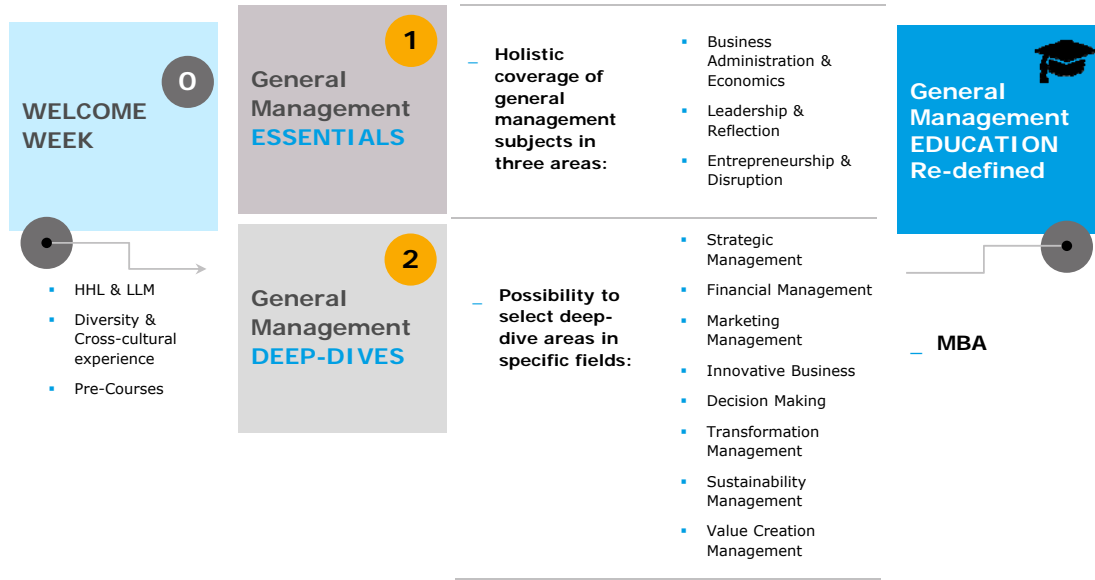
Please note:

This catalogue contains standard descriptions.
The actual courses delivered in your program might vary to some extent.
Always consult CampusNet for the detailed content of a course in a specific term.

Last updated: 06/11/2019

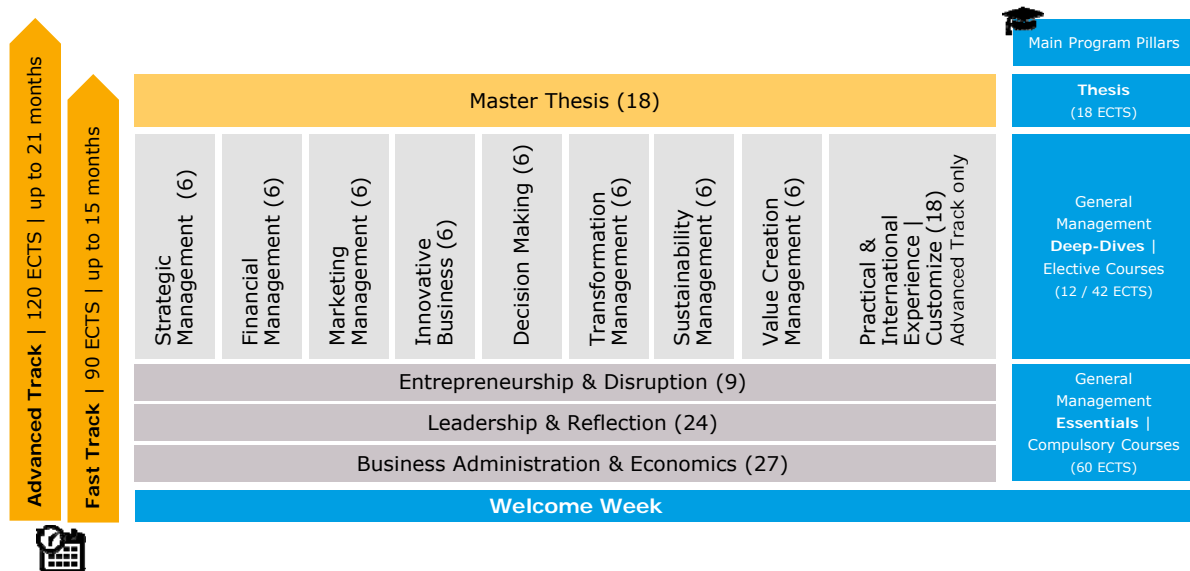


1. Main Program Pillars



2. Structural overview

Full-time MBA Program



3. Program Schedule



First Year (Term 1-4)					Second Year (Term 5-7)										
Fall 2019 <i>Sep 9 – Dec 22</i>		Winter 2020 <i>Jan 6 – Mar 15</i>		Spring 2020 <i>Mar 16 – June 28</i>		Summer 2020 <i>June 29 – Sep 6</i>		Fall 2020 <i>Sep 7 – Dec 20</i>		Winter 2021 <i>Jan 4 – Mar 14</i>		Spring 2021 <i>Mar 15 – June 27</i>			
Leading Yourself & Self-Reflection					3		Flexible Option for PIE (Advanced Track)		Flexible Option for PIE (Advanced Track)		Flexible Option for PIE (Advanced Track)				
Coding & Data Literacy					3		Corporate Governance		Flexible Option for Master Thesis (Advanced Track)		18		Flexible Option for Master Thesis (Advanced Track)		
Business Strategy		3		Business Ethics		3		Cost Accounting		3		International Macroeconomics		3	
Finance		3		Managerial Economics		3		Logistics		3		Public Relations & Crisis Communication		3	
Marketing		3		Negotiation		3		Leading Others & Human Resources		3		Disruptive Technologies & Business Models		3	
Problem Solving & Communication		3		Entrepreneurship & Agile Working Methods		3		Organizational Behavior		3		Change Management		3	
Financial Reporting		3		Student Consulting Project				8		Growth Management		3			
Cross-Cultural Communication & Management		3		Managerial Decision Making		3		Business, Environment, Society & Leadership		3		Value Chain Management		3	
Corporate Strategy		3		Quantitative Management Techniques		3		Competitiveness		3		Applied Corporate Finance		3	
Managing Global Corporations		3		Online Marketing & Customer Analytics		3		Innovation Management & Corporate Entrepreneurship		3		Corporate Strategy		3	
Customer Value Creation		3		Corporate Valuation & M&A		3		Strategic Brand Management		3		Managing Global Corporations		3	
												Quantitative Management Techniques		3	
												Competitiveness		3	
												Innovation Management & Corporate Entrepreneurship		3	
												Customer Value Creation		3	
												Corporate Valuation & M&A		3	
												Strategic Brand Management		3	
												International Marketing Simulation		3	
												Business Plan Seminar – Starting up your digital venture		8	

To balance out workload, students of the Advanced Track are recommended to shift **Deep-Dives** to their 2nd year.

Customize options:
International Study Trip (4)*; Open courses (max. 4); Extra course from Study Abroad (max. 6); one or two course(s) from not selected Deep-Dives (max. 6), German Language Course (6)

* trip is offered if sufficient students register, induces extra fees for accommodation and travel
 ■ = Essential ■ = Deep-Dive ■ = Master Thesis ■ = PIE = Practical & International Experience, Advanced Track only



The MBA Program adapts to your life

	First Year (Term 1-4)				Second Year (Term 5-7)		
	Fall 2019 <i>Sep 9 – Dec 22</i>	Winter 2020 <i>Jan 6 – Mar 15</i>	Spring 2020 <i>Mar 16 – June 28</i>	Summer 2020 <i>June 29 – Sep 6</i>	Fall 2020 <i>Sep 7 – Dec 20</i>	Winter 2021 <i>Jan 4 – Mar 14</i>	Spring 2021 <i>Mar 15 – June 27</i>
Fast Track	Essential Courses				Master Thesis		
	Deep-Dive Courses						
Advanced Track	Essential Courses						
	Deep-Dive Courses						
					Flexible Option for Study Abroad		
					Flexible Option for Practical Experience		
					Flexible Option for Master Thesis		

This is an example; all options of the second year can be scheduled in a variable sequence



MBA

General Management Essentials

Providing a holistic coverage of general management subjects in three areas:

- Business Administration & Economics
- Leadership & Reflection
- Entrepreneurship & Disruption

Business Administration & Economics			Leadership & Reflection			Entrepreneurship & Disruption			
Accounting & Finance	9	Governance & Ethics			6	Management Success Factors	6	Entrepreneurship & Technology	9
Finance	3	Corporate Governance	3	Business Ethics	3	Problem Solving & Communication	3	Disruptive Technologies & Business Models	3
Financial Reporting	3	Strategy & Organizations			6	Negotiation	3	Entrepreneurship & Agile Working Methods	3
Cost Accounting	3	Business Strategy	3	Organizational Behavior	3	Leadership Skills	6	Coding & Data Literacy	3
Marketing & Logistics	6					Leading Yourself & Self-Reflection	3	ECTS	9
Marketing	3					Leading Others & Human Resources	3		
Logistics	3					Advanced Communication	6		
Economics	6					Public Relations & Crisis Communication	3		
International Macroeconomics	3					Cross-Cultural Communication & Management	3		
Managerial Economics	3								
ECTS			27	ECTS			24		

Module Accounting & Finance

Module No.	MBA-ft_E_01
Module contains the following courses:	<ul style="list-style-type: none">• Finance• Financial Reporting• Cost Accounting
Responsible for module:	Prof. Dr. Alexander Lahmann, Prof. Dr. Bernhard Schwetzler, Prof. Dr. Henning Zülch
Program:	Master Program in General Management, full-time (MBA)
Conditions of participation:	Admission to the respective program
Application and combination:	Contents are matched with the other lectures within the module or deep-dive
Credits:	9 ECTS
Workload:	225 academic hours <ul style="list-style-type: none">• 153 academic hours preparation/self-study• 72 academic hours of classes
Conditions for credit points and grades:	<ul style="list-style-type: none">• Credit points are awarded for passing the module• Grade of the module is determined by the weighted average of the single grades of the examinations• Module is passed if the weighted average of the single grades is 4.0 or better• Grades range from 1 to 5 (very good to failing)• Note: for exchange students and students who obtain a second academic degree, grading conditions of the actual course apply
Offered in section:	Essential (compulsory)
Duration:	3 terms
Frequency:	once a year

Course Finance

Course No.	MBA-ft_E_01.01
Course belongs to module:	Accounting & Finance
Lecturer(s):	Prof. Dr. Alexander Lahmann, Prof. Dr. Bernhard Schwetzler
Credits:	3 ECTS
Workload:	75 academic hours • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year
Learning objectives and outcomes:	<p>The aim of this course is to provide a solid understanding of the theoretical foundations for financing and investment decisions of corporations. At the end of this course, participants should be able to understand the terminology and basic concepts underlying financial management. Furthermore, they grasp the conceptual framework underlying foundation topics in corporate finance including valuation techniques, investment and financing decisions. With this on hand they can analyze and solve fairly complex corporate finance and investment decisions.</p>
Content:	<p>The course covers the most important decisions on corporate level: investment, financing and payout decisions. Therefore, it focuses on the following topics:</p> <ul style="list-style-type: none">• Introduction: Corporate Goals and Corporate Finance• Valuation and Capital Budgeting: First Principles: Making Consumption and Investment Choices, Discounted Cash Flow Valuation, Net Present Value and Other Investment Rules, Making Capital Investment Decisions• Risk: Risk and Return - Lessons from Market History, Return and Risk - The Capital Asset Pricing Model (CAPM), Risk, Cost of Capital, and Capital Budgeting• Capital Structure and Dividend Policy: Capital Structure - Basic Concepts, Capital Structure - Limits to the Use of Debt, Dividends and Other Payouts
Teaching methods:	<p>The following teaching methods are applied (partly the usage depends on the number of participants):</p> <ul style="list-style-type: none">• Interactive lecture• Discussion• Exercise sessions• Case studies• Self-study
Examination(s):	<ul style="list-style-type: none">• Assignment/written exam (individual): 70%• Case study (group work): 30%
Literature:	<p>Required:</p> <ul style="list-style-type: none">• Berk & DeMarzo (2017): Corporate finance. 4th ed. Harlow Pearson Education <p>Optional:</p> <ul style="list-style-type: none">• n/a

Course Financial Reporting

Course No.	MBA-ft_E_01.02
Course belongs to module:	Accounting & Finance
Lecturer(s):	Prof. Dr. Henning Zülch
Credits:	3 ECTS
Workload:	75 academic hours • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year
Learning objectives and outcomes:	<p>At the completion of this course, students should be able to:</p> <ul style="list-style-type: none">• Explain how accounting information assists in decision-making.• Apply the concepts of recognition, matching, and cost recovery to record revenues and expenses.• Use double-entry accounting, analyze business transactions, and relate these transactions to changes in financial statements.• Prepare and analyze balance sheets, income statements, cash-flow statements, and statements of retained earnings.• Measure income according to both accrual and cash accounting methods.• Compute and interpret frequently used financial ratios.• Analyze corporate annual reports and consolidated financial statements.• Evaluate the role of ethics in the accounting process.
Content:	<ul style="list-style-type: none">• Basic accounting: concepts; conventions; and techniques• Basic financial statements: balance sheet; income statement; cash-flow statements and statements of retained earnings• Income Measurement• Financial ratios• Corporate annual reports and consolidated financial statements• Professional ethics in accounting
Teaching methods:	<p>The following teaching methods are applied (partly the usage depends on the number of participants):</p> <ul style="list-style-type: none">• interactive lectures• presentations• case studies• active participation and discussions• lectures
Examination(s):	<ul style="list-style-type: none">• one written exam: 80%• one quiz: 20%
Literature:	<p>Required:</p> <ul style="list-style-type: none">• Wiley VCH: International Financial Reporting Standards IFRS (please check for latest edition) <p>Optional:</p> <ul style="list-style-type: none">• Kieso, D.E./ Weygandt J. J./ Warfield T. D.: Intermediate Accounting, IFRS ed., 3. ed., New Jersey: Wiley, 2016

Course Cost Accounting

Course No.	MBA-ft_E_01.03
Course belongs to module:	Accounting & Finance
Lecturer(s):	Prof. Dr. Henning Zülch
Credits:	3 ECTS
Workload:	75 academic hours • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year

Learning objectives and outcomes:	<ul style="list-style-type: none">• Identify the major users and uses of cost accounting information as well as major current trends in cost accounting.• Calculate break-even sales volume, analyze cost-volume-profit relationships, and differentiate between contribution margin and gross margin.• Describe cost behavior, measure and mathematically express cost functions, and use these functions to predict costs.• Explain: the purposes of cost management systems; the relationship among cost, cost object, cost accumulation, and cost assignment; direct and indirect costs; the main types of manufacturing costs; and differences between traditional and activity-based costing (ABC) systems.• Discriminate between relevant and irrelevant information for making decisions.• Construct absorption and contribution-margin income statements, and identify their relevance for decision making.• Decide whether to: accept or reject a special order; make or buy certain parts or products; add or delete a product line; process a joint product beyond the split-off point; keep or replace equipment.• Compute the optimal product mix when production is constrained by a scarce resource.• Allocate variable, fixed, central corporate and joint costs to products, services, customers, and departments as appropriate.• Calculate budgeted factory-overhead rates and apply factory overhead to production as well as calculate costs on both job-order and process bases.
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Content:	<ul style="list-style-type: none">• Cost-volume-profit relationships• Activity-based costing• Relevant cost information for both marketing and production decisions• Absorption and contribution-margin approaches• Cost allocation• Overhead application• Job- and product-costing systems
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Teaching methods:	<p>The following teaching methods are applied (partly the usage depends on the number of participants):</p> <ul style="list-style-type: none">• interactive lectures• presentations• case studies• active participation and discussions• lectures
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Examination(s):

- one written exam: 75%
 - one in-class assignment: 25%
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Literature:

Required:

- Wiley VCH: International Financial Reporting Standards IFRS (please check for latest edition).
- Bhimani, A./ Horngren, C. T./ Datar, S.M./Rajan, M.V. (2015): Management and Cost Accounting, 6th ed., Harlow (Prentice Hall).
- Cooper, R./Kaplan, R.S. (1988): Measure Costs Right: Make the Right Decisions, in: Harvard Business Review, Vol. 66, No. 5, pp. 96-103.

Optional:

- Charles T. Horngren, Gary L. Sundem, William O. Stratton, David Burgstahler, and Jeff Schatzberg, Introduction to Management Accounting, Ed. 15/E, (Upper Saddle River, NJ: Prentice-Hall; 2008).
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Module Marketing & Logistics

Module No.	MBA-ft_E_02
Module contains the following courses:	<ul style="list-style-type: none">• Marketing• Logistics
Responsible for module:	Prof. Dr. Manfred Kirchgeorg, Prof. Dr. Iris Hausladen
Program:	Master Program in General Management, full-time (MBA)
Conditions of participation:	Admission to the respective program
Application and combination:	Contents are matched with the other lectures within the module or deep-dive
Credits:	6 ECTS
Workload:	150 academic hours <ul style="list-style-type: none">• 102 academic hours preparation/self-study• 48 academic hours of classes
Conditions for credit points and grades:	<ul style="list-style-type: none">• Credit points are awarded for passing the module• Grade of the module is determined by the weighted average of the single grades of the examinations• Module is passed if the weighted average of the single grades is 4.0 or better• Grades range from 1 to 5 (very good to failing)• Note: for exchange students and students who obtain a second academic degree, grading conditions of the actual course apply
Offered in section:	Essential (compulsory)
Duration:	3 terms
Frequency:	once a year

Course Marketing

Course No.	MBA-ft_E_02.01
Course belongs to module:	Marketing & Logistics
Lecturer(s):	Prof. Dr. Manfred Kirchgeorg
Credits:	3 ECTS
Workload:	75 academic hours <ul style="list-style-type: none"> • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year
Learning objectives and outcomes:	The course "Marketing" delivers an integrated approach to marketing from a managerial viewpoint. It draws on behavioral and economic concepts to analyze and develop frameworks for decision making and to implement marketing concepts. The focus on the impacts of marketing and of customer relationship management provides a fuller appreciation of marketing management's key role in an organization. Linkages to other organizational functions (like strategy, finance) are addressed and discussed in an integrated management approach. There will be a number of team work activities. This group work will involve the review of journal articles and case study preparations.
Content:	The course structure will follow a decision-based management approach, showing how to structure, solve, and implement marketing-based tasks and problems step-by-step. The following topics are covered in the course: <ol style="list-style-type: none"> 1: Introduction to marketing management <ul style="list-style-type: none"> • Marketing as corporate function and corporate process • Customer orientation & the role of marketing management within the firm • Marketing management process 2: Situation analysis as a starting point of marketing management <ul style="list-style-type: none"> • Market segmentation, targeting and positioning • Evaluation of customer segments & customer relationships 3: Defining marketing goals and strategies 4: Management of customer relationships through various marketing mix instruments 5: Organizational aspects of marketing management
Teaching methods:	The following teaching methods are applied (partly the usage depends on the number of participants): <ul style="list-style-type: none"> • Interactive lectures • Intensive class discussions • Case studies • Guest speeches • Team work and presentations
Examination(s):	<ul style="list-style-type: none"> • Quizzes: 50% • Take-home assignment (group work): 50%

Literature:

Required:

- Best, R. J. (2013): Market-Based Management, 6th ed., Upper Saddle River: Pearson (Chapter 2 & 15)
- Gupta, S./Lehmann, D. R. (2010): Managing Customers as Investments – The Strategic Value of Customers in the Long Run, Upper Saddle River: Pearson (Chapter 5)

Optional:

- Kotler, P./Keller, K. (2015): Marketing Management, 15th ed., Upper Saddle River: Prentice Hall
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Course Logistics

Course No.	MBA-ft_E_02.02
Course belongs to module:	Marketing & Logistics
Lecturer(s):	Prof. Dr. Iris Hausladen
Credits:	3 ECTS
Workload:	75 academic hours • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year
Learning objectives and outcomes:	<p>Logistics management entails managing the flow of goods and information through a production or distribution network while, for example, ensuring a delivery within time and quality expectations of the customer. In this course, basic insights into the logistics topic as a management field in the digital age are outlined to and discussed with the students. They should understand the logistics discipline as a cross-functional, global oriented and complex paradigm. Furthermore, the students should be enabled to apply concepts, ways and methods to manage the value creation chain under consideration of fine-tuned logistics processes thus creating and delivering customer as well as societal value. As a further learning outcome the reflexive professional competence and the methodological competence (e. g. analytical and argumentation skills, problem solving competencies) are predominantly enhanced.</p>
Content:	<p>The course mainly focuses on the following topics:</p> <ul style="list-style-type: none">• Introduction to logistics management• Management topics and decision problems in different logistical process areas e.g. procurement, production and distribution logistics
Teaching methods:	<p>The following teaching methods are applied (partly the usage depends on the number of participants):</p> <ul style="list-style-type: none">• Interactive lectures• Group, case study work• Partly: Guest Lecture• Partly: Business Game (e.g. KANBAN-Game)
Examination(s):	<ul style="list-style-type: none">• Quizzes: 50%• Take home (group work): 50%

Required:

- Gleissner, H./ Femerling, J. C. (2013): Logistics: Basics - Exercises - Case Studies, 1st ed., Cham: Springer
- Harrison, A./ van Hoek, R. (2014): Logistics Management & Strategy – Competing Through the Supply Chain, 5th ed., Harlow: Pearson Education
- Ross, D. F. (2015): Distribution Planning and Control - Managing in the Era of Supply Chain Management, 3rd ed., New York: Springer Science + Business Media
- Rushton, A. et al. (2014): The handbook of logistics and distribution management, 5th ed., London: Kogan Page

Literature:

Optional:

- n/a
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Module Economics

Module No.	MBA-ft_E_03
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Module contains the following courses:	<ul style="list-style-type: none">• International Macroeconomics• Managerial Economics
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Responsible for module:	Prof. Dr. Wilhelm Althammer, Prof. Dr. Arnis Vilks
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Program:	Master Program in General Management, full-time (MBA)
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Conditions of participation:	Admission to the respective program
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Application and combination:	Contents are matched with the other lectures within the module or deep-dive
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Credits:	6 ECTS
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Workload:	150 academic hours <ul style="list-style-type: none">• 102 academic hours preparation/self-study• 48 academic hours of classes
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Conditions for credit points and grades:	<ul style="list-style-type: none">• Credit points are awarded for passing the module• Grade of the module is determined by the weighted average of the single grades of the examinations• Module is passed if the weighted average of the single grades is 4.0 or better• Grades range from 1 to 5 (very good to failing)• Note: for exchange students and students who obtain a second academic degree, grading conditions of the actual course apply
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Offered in section:	Essential (compulsory)
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Duration:	3 terms
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Frequency:	once a year
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Learning objectives and outcomes:	The main goal of the module is to familiarize students with the basic principles and methods of economic thinking and modelling. After successful completion, participants will be able to apply these principles and methods in different scenarios and to critically analyse economic phenomena. In accordance with the Leipzig Leadership Model, the module will provide participants with knowledge and tools necessary to understand and reflect economic situations.
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Course International Macroeconomics

Course No.	MBA-ft_E_03.01
Course belongs to module:	Module Economics
Lecturer(s):	Prof. Dr. Wilhelm Althammer
Credits:	3 ECTS
Workload:	75 academic hours • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year
Learning objectives and outcomes:	<p>The course's objective is to provide students a thorough understanding of the principles and methods of economic thinking and modeling in the field of macroeconomics and international finance.</p> <p>By the end of the course, students should be able</p> <ul style="list-style-type: none">• to apply macroeconomic concepts on publicly available data and interpret the results,• to understand theoretical models (differences, their limitations and problems of empirical tests),• to analyze the complex interaction of institutions, regulation and market processes during economic crisis,• to evaluate policy decisions, given the trade-offs between different policy goals.
Content:	<ul style="list-style-type: none">• Macroeconomic accounting• Equilibrium on goods markets and on asset markets• Models of exchange rate determination• Open economy macroeconomics• Economic and monetary integration in Europe
Teaching methods:	<p>The following teaching methods are applied (partly the usage depends on the number of participants):</p> <ul style="list-style-type: none">• Lectures• exercises• case discussions• group work• quizzes.• Instructions for self-study
Examination(s):	<ul style="list-style-type: none">• Quizzes: 30%• One written examination: 70%
Literature:	<p>Required:</p> <ul style="list-style-type: none">• Moss, David A., A Concise Guide to Macroeconomics, Boston, 2nd ed. 2014, Harvard Business Press (available as ebook)• Mankiw N. Gregory and Mark P. Taylor, Macroeconomics, 2017, 4th ed., Cengage (available as ebook) <p>Optional:</p> <ul style="list-style-type: none">• n/a <p>Further articles for exercise sessions and discussions will be distributed at the beginning of the course.</p>

Course Managerial Economics

Course No.	MBA-ft_E_03.02
Course belongs to module:	Module Economics
Lecturer(s):	Prof. Dr. Arnis Vilks
Credits:	3 ECTS
Workload:	75 academic hours • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year

Learning objectives and outcomes: The course is an introductory course to managerial decisions and market analysis. The main goal is to promote the development of sound economic reasoning about how prices and quantities are set in markets with varying degrees of competition. After the course, students should be able to conduct an analysis of how prices are determined in competitive, oligopolistic, and monopolistic markets.

Content:

- Analysis of economic decisions of consumers and firms
- The production process and costs
- Demand and supply in competitive markets
- Monopoly and monopolistic competition
- Oligopoly and elements of game theory

Teaching methods: The following teaching methods are applied (partly the usage depends on the number of participants):

- Lectures, exercises, group work and group presentations
- Instructions for self-study

Examination(s):

- Two in-class group assignments: 25% each
- One written examination: 50%

Literature:

Required:

- Baye, Michael, & Prince, J.T., Managerial Economics and Business Strategy, 8th ed., 2014 (available as ebook)

Optional:

- n/a

Module Governance & Ethics

Module No.	MBA-ft_E_04
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Module contains the following courses:	<ul style="list-style-type: none">• Corporate Governance• Business Ethics
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Responsible for module:	Prof. Christian Strenger, Prof. Dr. Andreas Suchanek
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Program:	Master Program in General Management, full-time (MBA)
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Conditions of participation:	Admission to the respective program
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Application and combination:	Contents are matched with the other lectures within the module or deep-dive
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Credits:	6 ECTS
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Workload:	150 academic hours <ul style="list-style-type: none">• 102 academic hours preparation/self-study• 48 academic hours of classes
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Conditions for credit points and grades:	<ul style="list-style-type: none">• Credit points are awarded for passing the module• Grade of the module is determined by the weighted average of the single grades of the examinations• Module is passed if the weighted average of the single grades is 4.0 or better• Grades range from 1 to 5 (very good to failing)• Note: for exchange students and students who obtain a second academic degree, grading conditions of the actual course apply
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Offered in section:	Essential (compulsory)
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Duration:	3 terms
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Frequency:	once a year
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Course Corporate Governance

Course No.	MBA-ft_E_04.01
Course belongs to module:	Governance & Ethics
Lecturer(s):	Prof. Christian Strenger
Credits:	3 ECTS
Workload:	75 academic hours • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year
Learning objectives and outcomes:	The students shall be acquainted with key elements and the international variety of corporate governance concepts. Corporate Governance has become an increasingly important issue of economic research, the public debate and the business life. After passing the course, students will be able to explain appropriate definitions of corporate governance, different corporate governance mechanisms and the role of the regulatory system in that context. Also, they will be able to discuss costs and benefits associated with various governance specifications and evaluate choices from the menu of corporate governance configurations.
Content:	The course aims to familiarize students with the foundations and recent trends in corporate governance research. Starting with the finance view of corporate governance by Shleifer & Vishny (1997): "Corporate governance deals with the ways in which suppliers of finance to corporations assure themselves of getting a return on their investment", the course then deals with the standards of responsible management and control of corporations with a stakeholder approach. In particular, students will be able to discuss issues of diversity, the responsibilities and role of corporate boards, executive compensation and governance codes of best practice within different institutional frameworks.
Teaching methods:	The following teaching methods are applied (partly the usage depends on the number of participants): <ul style="list-style-type: none">• Lectures cum group assignments• class discussion
Examination(s):	<ul style="list-style-type: none">• Group work: 40%• Written exam: 60%

Required:

- Fama/Jensen (1983): Separation of ownership and control, *Journal of Law and Economics*, Vol. 26(2), pp. 301-325.
(<https://are.berkeley.edu/~cmantinori/prclass/FamaJensen.pdf> last retrieved May 16, 2019)
- Shleifer, A./Vishny, R. W. (1997): A Survey of Corporate Governance, *Journal of Finance*, Vol.52(2), pp. 737-783.
(<https://www.nber.org/papers/w5554.pdf> last retrieved May 16, 2019)
- Aguilera, R.V./Cuervo-Cazurra, A. (2009): Codes of Good Governance, *Corporate Governance: An International Review*, Vol. 17(3), pp. 376-387.
(available online via HHL library)
- OECD Principles of Corporate Governance,
(<https://www.oecd.org/daf/ca/Corporate-Governance-Principles-ENG.pdf> last retrieved May 16,2019)
- ICGN Global Corporate Governance Principles,
(<http://icgn.flpbks.com/icgn-global-governance-principles-2017/> last retrieved May 16, 2019)

Literature:

Optional:

- Additional literature will be indicated at the beginning of the course.
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Course Business Ethics

Course No.	MBA-ft_E_04.02
Course belongs to module:	Governance & Ethics
Lecturer(s):	Prof. Dr. Andreas Suchanek
Credits:	3 ECTS
Workload:	75 academic hours • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year
Learning objectives and outcomes:	<p>Within the scope of this course, students shall be acquainted with relevant theoretical concepts and their application in Business Ethics.</p> <p>Students will be enabled to understand that ethical behavior is an essential aspect of business and an important topic for companies since they can't afford to ignore the requirements from society: it is in their own interest to conduct business in an ethical way and see this as an investment decision – with a long-term return perspective.</p> <p>The overall learning objective is to illustrate the Golden Rule of Economic Ethics: "Invest in the conditions of social cooperation for mutual advantage!" Trust is identified as the most important condition; accordingly, the structure of this concept is elucidated.</p>
Content:	<p>The lecture starts with conceptual considerations of ethics, i.e., clarifying the meaning of this concept and introducing heuristical schemes which help to elucidate this rather elusive field. Specifically, a framework for conceptual integration of normative premises and assertions about empirical structures is developed, which is necessary to integrate moral values and norms on one side and conditions of business reality on the other.</p> <p>Using various case studies, the application of the conceptual tools shall ensure that the students acquire a deeper understanding of the core idea, namely how to invest in trust.</p>
Teaching methods:	<p>The following teaching methods are applied (partly the usage depends on the number of participants):</p> <ul style="list-style-type: none">• interactive lectures• case studies• group discussion• active participation and discussions are expected
Examination(s):	Written exam: 100%
Literature:	<p>Required:</p> <ul style="list-style-type: none">• Carr, A. (1968): Is business bluffing ethical?, Harvard Business Review 46, p.143-153 (available online via HHL library)• Suchanek, A. (2015): Corporate Responsibility as the Avoidance of Relevant Inconsistencies <p>Optional:</p> <ul style="list-style-type: none">• Additional literature will be indicated at the beginning of the course.

Module Strategy & Organizations

Module No.	MBA-ft_E_05
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Module contains the following courses:	<ul style="list-style-type: none">• Business Strategy• Organizational Behavior
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Responsible for module:	Prof. Dr. Stephan Stubner, Prof. Dr. Timo Meynhardt
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Program:	Master Program in General Management, full-time (MBA)
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Conditions of participation:	Admission to the respective program
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Application and combination:	Contents are matched with the other lectures within the module or deep-dive
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Credits:	6 ECTS
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Workload:	150 academic hours <ul style="list-style-type: none">• 102 academic hours preparation/self-study• 48 academic hours of classes
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Conditions for credit points and grades:	<ul style="list-style-type: none">• Credit points are awarded for passing the module• Grade of the module is determined by the weighted average of the single grades of the examinations• Module is passed if the weighted average of the single grades is 4.0 or better• Grades range from 1 to 5 (very good to failing)• Note: for exchange students and students who obtain a second academic degree, grading conditions of the actual course apply
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Offered in section:	Essential (compulsory)
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Duration:	3 terms
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Frequency:	once a year
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Course Business Strategy

Course No.	MBA-ft_E_05.01
Course belongs to module:	Strategy & Organizations
Lecturer(s):	Prof. Dr. Stephan Stubner
Credits:	3 ECTS
Workload:	75 academic hours • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year
Learning objectives and outcomes:	<p>Students will gain an extensive knowledge on the fundamental instruments and underlying theories in the top management discipline of Business Strategy. Through various exercises and applications of these tools, they will be able to conduct a strategic analysis of a given industry and company and derive strategies for sustainable competitive advantage.</p> <p>After the course the students will understand the steps in the process of strategic management and the relevant questions managers need to ask themselves in each step, know how to conduct strategy analyses to identify and evaluate growth opportunities, have developed competencies in holistically combining the different analyses to formulate sound business strategies</p>
Content:	<p>The courses focuses on the following content:</p> <ul style="list-style-type: none">• What is strategy• Process of Strategic Management• External and internal analysis• Strategy formulation and choice
Teaching methods:	<p>The following teaching methods are applied (partly the usage depends on the number of participants):</p> <p>preliminary lecture on the theoretical foundation and the joint application of the models/tools in small cases in class, group and individual work on small cases are used to provide hands-on experience with the models/tools</p>
Examination(s):	<ul style="list-style-type: none">• written exam 30 %• different group assignments 70 %

Required:

- n/a

Optional:

Literature:

- Porter, M. (1996): What is Strategy, in: Harvard Business Review, November-December 1996, pp. 61-78.
 - Porter, M. (2008): The Five Competitive Forces That Shape Strategy, in: Harvard Business Review, January 2008, pp. 78-93.
 - Barney, J. (1991): Firm Resources and Sustained Competitive Advantage, in: Journal of Management, Vol.17, No.1, pp.99-120.
 - Kim, W.C., Mauborgne, R. (2004), Blue Ocean Strategy, in: Harvard Business Review, October 2004, pp. 76-84.
 - Rumelt R (2011): The perils of bad Strategy in: McKinsey Quarterly
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Course Organizational Behavior

Course No.	MBA-ft_E_05.02
Course belongs to module:	Strategy & Organizations
Lecturer(s):	Prof. Dr. Timo Meynhardt
Credits:	3 ECTS
Workload:	75 academic hours • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year
Learning objectives and outcomes:	<p>This course investigates the impact individuals, groups, and structures have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness. The course adopts a management perspective and provides participants with theoretical concepts and practical tools for leading an organization and managing organizational change. OB is specifically concerned with employment-related situations, thus, the course emphasizes behavior related to topics such as HR, productivity, human performance, and management.</p> <p>In this course, we position the Leipzig Leadership Model as a guiding framework for class discussion.</p>
Content:	<ul style="list-style-type: none">• Leipzig Leadership Model• Motivation• Public Value• Leader behavior and power• Interpersonal communication• Group structure and processes• Attitude development and perception• Change processes• Work design
Teaching methods:	<p>The following teaching methods are applied (partly the usage depends on the number of participants):</p> <ul style="list-style-type: none">• Lectures• self studies• case study discussion• team assignments• action learning
Examination(s):	<ul style="list-style-type: none">• individual essay assignment 60 %• one group presentation 40 %

Literature:

Required:

- BOOK: Robbins, S. P. & Judge, T. A. (2015) Essentials of Organizational Behavior (13). Pearson
- CASE: Meynhardt, T., Strathoff, P., Beringer, L., & Bernard, S. (2015). FC Bayern Munich: Creating Public Value Between Local Embeddedness and Global Growth. The Case Centre.
- BOOK: Kirchgeorg, M.; Meynhardt, T.; Pinkwart, A.; Suchanek, A.; Zülch, H. (2018). The Leipzig Leadership Model (3rd edition)

Optional:

- HBR's 10 Must reads, On Leadership, Harvard Business Review Press
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Module Management Success Factors

Module No.	MBA-ft_E_06
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Module contains the following courses:	<ul style="list-style-type: none">• Problem Solving & Communication• Negotiation
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Responsible for module:	Prof. Dr. Stephan Stubner, Prof. Dr. Remigiusz Smolinski
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Program:	Master Program in General Management, full-time (MBA)
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Conditions of participation:	Admission to the respective program
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Application and combination:	Contents are matched with the other lectures within the module or deep-dive
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Credits:	6 ECTS
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Workload:	150 academic hours <ul style="list-style-type: none">• 102 academic hours preparation/self-study• 48 academic hours of classes
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Conditions for credit points and grades:	<ul style="list-style-type: none">• Credit points are awarded for passing the module• Grade of the module is determined by the weighted average of the single grades of the examinations• Module is passed if the weighted average of the single grades is 4.0 or better• Grades range from 1 to 5 (very good to failing)• Note: for exchange students and students who obtain a second academic degree, grading conditions of the actual course apply
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Offered in section:	Essential (compulsory)
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Duration:	2 terms
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Frequency:	once a year
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Course Problem Solving & Communication

Course No.	MBA-ft_E_06.01
Course belongs to module:	Management Success Factors
Lecturer(s):	Prof. Dr. Stephan Stubner
Credits:	3 ECTS
Workload:	75 academic hours • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year

Learning objectives and outcomes:	<p>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:</p> <p>At the completion of this course, students should be able to:</p> <ul style="list-style-type: none">• Clarify the question being asked behind the problem• Break down the problem logically so as to be able to devise a work-plan to address the question• Structure written communications robustly to help present conclusions
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Content:	<p>The course addresses five aspects of the problem solving process:</p> <ul style="list-style-type: none">• Identifying problems• Structuring problems• Analyzing problems• Communicating solutions• Managing the overall problem solving process <p>The course is based on a combination of lectures, presentations, discussions and case studies. Thus, for the class to work well, all students are expected to arrive in class ready to take part in all exercises.</p>
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Teaching methods:	<p>The following teaching methods are applied (partly the usage depends on the number of participants):</p> <ul style="list-style-type: none">• lecture• case study discussion• class-room exercises• team assignments
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Examination(s):	Final group assignment: 100%
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Required:

- Swamy, P. R. (2013). Building logic into communication using the minto pyramid principle. IUP Journal of Soft Skills, 7(2), 40.

Optional:

- Ethan M.. Rasiel, & Paul N.. Friga. (2001). The McKinsey mind: Understanding and implementing the problem-solving tools and management techniques of the world's top strategic consulting firm. McGraw-Hill.

Literature:

Optional:

- De Bono, Edward (2016): Six Thinking Hats, ISBN: 0241257530.
 - Rasiel, Ethan M.; Friga, Paul, N.(2002): The McKinsey Mind, ISBN: 0071374299.
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Course Negotiation

Course No.	MBA-ft_E_06.02
Course belongs to module:	Management Success Factors
Lecturer(s):	Prof. Dr. Remigiusz Smolinski
Credits:	3 ECTS
Workload:	75 academic hours • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year
Learning objectives and outcomes:	<p>This course will challenge the students' intuition and improve the understanding of negotiation as a research field and a key managerial skill. It will introduce the relevant theories, concepts and methods and explain how they can be applied in practice. The main objective of the course is to develop the students' negotiation skills and improve their knowledge on the topic. After the course, students will be familiar with the methods and techniques that can be effectively used in the process of negotiation, will be able to apply them in appropriate negotiation situations and will learn how to deal with selected obstacles and complicating factors that can be encountered in the negotiating process.</p>
Content:	<p>This course explores selected specific substantive issues of negotiation. It is divided into the following:</p> <ul style="list-style-type: none">• Introduction to Negotiation• Distributive Negotiations• Integrative Negotiation – The Harvard Method• Dealing with Obstacles and Complicating Factors
Teaching methods:	<p>The following teaching methods are applied (partly the usage depends on the number of participants):</p> <ul style="list-style-type: none">• Interactive lecture• Plenary and group discussions• Individual and group exercises• Dyadic and multi-party negotiation role simulations
Examination(s):	<ul style="list-style-type: none">• Class participation: 40%• Written assignment: role simulation: 60%
Literature:	<p>Required:</p> <ul style="list-style-type: none">• Fisher, R., Ury, W.L., & Patton, B. 1991. Getting to Yes: Negotiating Agreement without Giving In. 2nd Edition. New York: Penguin Books. <p>Optional:</p> <ul style="list-style-type: none">• Lewicki, R.J., Barry, B. and Saunders, D.M. 2010. Negotiation. New York: McGraw-Hill.• Thompson, L.L. 2005. The Mind and Heart of the Negotiator. Upper Saddle River, NJ: Pearson Education.

Module Leadership Skills

Module No.	MBA-ft_E_07
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Module contains the following courses:	<ul style="list-style-type: none">• Leading Yourself & Self-Reflection• Leading Others & Human Resources
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Responsible for module:	Prof. Dr. Tobias Dauth, Prof. Dr. Timo Meynhardt
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Program:	Master Program in General Management, full-time (MBA)
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Conditions of participation:	Admission to the respective program
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Application and combination:	Contents are matched with the other lectures within the module or deep-dive
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Credits:	6 ECTS
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Workload:	150 academic hours <ul style="list-style-type: none">• 102 academic hours preparation/self-study• 48 academic hours of classes
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Conditions for credit points and grades:	<ul style="list-style-type: none">• Credit points are awarded for passing the module• Grade of the module is determined by the weighted average of the single grades of the examinations• Module is passed if the weighted average of the single grades is 4.0 or better• Grades range from 1 to 5 (very good to failing)• Note: for exchange students and students who obtain a second academic degree, grading conditions of the actual course apply
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Offered in section:	Essential (compulsory)
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Duration:	4 terms
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Frequency:	once a year
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Course Leading Yourself & Self-Reflection

Course No.	MBA-ft_E_07.01
Course belongs to module:	Leadership Skills
Lecturer(s):	Prof. Dr. Tobias Dauth
Credits:	3 ECTS
Workload:	75 academic hours • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	4 terms
Frequency:	once a year
Learning objectives and outcomes:	In this course, participants shall • Reflect on their individual strengths and growth opportunities related to their personal and professional development areas. • Learn how to define and pursue goals for a professional development • Reflect on the critical "soft factors" when working in teams and taking over a leadership role • Value the importance of communication as a key tool for successful cooperation and leadership • Learn how to moderate and lead effective communication • Prepare for their new responsibilities as a leader
Content:	First, students will get to know concepts and tools to better assess their unique personality structure and are encouraged to reflect on their individual purpose. Content will focus on the different aspects of individuals' potential such as talents, values, behavioral preferences, interests and preferred (professional) frameworks that give students impulses for their personal and professional development. Second, participants will be provided with guidelines and toolkits that enable them to reflect on their own personality and leadership style and on key improvement areas with respect to "soft skills" that enable them to pursue a professional career.
Teaching methods:	The following teaching methods are applied (partly the usage depends on the number of participants): • Lectures • Cases • Practitioners' sessions (guest speakers) • Reflective assignments • Personality tests
Examination(s):	Final group presentation: 100%

Required:

- Hougaard, R., & Carter, J. (2018). *The Mind of the Leader: How to Lead Yourself, Your People, and Your Organization for Extraordinary Results*. Harvard Business Press.
- Heifetz, R. A., & Linsky, M. (2002). A survival guide for leaders. *Harvard Business Review*, 80(6), 65-74. (ebook available)
- Rath, T. (2007). *StrengthsFinder 2.0*. Gallup Press

Optional:

Literature:

- Furtner, M. R., Baldegger, U., & Rauthmann, J. F. (2013). Leading yourself and leading others: Linking self-leadership to transformational, transactional, and laissez-faire leadership. *European Journal of Work and Organizational Psychology*, 22(4), 436-449.
(https://www.researchgate.net/publication/233981231_Leading_yourself_and_leading_others_Linking_self-leadership_to_transformational_transactional_and_laissez-faire_leadership last retrieved May 27,2019)
 - Furtner, M. R., Tutzer, L., & Sachse, P. (2018). The mindful self-leader: Investigating the relationships between self-leadership and mindfulness. *Social Behavior and Personality: an International Journal*, 46(3), 353-360.
 - Drucker, P.F (1999). *Managing Oneself*. Harvard Business Review
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Course Leading Others & Human Resources

Course No.	MBA-ft_E_07.02
Course belongs to module:	Leadership Skills
Lecturer(s):	Prof. Dr. Timo Meynhardt
Credits:	3 ECTS
Workload:	75 academic hours <ul style="list-style-type: none"> • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year

There is still a huge gap between the stated priority of HRM and its actual practice in corporation. While the "people factor" is regarded a most crucial asset for performance, the reality shows a much more differentiated picture.

This course has been specifically designed to discuss selected fundamental issues within contemporary HRM. The primary outcome of this course in HR is to help participants to:

Learning objectives and outcomes:

- 1. Develop an integrated and comprehensive understanding of the field of Human Resource Management.
- 2. Equip participants with fundamental, critical and analytical diagnostic expertise to enable them to analyze, understand and apply complex trends in the area of HR and to apply theoretical HR concepts with a view to solving relevant HR problems in their respective workplaces.
- 3. Critically reflect current trends and develop your own "HR-attitude". This part covers the role of HR for the individual success in top management. It includes self-assessments on one's own competency profile.

The course will broadly cover four major areas:

Content:

- 1. Positioning the role and function of HRM within the Leipzig Leadership model
- 2. The Managers Role in Strategic Human Resource Management (e.g. HR as business partner, individual competency profile)
- 3. Recruitment and placement (e.g. Job Analysis, Personnel Planning and Recruiting, Employee Testing and Selection, Interviewing Candidates)
- 4. Training and development (e.g. Training and Developing Employees, Performance Management and Appraisal, Coaching, Careers, and Talent Management)

The following teaching methods are applied (partly the usage depends on the number of participants):

Teaching methods:

The course has been designed to provide a variety of learning methods. The principles of adult learning with special emphasis on experiential learning will apply. Course will include theoretical, practical, participatory, interactive and experiential methods of learning, which can be readily transferred to the workplace.

Examination(s):

- individual essay assignment: 60%
 - one group presentation: 40%
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Literature:

Required:

- Ulrich, D. and Brockbank, W. (2005), *The value proposition*, Harvard Business School Press.
- Dessler, G. (2014). *Human Resource Management, Global Edition*
- HBR's 10 Must reads, *On Managing People*, Harvard Business Review Press

Optional:

- Crawshaw, J., Budhwar, P., & Davis, A. (Eds.). 2014. *Human resource management: strategic and international perspectives*. Sage.
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Module Advanced Communication

Module No.	MBA-ft_E_08
Module contains the following courses:	<ul style="list-style-type: none">• Public Relations & Crisis Communication• Cross-Cultural Communication & Management
Responsible for module:	Hannes Külz, Prof. Dr. Tobias Dauth
Program:	Master Program in General Management, full-time (MBA)
Conditions of participation:	Admission to the respective program
Application and combination:	Contents are matched with the other lectures within the module or deep-dive
Credits:	6 ECTS
Workload:	150 academic hours <ul style="list-style-type: none">• 102 academic hours preparation/self-study• 48 academic hours of classes
Conditions for credit points and grades:	<ul style="list-style-type: none">• Credit points are awarded for passing the module• Grade of the module is determined by the weighted average of the single grades of the examinations• Module is passed if the weighted average of the single grades is 4.0 or better• Grades range from 1 to 5 (very good to failing)• Note: for exchange students and students who obtain a second academic degree, grading conditions of the actual course apply
Offered in section:	Essential (compulsory)
Duration:	4 terms
Frequency:	once a year

Course Public Relations & Crisis Communication

Course No.	MBA-ft_E_08.01
Course belongs to module:	Advanced Communication
Lecturer(s):	Hannes Külz
Credits:	3 ECTS
Workload:	75 academic hours <ul style="list-style-type: none">• 51 academic hours preparation/self-study• 24 academic hours of classes
Duration:	1 term
Frequency:	once a year
Learning objectives and outcomes:	Image and public perception of companies are vital for the acceptance and appreciation of their products and services, and hence for their success. In this regard, Public Relations (PR) is an essential issue which needs permanent and professional attention. A clear communication strategy, an understanding of the functioning of the media world and contact with journalists are as crucial as communication skills and a contingency plan: Especially during crises, it pays to have well-thought-out PR.
Content:	The course gives an introduction to communication theory, from classical to constructivist approaches. The history and ethics of PR, news markets, the media sphere and PR on the internet are examined and discussed. In a simulation, students will learn how to prepare for crisis communication and how to communicate once the crisis is there: They will experience extreme time pressure, uncertainties, lack of control and turbulent group dynamics. Their communication with journalists is videotaped and will be analyzed and discussed.
Teaching methods:	The following teaching methods are applied (partly the usage depends on the number of participants): <ul style="list-style-type: none">• Lectures• Presentations• Discussions• Crisis Simulation
Examination(s):	<ul style="list-style-type: none">• In-class participation: 50%• Group assignment: 25%• Group work in the crisis simulation: 25%

Required:

- Glen M. Broom, Bey-Ling Sha (2013): Cutlip & Center's Effective Public Relations, 11th edition
- Dennis L. Wilcox, Bryan H. Reber (2014): Public Relations, Writing and Media Techniques, 7th edition

Optional:

Literature:

- Edward Bernays, (1928): Propaganda. Edition: 2005 with an introduction by Mark Crispin Miller. Ig Publishing, Brooklyn, New York.
 - The Code of ethics of the Public Relations Society of America (2000), <http://www.prsa.org/AboutPRSA/Ethics/CodeEnglish/>
 - Michael O'Keefe (2017): 10 Key Trends That will change the world of Public Relations <http://www.adworld.ie/2017/01/06/10-key-trends-will-change-world-public-relations/>
 - Astrid Kersten (2005): "Crisis as usual: Organizational dysfunction and public relations". In: Public Relations Review 31 pages 544-549
 - Ian Mitroff, Murat Alpaslan (2003): "Preparing for evil". In: Harvard Business Review. Apr2003, Vol. 81 Issue 4, p109-115
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Course Cross-Cultural Communication & Management

Course No.	MBA-ft_E_08.02
Course belongs to module:	Advanced Communication
Lecturer(s):	Prof. Dr. Tobias Dauth
Credits:	3 ECTS
Workload:	75 academic hours • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year

Learning objectives and outcomes: The course aims at preparing students to be global managers through an understanding of the management competencies that are required to operate in an international context. The dominant focus of the course will be on building cultural intelligence as a personal effectiveness dimension.

Content: The course will focus on the following topics

- Engaging with culture
- Cross cultural dimensions in decision making
- Communicating and negotiating across cultures
- Leadership in cross cultural contexts
- Managing and motivating cross cultural teams

Teaching methods: The following teaching methods are applied (partly the usage depends on the number of participants):

- Lectures
- Group discussions
- Exercises
- Case-studies
- Reflective assignments
- Self-study

Examination(s):

- individual participation in class: 10%
- group work presentations in class: 90%

Required:

- Brett, J., Behfar, K., & Kern, M. C. (2006). Managing Multicultural Teams. *Harvard Business Review*, 84(11), 84-91 (online available at: https://www.researchgate.net/profile/Kristin_Behfar/publication/6666162_Managing_Multicultural_Teams/inks/54b420420cf2318f0f96b6d8.pdf#page=70)
- Mittelmeier, J., Rienties, B., Tempelaar, D., & Whitelock, D. (2018). Overcoming cross-cultural group work tensions: mixed student perspectives on the role of social relationships. *Higher Education*, 75(1), 149-166.

Literature:

Optional:

- Calori, R., & De Woot, P. (1994). *A European management model: Beyond diversity*. Prentice Hall.
 - Khanna, T., & Palepu, K. G. (2010). *Winning in emerging markets: A road map for strategy and execution*. Harvard Business Press.
 - Kittler, M. (2018). Do we understand each other? Discussing academic exchange from a cross-cultural communication perspective. *International Studies of Management & Organization*, 48(3), 333-351.
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Module Entrepreneurship & Technology

Module No.	MBA-ft_E_09
Module contains the following courses:	<ul style="list-style-type: none">• Disruptive Technology & Business Models• Entrepreneurship & Agile Working Methods• Coding & Data Literacy
Responsible for module:	Prof. Dr. Stephan Stubner, Prof. Dr. Vivek Velamuri
Program:	Master Program in General Management, full-time (MBA)
Conditions of participation:	Admission to the respective program
Application and combination:	Contents are matched with the other lectures within the module or deep-dive
Credits:	9 ECTS
Workload:	225 academic hours <ul style="list-style-type: none">• 153 academic hours preparation/self-study• 72 academic hours of classes
Conditions for credit points and grades:	<ul style="list-style-type: none">• Credit points are awarded for passing the module• Grade of the module is determined by the weighted average of the single grades of the examinations• Module is passed if the weighted average of the single grades is 4.0 or better• Grades range from 1 to 5 (very good to failing)• Note: for exchange students and students who obtain a second academic degree, grading conditions of the actual course apply
Offered in section:	Essential (compulsory)
Duration:	4 terms
Frequency:	once a year

Course Disruptive Technologies & Business Models

Course No.	MBA-ft_E_09.01
Course belongs to module:	Entrepreneurship & Technology
Lecturer(s):	Prof. Dr. Stephan Stubner, Dr. Dominik Kanbach
Credits:	3 ECTS
Workload:	75 academic hours <ul style="list-style-type: none">• 51 academic hours preparation/self-study• 24 academic hours of classes
Duration:	1 term
Frequency:	once a year

Learning objectives and outcomes: The course aims at providing students with the fundamental understanding of major technological developments affecting industries and societies in the era of digital transformation. Thus, technological developments, e.g. from the fields of artificial intelligence (AI), blockchain and robotics are introduced and discussed. The focus lies on the discussion of potential business models based on the introduced technologies including new business models as well as the disruptive impact on incumbents.

Thereby students gain deep and applicable competencies in understanding and applying these new technologies in business settings. Guest presentations from practice partners are integrated to complement the discussions with concrete practical examples of technology application.

Content: Especially over the last years, the developments of technologies such as artificial intelligence and blockchain have shown their disruptive potentials. Furthermore, it is commonly expected that significant changes will happen in the near as well as more distant future through the increasing application of such powerful technologies. Some experts even consider artificial intelligence as the new electricity with comparable breakthrough potential in business as well as society.

This course addresses these recent and future developments and focuses on a general understanding of technologies with a disruptive potential by taking an integrative perspective. Specifically, the course covers the general background and development of disruptive technologies, as well as potential applications for new business models, associated challenges as well as strategies for implementing technological advancements in incumbent companies.

Teaching methods: The following teaching methods are applied (partly the usage depends on the number of participants):

- Interactive lecture
 - Discussion
 - Exercise sessions
 - Case studies
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Examination(s):

- Interim group work presentation: 30%
 - Final group work assignment presentation: 70%
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Literature:

Required:

- Agrawal, A., Gans, J., & Goldfarb, A. (2017). How AI will change strategy: a thought experiment. Harvard Business Review.
- Carson, B., Romanelli, G., Walsh, P., & Zhumaev, A. (2018). Blockchain beyond the hype: What is the strategic business value. McKinsey & Company.
- Gupta, V. (2017). A brief history of blockchain. Harvard Business Review.
- Hardy, Q. (2017). 3 ways companies are building a business around AI. Harvard Business Review.

Optional:

- Garbuio, M., & Lin, N. (2019). Artificial Intelligence as a Growth Engine for Health Care Startups: Emerging Business Models. California Management Review, 61(2), 59-83.
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Course Entrepreneurship & Agile Working Methods

Course No.	MBA-ft_E_09.02
Course belongs to module:	Entrepreneurship & Technology
Lecturer(s):	Prof. Dr. Vivek Velamuri
Credits:	3 ECTS
Workload:	75 academic hours • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year

Learning objectives and outcomes:	<ul style="list-style-type: none">• Students will learn gain hands-on skills and experience applying agile principles and agile frameworks to be successful in discovering entrepreneurial opportunities and building new businesses, whether as a start-up or in a business development position in an established company.• Students will be able to demonstrate critical thinking and applied problem solving against a complex holistic system of agile principles, values and practices, and challenges of scaling to the enterprise.• Students will learn the strategic business drivers and benefits of agile methods, and the inherent complexities entrepreneurs experience while adopting and scaling agile to the enterprise.• Students will be able to gain an understanding of the basic concepts of entrepreneurship and apply concepts of idea generation for business opportunities in the market place. Learn to pitch their ideas in a crisp and concise manner.• Students will learn to apply "Effectuation" as a working method for entrepreneurial opportunity recognition and elaboration.
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Content:	<p>How do people come up with new business ideas? And how are such ideas evaluated and elaborated into BMs?</p> <ul style="list-style-type: none">• An introduction to the theory of entrepreneurship,• Models and approaches for finding business ideas, elevator idea pitch contest, elaborating business ideas into business model's three interconnected components,• Techniques and methods for benchmarking and estimating market potential <p>What are Agile working methods?</p> <ul style="list-style-type: none">• An introduction to agile values and guiding principles• An introduction to the agile project management phases <p>Who this course benefits: Agile Methods is the perfect course for entrepreneurially-minded professionals and wanting to learn through practical application how entrepreneurs can find business ideas.</p>
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The following teaching methods are applied (partly the usage depends on the number of participants):

Teaching methods:

- interactive lectures
- case study discussion
- team assignments
- self-studies
- action learning

As part of the course, all students need to take part in the HHL elevator pitch competition.

Examination(s):

- individual assignment: 50%
 - group assignment: 50%
-

Literature:

Required:

- Kawasaki, G. (2004). *The Art of the Start: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything*. New York, NY: Portfolio.
- Osterwalder, A., Pigneur, Y., & Clark, T. (2010). *Business model generation: A handbook for visionaries, game changers, and challengers*. Hoboken, NJ: Wiley
- "Searching for the invisible man". *The Economist*. March 9, 2006. pp. 67. http://www.economist.com/node/5601890?story_id=E1_VGDTRJD

Optional:

- n/a
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Course Coding & Data Literacy

Course No.	MBA-ft_E_09.03
Course belongs to module:	Entrepreneurship & Technology
Lecturer(s):	PD Dr. habil. Dorian Proksch
Credits:	3 ECTS
Workload:	75 academic hours • 55 academic hours preparation/self-study • 20 academic hours of classes
Duration:	3 terms
Frequency:	once a year

Learning objectives and outcomes:

Programming knowledge is considered more and more indispensable in today's world, not only for computer scientists but also for people in any kind of job and especially for future business leaders. Learning to code is one of the most valuable and useful things one can do.

The course aims at providing students a fundamental understanding of a programming language and its set of application areas. Additionally, the course provides participants with competencies to use a programming language as a tool for data analysis.

After the course, students will have gained competencies in the fundamentals of a programming language and its application to solve various problems. Students will be equipped with the competency to better understand challenges in the interface between business and technology.

Content:

The course focuses on a programming language, e.g. Python. Python is a general-purpose, versatile and popular programming language. It is a language with a simple syntax but a broad field of powerful application opportunities. While it is considered easy to learn, it can be used for a diverse set of tasks from web development to software development and scientific applications. Companies worldwide are using Python to harvest insights from their large and diverse sets of data and to create the next competitive advantage.

This course focuses in the first step on a general introduction to e.g. Python as a programming language and in a second step covers the application of this language in the field of data science.

Teaching methods:

The following teaching methods are applied (partly the usage depends on the number of participants):

- interactive lectures and webinars
- self-learning with an elearning platform
- active participation and discussions

Examination(s):

- Completing online course: 50 %
 - Case study: 50 %
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Literature:

Required:

- Videos provided by our online platform. Students will have access after the start of the class.

Optional:

- Richard L. Halterman (2017). Fundamentals of Python Programming: <http://python.cs.southern.edu/pythonbook/pythonbook.pdf> (online available)

Optional:

- n/a
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MBA

General Management Deep-Dives

Allowing to focus your learning experience and providing opportunities to customize

Fast Track | 12 ECTS | Select 2 out of 8

Advanced Track | 42 ECTS | Select min. 4 out of 8 deep dives + free choice from PIE* and Customize

Strategic Management		Financial Management		Marketing Management		Innovative Business		Practical & International Experience		Customize	
Corporate Strategy	3	Corporate Valuation & M&A	3	Strategic Brand Management	3	Innovation Management & Corporate Entrepreneurship	3	Internship	Business Plan Seminar: Starting up your digital venture	8	
Managing Global Corporations	3	Applied Corporate Finance	3	International Marketing Simulation	3	Online Marketing & Customer Analytics	3	or	Student Consulting Project (by application) & Project & Process Management course	8	
ECTS	6	ECTS	6	ECTS	6	ECTS	6	Entrepreneur in Residence	Choose one or two course(s) from not selected deep-dives	max. 6	
Decision Making		Trans-formation Management		Sustainability Management		Value Creation Management		or	International Study Trip**	4	
Quantitative Management Techniques	3	Change Management	3	Competitiveness	3	Customer Value Creation	3	Social Impact Project	German Language courses	6	
Managerial Decision Making	3	Growth Management	3	Business, Environment, Society & Leadership	3	Value Chain Management	3	or	Open courses	max. 4	
ECTS	6	ECTS	6	ECTS	6	ECTS	6	Study Abroad	Extra course from Study Abroad	max. 6	
								ECTS		12	

Module Strategic Management

Module No.	MBA-ft_D_01
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Module contains the following courses:	<ul style="list-style-type: none">• Corporate Strategy• Managing Global Corporations
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Responsible for module:	Prof. Dr. Stephan Stubner, Prof. Dr. Tobias Dauth, Dr. Dominik Kanbach
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Program:	Master Program in General Management, full-time (MBA)
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Conditions of participation:	Admission to the respective program
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Application and combination:	Contents are matched with the other lectures within the module or deep-dive
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Credits:	6 ECTS
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Workload:	150 academic hours <ul style="list-style-type: none">• 102 academic hours preparation/self-study• 48 academic hours of classes
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Conditions for credit points and grades:	<ul style="list-style-type: none">• Credit points are awarded for passing the module• Grade of the module is determined by the weighted average of the single grades of the examinations• Module is passed if the weighted average of the single grades is 4.0 or better• Grades range from 1 to 5 (very good to failing)• Note: for exchange students and students who obtain a second academic degree, grading conditions of the actual course apply
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Offered in section:	Deep-dive (elective), Strategic Management
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Duration:	1 term
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Frequency:	once a year
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Course Corporate Strategy

Course No.	MBA-ft_D_01.01
Course belongs to module:	Module Strategic Management
Lecturer(s):	Prof. Dr. Stephan Stubner, Dr. Dominik Kanbach
Credits:	3 ECTS
Workload:	75 academic hours <ul style="list-style-type: none">• 51 academic hours preparation/self-study• 32 academic hours of classes
Duration:	1 term
Frequency:	once a year
Learning objectives and outcomes:	<p>Corporate Strategy is the key task for managers that lead a diversified organization. In contrast to Business Strategy the ultimate objective in Corporate Strategy is to achieve a parenting advantage. For this, managers have to understand how to evaluate the opportunities and drawbacks of diversification strategies and how to implement and manage such strategies.</p> <p>Based on an introduction into the underlying theories for value creation in multi-business firms, as the resource based view, transaction cost theory and others, students will learn how to apply analyses tools for developing and implementing optimized portfolio approaches. Students will also reflect on the advantages of different roles of the corporate center and discuss the peculiarities of different corporate holding setups.</p> <p>After the course, students will:</p> <ul style="list-style-type: none">• have knowledge about concepts, analytical methods and processes of development, selection, formulation and implementation of Corporate Strategy,• be able to evaluate strategic decisions on corporate development of multibusiness firms,• have a better understanding of different concepts of portfolio planning and implementation
Content:	<p>The course addresses the following aspects of Corporate Strategy:</p> <ul style="list-style-type: none">• Fundamentals of Corporate Strategy• Portfolio planning and diversification• Private Equity approach as a special form of Corporate Strategy• Execution of portfolio changes - focus on M&A• Strategy implementation, especially the role of the center and different holding formats
Teaching methods:	<p>The following teaching methods are applied (partly the usage depends on the number of participants):</p> <p>The course uses a combination of lectures, discussions, self-studies, case studies, team assignments and action learning. In order to allow first self-study, the students will be referred to comprehensive reading material and additional references during the course.</p>

Examination(s):

- Team assignment: 100%
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Required:

- n/a

Optional:

- Johnson, G., Scholes, K., Whittington, R.: Exploring Corporate Strategy, 9th ed., London 2010.
- Campbell, A., Good, M., Alexander, M. (1995): The value of the parent company, in: California Management Review, 09- 1995, pp. 79-97
- Collis, D., Young, D., Goold, M. (2007): The size, structure, and performance of corporate headquarters, in: Strategic Management Journal, 28: pp. 383-405
- Markides, C.C., Williamson, P.J. (1996): Corporate diversification and organization structure: a resource-based view, in: Academy of Management Journal, Vol. 39, No.2, pp. 340-367
- Ng, Desmond W. (2007): A Modern Resource Based Approach to Unrelated Diversification, in: Journal of Management Studies 44:8 December 2007, pp. 1481-1502

Literature:

- Robins, J., Wiersema, M.F. (1995): A resource-based approach to the multibusiness firm: empirical analysis of portfolio interrelationships and corporate financial performance, in: Strategic Management Journal, Vol. 16, 277-299
 - Stahl, G.K., Voigt, A. (2008): Do Cultural Differences Matter in Mergers and Acquisitions? A Tentative Model and Examination, in: Organization Science, Vol. 19, No. 1, January-February 2008, pp. 160-176.
 - Campbell, A., Goold, M., Alexander, M. (1995): Corporate Strategy: The quest for parenting advantage, in: Harvard Business Review, March-April 1995, pp. 120-132
 - Porter, M.E. (1988): From competitive advantage to corporate strategy, in: McKinsey Quarterly, Spring 1988, pp. 35-66
 - Dobbs, R., Huyett, B., Koller, T. (2009): Are you still the best owner of your assets?, in: McKinsey Quarterly, November 2009
 - Carlesi, L., Verster, B., Wenger, F. (2007): The new dynamics of managing the corporate portfolio, in: McKinsey Quarterly, Spring 2007
 - Roghé, F., Book, M., Webers, S.T., Strack, R. (2008): Lean and Active: A new Perspective on the Role of the Center, BCG Report, Boston 2008
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Course Managing Global Corporations

Course No.	MBA-ft_D_01.02
Course belongs to module:	Module Strategic Management
Lecturer(s):	Prof. Dr. Tobias Dauth
Credits:	3 ECTS
Workload:	75 academic hours • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year
Learning objectives and outcomes:	<p>After attending this course students should</p> <ul style="list-style-type: none">• understand the basic dimensions and the current state of globalization as a context of firms' global strategy• have a solid understanding of the structure and strategies of global firms• understand how specific functions of a firm are affected by globalization• be able to design and evaluate firms' global strategies• have learned a lot about the relevance and context of specific emerging markets• have improved their ability to work in teams• have improved their ability to address intercultural issues
Content:	<p>During the last decades, global engagements of firms turned from rare activities to common strategies. Today, experts claim that "no industry is free from global competition".</p> <p>This course addresses these developments and focusses on different dimensions of global strategy by taking an integrative perspective. Specifically, the course covers the context of globalization, strategies for entering foreign markets and the management of multinationals, as well as challenges, strategies, techniques, and tools for inter-nationalizing specific functions of a firm (e.g. Human Resources, Marketing, etc.).</p>
Teaching methods:	<p>The following teaching methods are applied (partly the usage depends on the number of participants):</p> <ul style="list-style-type: none">• lectures• in-class cases and discussions• video exercises
Examination(s):	<ul style="list-style-type: none">• Individual participation in class: 20%• Group work presentations in class: 30%• Post course assignment: 50%

Required:

- Ghemawat, Pankaj (2001), Distance Still Matters: The Hard Reality of Global Expansion, in: Harvard Business Review, September 2001, pp. 137-147.
- Ghemawat, P. (2007). Managing differences: The central challenge of global strategy. Harvard Business Review, 85(3), 58-68.
- World Economic Forum (2016): Digital Transformation of industries: Societal implications. WEF White paper, accessible via <http://reports.weforum.org/digital-transformation/wp-content/blogs.dir/94/mp/files/pages/files/dti-societal-implications-white-paper.pdf>

Literature:

Optional:

- Frynas, J. G., & Mellahi, K. (2015). Global strategic management. Oxford University Press, USA.
 - Peng, M. W. (2013). Global strategy. Cengage learning.
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Module Financial Management

Module No.	MBA-ft_D_02
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Module contains the following courses:	<ul style="list-style-type: none">• Corporate Valuation & M&A• Applied Corporate Finance
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Responsible for module:	Prof. Dr. Bernhard Schwetzler, Prof. Dr. Alexander Lahmann
Program:	Master Program in General Management, full-time (MBA)
Conditions of participation:	Admission to the respective program

Application and combination:	Contents are matched with the other lectures within the module or deep-dive
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Credits:	6 ECTS
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Workload:	150 academic hours <ul style="list-style-type: none">• 102 academic hours preparation/self-study• 48 academic hours of classes
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Conditions for credit points and grades:	<ul style="list-style-type: none">• Credit points are awarded for passing the module• Grade of the module is determined by the weighted average of the single grades of the examinations• Module is passed if the weighted average of the single grades is 4.0 or better• Grades range from 1 to 5 (very good to failing)• Note: for exchange students and students who obtain a second academic degree, grading conditions of the actual course apply
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Offered in section:	Deep-dive (elective), Financial Management
Duration:	3 terms
Frequency:	once a year

Course Corporate Valuation & M&A

Course No.	MBA-ft_D_02.01
Course belongs to module:	Module Financial Management
Lecturer(s):	Prof. Dr. Bernhard Schwetzler, Prof. Dr. Alexander Lahmann
Credits:	3 ECTS
Workload:	75 academic hours • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year
Learning objectives and outcomes:	Participants of this module will get insights into corporate valuation and mergers & acquisitions. Starting with the different valuation techniques students get a toolkit to detect and properly evaluate potential transaction targets. The module continues by providing the students with techniques to successfully conduct and close corporate transactions.
Content:	The course first discusses extensively the different versions of Discounted Cash Flow (DCF) models (WACC and APV approach) for the valuation of companies. Students will also get to know market-based valuation using multiples. The second part of the course will give students deeper insights into M&A related topics, e.g. accounting issues (PPA), concepts of deriving the appropriate takeover bid, methods of payments in corporate transactions, earn outs and contingent value rights as payments.
Teaching methods:	The following teaching methods are applied (partly the usage depends on the number of participants): <ul style="list-style-type: none">• Interactive Lectures• Exercises• Case Study Work• Class Discussions• Self-Studies
Examination(s):	<ul style="list-style-type: none">• Exam: 60%• Case study work: 40%
Literature:	Required: <ul style="list-style-type: none">• Koller/Goedhart/Wessels: Valuation, 5th ed., Wiley 2010 or 6th ed., Wiley 2015.• Damodaran: Investment Valuation, 3rd ed., Wiley 2012.• Bruner: Applied Mergers and Acquisitions, Wiley, 2012 Further articles will be announced in class. Optional: <ul style="list-style-type: none">• n/a

Course Applied Corporate Finance

Course No.	MBA-ft_D_02.02
Course belongs to module:	Module Financial Management
Lecturer(s):	Prof. Dr. Bernhard Schwetzler, Prof. Dr. Alexander Lahmann
Credits:	3 ECTS
Workload:	75 academic hours • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year
Learning objectives and outcomes:	The aim of this course is to provide participants with the ability to apply corporate finance theory by practice using case pedagogy, specifically: • Defining authentic problems and sorting major/minor issues. • Analyzing financial issues in real-world settings. • Working with peers to improve teamwork, and collaborative skills. • Evaluating written reports. • Increasing student's confidence to participate in financial decision-making
Content:	The topics for the class cases cover a the full range of investment and financing decisions, specifically: • Capital budgeting • Risk/Return • Cost of Capital • Capital Structure • Valuation • IPO's • Mergers & Acquisitions
Teaching methods:	The following teaching methods are applied (partly the usage depends on the number of participants): Combinations of case writing, case presentations, evaluations of reports, lectures and peer feedback.
Examination(s):	• Case studies (group work)/Class discussion: 80% • Test (individual): 20%
Literature:	Required: • Ross/Westerfield/Jordan: Fundamentals of corporate finance 8th ed. McGraw-Hill Selected readings accompanying cases. Optional: • n/a

Module Marketing Management

Module No.	MBA-ft_D_03
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Module contains the following courses:	<ul style="list-style-type: none">• Strategic Brand Management• International Marketing Simulation
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Responsible for module:	Prof. Dr. Manfred Kirchgeorg
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Program:	Master Program in General Management, full-time (MBA)
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Conditions of participation:	Admission to the respective program
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Application and combination:	Contents are matched with the other lectures within the module or deep-dive
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Credits:	6 ECTS
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Workload:	150 academic hours <ul style="list-style-type: none">• 102 academic hours preparation/self-study• 48 academic hours of classes
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Conditions for credit points and grades:	<ul style="list-style-type: none">• Credit points are awarded for passing the module• Grade of the module is determined by the weighted average of the single grades of the examinations• Module is passed if the weighted average of the single grades is 4.0 or better• Grades range from 1 to 5 (very good to failing)• Note: for exchange students and students who obtain a second academic degree, grading conditions of the actual course apply
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Offered in section:	Deep-dive (elective), Marketing Management
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Duration:	1 term
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Frequency:	once a year
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Course Strategic Brand Management

Course No.	MBA-ft_D_03.01
Course belongs to module:	Module Marketing Management
Lecturer(s):	Prof. Dr. Manfred Kirchgeorg
Credits:	3 ECTS
Workload:	75 academic hours • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year

There are very few strategic assets available to companies and non-profit institutions that can provide a long-lasting competitive advantage. Brands are one of them. The course "Strategic Brand Management" aims to prepare students with the knowledge and tools to create and manage strong brands as corporate immaterial assets. These skills are relevant for later work in established companies or startups. Therefore, we aim to understand the relevance of brand management to create a long-lasting competitive advantage. At the next step students should be enabled to develop knowledge and skills for managing brands. They learn how to apply brand management models and the planning, positioning, coordination and implementation of brand strategies. Based on brand equity models relevant drivers of strong brands as immaterial assets will be reflected and discussed. There will be a number of team work activities.

Learning objectives and outcomes: The module "Strategic Brand Management" is guided by the Leipzig Leadership Model. It will answer the question how to make strategic marketing and branding decisions in a responsible and efficient manner. Therefore, the module links the course content directly to the core dimensions (entrepreneurial spirit, responsibility, effectiveness) of the Leipzig Leadership Model.

At the completion of the course, students should be able to:

- Understand the relevance of brand strategies within corporate strategy
- Analyze the strategic positioning and define target positioning options
- Reflect the relevance of brand strategies to increase corporate value and brand equity
- Understand the brand management process and to apply the Identity-Based Brand Management approach for implementing brand strategies and brand architectures
- Compare and evaluate different types of brand strategies
- Apply brand strategies to different target groups (customer, employees, stakeholder etc.)
- Compare and evaluate different brand equity models
- Analyze, research, communicate and present their ideas and recommendations for brand management.

Content:	<p>I. The role of branding within strategic management</p> <p>II. Brand Management Process</p> <ul style="list-style-type: none"> • The concept of Identity-Based Brand Management • Brand positioning analysis • Brand architectures & brand goals • Brand strategies for launching, growing and sustaining corporate and product brands • Brand controlling and brand equity models <p>III. Branding for special target groups and markets</p> <ul style="list-style-type: none"> • Sustainability Branding • Employer Branding
Teaching methods:	<p>The following teaching methods are applied (partly the usage depends on the number of participants):</p> <ul style="list-style-type: none"> • Interactive lectures: <ul style="list-style-type: none"> o Presentation o Group work (e. g. example cases) o Simulation o Guest speaker o Class discussion
Examination(s):	<ul style="list-style-type: none"> • Final Exam (individual grades): 50% • Group presentation (grades will be allocated to the whole team, not individually): 50%
Literature:	<p>Required</p> <ul style="list-style-type: none"> • Burmann, C./ Riley, N.-M./ Halaszovich, T./ Schade, M. (2017): Identity-Based Brand Management, Wiesbaden: Springer Gabler. • Keller, K. L. (2012): Strategic Brand Management, 4th global ed., Harlow: Pearson. • Burmann, C. et al. (2017): Identity-Based Brand Management: Fundamentals – Strategy -Implementation - Controlling, Wiesbaden: Springer. • Perrey, J./Freundt, T./Spillecke, D. (2015): Power Brands - Measuring, Making, and Managing Brand Success, 3rd. ed., Weinheim: Wiley. <p>Optional:</p> <ul style="list-style-type: none"> • Kapferer, J. N. (2012): The New Strategic Brand Management - Advanced Insights and Strategic Thinking, 5th. ed., London: Kogan Page. • Esty, D.C./Simmons, P.J. (2011): The Green to Gold Business Playbook. How to Implement Sustainability Practices, Hoboken: Wiley. • Aaker, D./Joachimsthaler, E. (2009): Brand Leadership, London: Free Press. <p>Additional literature will be provided at the beginning of the course.</p>

Course International Marketing Simulation

Course No.	MBA-ft_D_03.02
Course belongs to module:	Module Marketing Management
Lecturer(s):	Prof. Dr. Carsten Bartsch
Credits:	3 ECTS
Workload:	100 academic hours • 68 academic hours preparation/self-study • 32 academic hours of classes
Duration:	1 term
Frequency:	once a year

Today's globalization has fundamentally and irreversibly changed the dynamics of international business. Through the liberalization of foreign trade around the globe new markets are entered and new opportunities for firms emerge.

Nevertheless, the phenomenon of globalization is multi-faceted and also inhabits potential threats, which firms have to prepare against. As such, it is pivotal for business leaders to understand this creature as a whole.

After attending this course students should:

- understand the basic dimensions and the current state of globalization as a context of firm internationalization;
- have learned a lot about the relevance and context of specific emerging markets;
- understand and evaluate entry mode strategies based on relevant theories of the field;
- understand and evaluate internationalization processes based on relevant theories of the field;
- have a basic understanding of the organization and strategies of multinational firms;
- understand how specific functions of a firm are affected by internationalization;
- have improved their ability to work in teams;
- have improved their ability to address intercultural issues.

Specific Objectives and Learning Outcomes

By the end of the module students will have learned:

- which impact globalization has on their business, industry and firm.
- how firms successfully act in global markets around the globe.

Knowledge and Understanding:

After completing this module the student will have:

- knowledge about the dimensions of globalization, including cultural, political, technological and economic factors.
- developed a deeper understanding of mechanisms in diverse global markets.
- substantial knowledge on entry mode options and strategies.
- understood how to practically apply market entry strategies, balancing global economies of scale and scope vs. local tailoring, and leveraging global supply chains.
- become familiar with a number of practical internationalization cases, covering firms from different industries, nations and sizes.

Learning objectives and outcomes (continued):

Cognitive and Subject Specific Skills:

After completing this module the student will have:

- skills to investigate the impact of globalization for a specific business situation and ask the right questions.
- the capability to critically assess specific global markets for a firm.
- the competence to investigate strategic alternatives for market entries.

Key Skills:

After completing this module the student will have:

- the ability to conduct and document market research on global markets.
- the ability to write and develop a clear market entry strategy concept.
- the ability to critically review market research and review market entry concepts.
- the ability to convince others of their ideas.
- the ability to efficiently work in teams.

Content:

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.

Teaching methods:

The following teaching methods are applied (partly the usage depends on the number of participants):

- Take-home exercises to apply knowledge from class on real customer data
- Group work and presentation on case example

Examination(s):

- Strategy Paper and presentation: 25%
- Final Exam: 25%
- Participation in case and class discussion: 25%
- Participation in your Markstrat Team: 25%

Literature:

Required:

- Markstrat Manual
- Case study "Cleopatra"

Optional:

- n/a
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Module Innovative Business

Module No.	MBA-ft_D_04
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Module contains the following courses:	<ul style="list-style-type: none">• Innovation Management & Corporate Entrepreneurship• Online Marketing & Customer Analysis
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Responsible for module:	PD Dr. habil. Dorian Proksch, Jun.-Prof. Dr. Erik Maier
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Program:	Master Program in General Management, full-time (MBA)
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Conditions of participation:	Admission to the respective program
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Application and combination:	Contents are matched with the other lectures within the module or deep-dive
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Credits:	6 ECTS
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Workload:	150 academic hours <ul style="list-style-type: none">• 102 academic hours preparation/self-study• 48 academic hours of classes
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Conditions for credit points and grades:	<ul style="list-style-type: none">• Credit points are awarded for passing the module• Grade of the module is determined by the weighted average of the single grades of the examinations• Module is passed if the weighted average of the single grades is 4.0 or better• Grades range from 1 to 5 (very good to failing)• Note: for exchange students and students who obtain a second academic degree, grading conditions of the actual course apply
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Offered in section:	Deep-dive (elective), Innovative Business
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Duration:	2 terms
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Frequency:	once a year
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Course Innovation Management & Corporate Entrepreneurship

Course No.	MBA-ft_D_04.01
Course belongs to module:	Module Innovative Business
Lecturer(s):	PD Dr. habil. Dorian Proksch
Credits:	3 ECTS
Workload:	75 academic hours • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year
Learning objectives and outcomes:	The aim of the course is to understand the concepts of (digital) innovation management and corporate entrepreneurship as ways to stay competitive in a global context. The student will learn how innovation management is implemented today and how it might look like in the future. Further, he or she will learn about the role of corporate entrepreneurship as one way to enhance the innovation management. After the course, the student will be able to evaluate the innovation management of a company and has concrete knowledge how to improve and digitalize it. Also, he or she will be able to critically reflect on the implementation of a corporate entrepreneurship approach.
Content:	Topics (with restriction to priorities): 1. Introduction to innovation management and digital innovation management 2. The (digital) innovation management process: Identifying opportunities 3. Innovation ecosystem: The role of organization, culture, and leadership for innovation 4. The (digital) innovation management process: Creating an innovation portfolio 5. The (digital) innovation management process: Corporate entrepreneurship as a way of implementing innovations 6. Innovation ecosystem: The role of technology for innovation 7. The innovation management process: Diffusion and commercialization of innovation 8. The dark side of innovation and the Leipzig Leadership Model
Teaching methods:	The following teaching methods are applied (partly the usage depends on the number of participants): • The student will take the role of an innovation consultant within a small team for a selected company. Therefore, most sessions will be divided into two parts: a lecture part and a practical exercise to apply what the students have learnt.
Examination(s):	• Final presentation: 100%

Required:

- Weis, Bernd X. From Idea to Innovation: A Handbook for Inventors, Decision Makers and Organizations. Springer, 2014.

Optional:

- Topic 1: Nambisan, S., Lyytinen, K., Majchrzak, A., & Song, M. (2017). Digital Innovation Management: Reinventing innovation management research in a digital world. *Mis Quarterly*, 41(1).
- Topic 2: Bashmakov, A. I., Popov, V. V., Zhedyaevskii, D. N., Chikichev, D. N., & Voyakin, E. A. (2015). Development Regularities of Technical Systems as a Means of Scientific, Methodological and Information Support of Idea and Innovation Management. *European Research Studies*, 18(4), 35.
- Topic 3: Bel, R. (2010). Leadership and innovation: Learning from the best. *Global business and organizational excellence*, 29(2), 47-60.
- Topic 4: Holtzman, Y. (2014). A strategy of innovation through the development of a portfolio of innovation capabilities. *Journal of Management Development*, 33(1), 24-31.
- Topic 5: Ebner, W., Leimeister, J. M., & Krcmar, H. (2009). Community engineering for innovations: the ideas competition as a method to nurture a virtual community for innovations. *R&d Management*, 39(4), 342-356.
- Topic 6: <https://www.intechopen.com/books/virtual-reality-human-computer-interaction/the-virtual-reality-revolution-the-vision-and-the-reality>
- Topic 7: Tellis, G. J. (2006). Disruptive technology or visionary leadership?. *Journal of Product Innovation Management*, 23(1), 34-38.
- Topic 8: Kirchgeorg, M., Meynhardt, T., Pinkwart, A., Suchanek, A., & Zülch, H. (2017). *Das Leipziger Führungsmodell: The Leipzig Leadership Model*. BoD-Books on Demand.

Literature:

Course Online Marketing & Customer Analysis

Course No.	MBA-ft_D_04.02
Course belongs to module:	Module Innovative Business
Lecturer(s):	Jun.-Prof. Dr. Erik Maier
Credits:	3 ECTS
Workload:	75 academic hours <ul style="list-style-type: none"> • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year

Learning objectives and outcomes:	<p>The course aims to prepare participants for later work with or in an online marketing department or business intelligence unit. Therefore, we aim to understand, critically reflect upon and apply the necessary tools (e.g., Google Analytics), concepts (e.g., data types, relevant statistical analyses), measures (e.g., marketing cost ratio) and challenges (e.g., need for scale) of digital marketing and customer analytics. In this, being an effective (digital) marketer and customer analyst also requires a solid understanding of the underlying statistical concepts and research concepts (e.g., moderators vs. mediators).</p> <p>This results in the following learning objectives:</p> <ul style="list-style-type: none"> • Understand the basic tools and approaches in online marketing and online marketing measurement • Reflect on strategic challenges in digital marketing • Understand different sources of customer data • Understand and apply the conceptual and statistical underpinnings of customer analytics • Define approaches to obtain customer data for relevant business problems • Analyze different types of customer data • Reflect upon the results of quantitative analyses • Reflect upon difference between confirmatory (e.g., regression) and exploratory approaches (e.g., artificial intelligence) • Get to know tools for data gathering and analysis • Present customer data in a managerially oriented way
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Content:	<ol style="list-style-type: none"> 1. Digital marketing and its strategic challenges (e.g., retail vs. marketing channels, need for scale, use of platforms) 2. Digital marketing tools and measurement (e.g., digital marketing channels, pricing models, key measures and KPI, attribution) 3. Basics of customer analytics (e.g., primary vs. secondary data, scale levels, variable classes, working hypotheses) 4. Establishing effects of marketing decisions (e.g., A/B tests or t-tests, multiple regressions) 5. Customer segmentation (e.g., traditional cluster analysis vs. RFM segmentation vs. "big data" approaches such as k-means) 6. Obtaining and working with "Big Data" (e.g., obtaining through Google Analytics, assessing it with AI/IBM Watson, visualizing it through Tableau) 7. Digital customer relationship management (e.g., cohort analyses, campaign break even points)
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The following teaching methods are applied (partly the usage depends on the number of participants):

- Teaching methods:
- Interactive lectures:
 - o Presentation
 - o Group work (e. g. example cases)
 - o Class discussion
 - Take-home exercises to apply knowledge from class on real customer data
 - Group work and presentation on case example
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- Examination(s):
- Take-home essay on a course question: 50%
 - Group work and presentation on an analytical task: 50%
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- Literature:
- Required:
- Kaushik, 2013: Multi-Channel Attribution Modeling: The Good, Bad and Ugly Models www.kaushik.net/avinash/multi-channel-attribution-modeling-good-bad-ugly-models/
 - Thomas et al., 2004: Getting the Most out of All Your Customers, Harvard Business Review
 - McAfee & Brynjolfsson, 2012: Big Data: The Management Revolution
- Additional readings will be provided prior to the course.

- Optional:
- Hair, Black & Babin (2013): Multivariate Data Analysis, Pearson.
 - Winston (2014): Marketing Analytics – Data-driven techniques with Excel, Wiley
 - Solomon et al. (2016): Consumer Behavior – A European Perspective, Pearson.
 - Kannan, P. K., Reinartz, W., & Verhoef, P. C. (2016). The path to purchase and attribution modeling: Introduction to special section. International Journal of Research in Marketing, 33(3), 449–456.
 - O’Neil (2016): Weapons of Math Destruction: How Big Data Increases Inequality and Threatens Democracy, Crown.
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- Conditions of participation:
- Certain fundamentals are highly required:
- Passion for and willingness to work quantitatively
 - Understanding of basic statistic measures (means, medians, variance, etc.)
 - Medium level of experience with Excel (e.g., lookups, match, sumifs)
 - Willingness to work with new statistical programs
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Module Decision Making

Module No.	MBA-ft_D_05
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Module contains the following courses:	<ul style="list-style-type: none">• Quantitative Management Techniques• Managerial Decision Making
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Responsible for module:	Prof. Dr. Stephan Stubner, Prof. Dr. Arnis Vilks, Dr. Domink Kanbach
Program:	Master Program in General Management, full-time (MBA)
Conditions of participation:	Admission to the respective program

Application and combination:	Contents are matched with the other lectures within the module or deep-dive
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Credits:	6 ECTS
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Workload:	150 academic hours <ul style="list-style-type: none">• 102 academic hours preparation/self-study• 48 academic hours of classes
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Conditions for credit points and grades:	<ul style="list-style-type: none">• Credit points are awarded for passing the module• Grade of the module is determined by the weighted average of the single grades of the examinations• Module is passed if the weighted average of the single grades is 4.0 or better• Grades range from 1 to 5 (very good to failing)• Note: for exchange students and students who obtain a second academic degree, grading conditions of the actual course apply
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Offered in section:	Deep-dive (elective), Decision Making
Duration:	1 term
Frequency:	once a year

Learning objectives and outcomes:	<p>The main goal of the module is to familiarize students with the basic principles and methods of economic thinking and modelling. After successful completion, participants will be able to apply these principles and methods in different scenarios and to critically analyse economic phenomena.</p> <p>In accordance with the Leipzig Leadership Model, the module will provide participants with knowledge and tools necessary to understand and reflect decision situations.</p>
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Course Quantitative Management Techniques

Course No.	MBA-ft_D_05.01
Course belongs to module:	Module Decision Making
Lecturer(s):	Prof. Dr. Stephan Stubner, Dr. Domink Kanbach
Credits:	3 ECTS
Workload:	75 academic hours • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year
Learning objectives and outcomes:	Quantitative information (e.g. market size, sales figures, cost, investment, result or performance) is the basis for almost all decisions in a company – and also the result of any actions. The course provides an overview of the information which is relevant for the management and their strategic decisions. Then it focuses on the respective techniques to measure and optimize them.
Content:	The course focuses on the following content: • Overview of the relevance of quantitative techniques and information • Financial statement analysis to derive measures for improvement • Cost management – tools to reduce and optimize costs • Evaluation of investments, strategies and companies
Teaching methods:	The following teaching methods are applied (partly the usage depends on the number of participants): For all topics covered throughout the course, there will be a preliminary lecture on the theoretical foundation and the joint application of the models/tools in small cases in class. Following that, group and individual work on small cases are used to provide hands-on experience with the models/tools.
Examination(s):	• In-class assignments: 40% • Take-home assignment: 60%
Literature:	Required: • n/a Optional: • Bernstein, L., Wild, J.: Analysis of Financial Statements, 5th Ed., 1999. • Palepu, K. G., Healy, P. M.: Business Analysis and Valuation: Using Financial Statements, Text and Cases, 4th Ed., 2007. • Giroux, G.: Financial Analysis – A User Approach, 2003. • Hilton, R. W., Maher, M. W. Selto, F.: Cost Management, 3rd Ed., 2002. • Megginson, W. L., Smart, S. B.: Introduction to Corporate Finance, 2nd Ed., 2008. • Ross, S. A., Westerfield, R. W., Jaffe, J.: Corporate Finance, 8th Ed., 2006.

Course Managerial Decision Making

Course No.	MBA-ft_D_05.02
Course belongs to module:	Module Decision Making
Lecturer(s):	Prof. Dr. Arnis Vilks
Credits:	3 ECTS
Workload:	75 academic hours <ul style="list-style-type: none"> • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year
Learning objectives and outcomes:	The participants will acquire knowledge on decision- and game-theoretic concepts and methods, and will learn how to apply them to model and analyse various situations of interactive decision-making. The participants will also get a sense of possible biases in decision-making and limitations of the "rational" models.
Content:	<p>I. Individual Decisions</p> <ol style="list-style-type: none"> 1. Rationality and dual-process theory 2. Heuristics and biases in decision-making 3. Expected utility <p>II. Interactive Decision Theory with Applications to Markets and other Situations of Strategic Interdependence</p> <ol style="list-style-type: none"> 1. Simultaneous-move games 2. Dominance, best replies and Nash equilibrium 3. Sequential-move games with perfect information 4. Games with imperfect and incomplete information 5. Repeated games and cooperation
Teaching methods:	<p>The following teaching methods are applied (partly the usage depends on the number of participants):</p> <ul style="list-style-type: none"> • Lectures, exercises, group work, quizzes • Instructions for self-study
Examination(s):	<ul style="list-style-type: none"> • Two in-class group assignments: 25% each • One written examination: 50%
Literature:	<p>Required:</p> <ul style="list-style-type: none"> • n/a <p>Optional:</p> <ul style="list-style-type: none"> • Gilboa, I., Making Better Decisions. Decision Theory in Practice, Wiley-Blackwell 2011 • Peterson, M., An Introduction to Decision Theory, Cambridge University Press 2009 • Tadelis, S., Game Theory. An Introduction, Princeton University Press 2013 • Spaniel, W., Game Theory 101. The Complete Textbook. A User-Friendly Introduction to Game Theory, 2011 • Gibbons, R., Game Theory for Applied Economists, Princeton University Press 1992 (QH 430 G441+) • Baye, Michael, & Prince, J.T., Managerial Economics and Business Strategy, 8th ed., 2014

Module Transformation Management

Module No.	MBA-ft_D_06
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Module contains the following courses:	<ul style="list-style-type: none">• Change Management• Growth Management
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Responsible for module:	Prof. Dr. Timo Meynhardt, Prof. Dr. Stephan Stubner
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Program:	Master Program in General Management, full-time (MBA)
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Conditions of participation:	Admission to the respective program
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Application and combination:	Contents are matched with the other lectures within the module or deep-dive
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Credits:	6 ECTS
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Workload:	150 academic hours <ul style="list-style-type: none">• 102 academic hours preparation/self-study• 48 academic hours of classes
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Conditions for credit points and grades:	<ul style="list-style-type: none">• Credit points are awarded for passing the module• Grade of the module is determined by the weighted average of the single grades of the examinations• Module is passed if the weighted average of the single grades is 4.0 or better• Grades range from 1 to 5 (very good to failing)• Note: for exchange students and students who obtain a second academic degree, grading conditions of the actual course apply
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Offered in section:	Deep-dive (elective), Transformation Management
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Duration:	1 term
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Frequency:	once a year
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Course Change Management

Course No.	MBA-ft_D_06.01
Course belongs to module:	Module Transformation Management
Lecturer(s):	Prof. Dr. Timo Meynhardt
Credits:	3 ECTS
Workload:	75 academic hours • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year
Learning objectives and outcomes:	Students will understand both the mechanisms of change at individual and corporate level and learn to relate the change imperative to the notion of learning and adaption. They will better understand why and how change needs stability and how organizations can manage the paradox of becoming agile and staying stable at the same time. Students will discover how the Leipzig Leadership Model's core idea of purpose can help accelerate transformation processes. Furthermore, they will reflect on their individual barriers and resources for change.
Content:	<ul style="list-style-type: none">• Change theories (classic and latest thinking)• The idea of organization development• Self-transformation• Change and corporate culture
Teaching methods:	The following teaching methods are applied (partly the usage depends on the number of participants): <ul style="list-style-type: none">• lectures• self studies• case study discussion• team assignments• action learning
Examination(s):	<ul style="list-style-type: none">• individual essay assignment: 60%• one group presentation: 40%
Literature:	Required: <ul style="list-style-type: none">• Gallos, J. V. (Ed.) (2006). Organization development - a Jossey-Bass reader• Hayes, J. (2018). The theory and practice of change management.• Todnem By, R. (2005). Organisational change management: A critical review. Journal of change management, 5(4), 369-380.• Kirchgeorg, M.; Meynhardt, T.; Pinkwart, A.; Suchanek, A.; Zülch, H. (2018). The Leipzig Leadership Model (3rd edition) Optional: <ul style="list-style-type: none">• Laloux, F. (2014). Reinventing organizations: A guide to creating organizations inspired by the next stage in human consciousness. Nelson Parker.

Course Growth Management

Course No.	MBA-ft_D_06.02
Course belongs to module:	Module Transformation Management
Lecturer(s):	Prof. Dr. Stephan Stubner
Credits:	3 ECTS
Workload:	75 academic hours • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year

Learning objectives and outcomes:	<p>The central aim of the seminar "Growth Management" is to understand and discuss the challenges for companies in specific transformation scenarios, e.g. in restructuring and growth environments.</p> <p>As the course builds on current topics and examples, the respective focus and theories discussed may vary between run-throughs</p> <p>Overall, the seminar can integrate a wide variety of theories, concepts and tools for managing growth in organizations, e.g. Henry Mintzbergs "4 Ps of Strategy", Ansoff's strategic choices for growth, the experience/learning curve and scenario planning.</p> <p>After the course, students:</p> <ul style="list-style-type: none">• will have the knowledge about concepts, and processes of development, selection, formulation and implementation of successful strategies (e.g. for restructuring and growth)• will have a better understanding of the different concepts integrated, e.g. of economies of scale, innovation as a basis for lasting competitive advantage and leadership theories,• will be able to analyze the relevant literature and theories.
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Content:	<p>The seminar in growth management focuses on an understanding about how to enable companies to grow and how to transform organizations, e.g.:</p> <ul style="list-style-type: none">• Fundamentals of growth and change• Relevance of growth for companies to be successful• Need for restructuring to achieve growth• Development and execution of growth strategies• Managing the process of growth and organizational change
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Teaching methods:	<p>The following teaching methods are applied (partly the usage depends on the number of participants):</p> <p>The seminar applies a combination of lectures, case studies, class discussions and guest speakers.</p>
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Examination(s): Course contains the following examinations:
• Individual seminar paper: 100%

Required:

- n/a

Literature:

Optional:

- Johnson, G., Scholes, K., Whittington, R.: Exploring Corporate Strategy, 8th ed., London 2013.
- Harnish, Verne (2014). Scaling Up: How to Build a Meaningful Business. Gazelles Inc.

Further literature will be provided at the beginning of the course.

Module Sustainability Management

Module No.	MBA-ft_D_07
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Module contains the following courses:	<ul style="list-style-type: none">• Competitiveness• Business, Environment, Society & Leadership
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Responsible for module:	Prof. Dr. Wilhelm Althammer, Prof. Dr. Andreas Suchanek
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Program:	Master Program in General Management, full-time (MBA)
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Conditions of participation:	Admission to the respective program
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Application and combination:	Contents are matched with the other lectures within the module or deep-dive
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Credits:	6 ECTS
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Workload:	150 academic hours <ul style="list-style-type: none">• 102 academic hours preparation/self-study• 48 academic hours of classes
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Conditions for credit points and grades:	<ul style="list-style-type: none">• Credit points are awarded for passing the module• Grade of the module is determined by the weighted average of the single grades of the examinations• Module is passed if the weighted average of the single grades is 4.0 or better• Grades range from 1 to 5 (very good to failing)• Note: for exchange students and students who obtain a second academic degree, grading conditions of the actual course apply
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Offered in section:	Deep-dive (elective), Sustainability Management
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Duration:	1 term
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Frequency:	once a year
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Course Competitiveness

Course No.	MBA-ft_D_07.01
Course belongs to module:	Sustainability Management
Lecturer(s):	Prof. Dr. Wilhelm Althammer
Credits:	3 ECTS
Workload:	75 academic hours • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year

Learning objectives and outcomes:

The course "Competitiveness" explores the determinants of competitiveness and successful economic development viewed from a bottom-up perspective. While sound macroeconomic policies and stable political institutions create the potential for competitiveness, wealth is actually created at the microeconomic level of firms. The sophistication and productivity of firms, the vitality of clusters and the quality of the business environment, in which competition takes place, are the ultimate determinants of a nation's or a region's competitiveness. After the completion of the course, students should be able

- to understand the interaction between the micro level (entrepreneurial activity), meso level (regional clusters and regional policy) and macro level (national policy);
- to analyze the complex relationship between government activity and business activity within institutions for collaboration;
- to apply their knowledge in a research project for a concrete country and cluster.

In accordance with to the four dimensions of the Leipzig Leadership Model – purpose, entrepreneurial spirit, responsibility, and effectiveness – the course will provide participants with knowledge and tools, necessary to understand and reflect the general environment in which firms operate. The acquired knowledge will set a cornerstone for advanced economic thinking.

Content:

- Competitiveness: Overall Framework
- Clusters and Cluster Development in Advanced Economies
- Cluster Internationalization
- Economic Strategy for Advanced Economies: States and Sub-National Regions
- The Process of Economic Development
- Cluster Mobilization and Cluster Management

Teaching methods:

The following teaching methods are applied (partly the usage depends on the number of participants):

- Interactive lectures
- Case studies and case discussions
- Team work and team presentations, team project report
- Self study

Examination(s):

- Team project presentation and report: 60% (group grading)
 - Class room participation:40% (individual grading)
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Literature:

Required:

- Porter, M. E. (2008): On Competition, 2th ed., Boston: Harvard Business Review Press

Optional:

- n/a

Cases and further literature will be provided at the beginning of the course.

Course Business, Environment, Society & Leadership

Course No.	MBA-ft_D_07.02
Course belongs to module:	Sustainability Management
Lecturer(s):	Prof. Dr. Andreas Suchanek
Credits:	3 ECTS
Workload:	75 academic hours • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year

Learning objectives and outcomes: This course aims at a conceptual integration and application of selected concepts from different classes, typically by means of specific cases. The students shall learn how to reflect and combine the use of concepts and ideas of different theories such as Ethics, Marketing, Logistics, Game Theory and more. Special emphasis is given to the Leipzig Leadership Model.

Content: Since the course is, as a rule, done as a co-teaching class, where the topics of single sessions are individually determined, it is not possible to specify the content in a generalized form. Examples from former classes are:

- Human rights in the supply chain of the jewelry industry
- Sustainability and sharing economy
- Realizing Private Capital for Global Climate Protection
- Acceleration and Self-Optimization in Times of Digitalization
- Corporate Digital Responsibility

Teaching methods: The following teaching methods are applied (partly the usage depends on the number of participants):

- Interactive lectures
- Case studies and case discussions
- Team work and team presentations, team project report
- Self study

Examination(s):

- Group presentation: 75%
- Class participation: 25%

Literature:

Required:

- n/a

Optional:

- n/a

Literature will be indicated in the Kick-off session of the course.

Module Value Creation Management

Module No.	MBA-ft_D_08
Module contains the following courses:	<ul style="list-style-type: none">• Customer Value Creation• Value Chain Management
Responsible for module:	Prof. Dr. Iris Hausladen, Prof. Dr. Manfred Kirchgeorg
Program:	Master Program in General Management, full-time (MBA)
Conditions of participation:	Admission to the respective program
Application and combination:	Contents are matched with the other lectures within the module or deep-dive
Credits:	6 ECTS
Workload:	150 academic hours <ul style="list-style-type: none">• 102 academic hours preparation/self-study• 48 academic hours of classes
Conditions for credit points and grades:	<ul style="list-style-type: none">• Credit points are awarded for passing the module• Grade of the module is determined by the weighted average of the single grades of the examinations• Module is passed if the weighted average of the single grades is 4.0 or better• Grades range from 1 to 5 (very good to failing)• Note: for exchange students and students who obtain a second academic degree, grading conditions of the actual course apply
Offered in section:	Deep-dive (elective), Value Creation Management
Duration:	4 terms
Frequency:	once a year

Course Customer Value Creation

Course No.	MBA-ft_D_08.01
Course belongs to module:	Value Creation Management
Lecturer(s):	Prof. Dr. Manfred Kirchgeorg
Credits:	3 ECTS
Workload:	75 academic hours • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year

Learning objectives and outcomes:

While many established companies often face the challenge of lower profits in increasingly competitive and commoditized industries, a few firms or new players break out as market value leaders. This rises a serious question: How do firms break out of the commoditization trap? The course "Creating Customer Value" aims to prepare students for later work in established companies or startups by using tools and frameworks for redefining or identifying and managing customer value driven strategies. Therefore, we aim to understand specific corporate situations in which redefining or identifying new customer value drivers are especially relevant. Various customer value types, their measurement approaches and tools to identify customer value will be discussed, new strategies for creating and delivering customer value are critically reflected. In the second part of the course the customer-based view of creating value will be combined with the company-based (resource-based) view of achieving competitive advantage through enhanced customer value. Based on selected case studies new strategy concepts (e.g. shared value strategies) will be presented which show successful applications of a value driven approach. Links to the Leipzig Leadership Model and customer value driven strategies will also be discussed.

The course will provide the students with a solid and modern understanding of the whole customer value management process, its barriers and implementation to prepare them for being effective and responsible entrepreneur or marketing managers.

This results in the following learning objectives:

- Understanding of specific corporate situations for defining or redefining customer value
 - Differentiation of various types of customer value and understanding of how to measure customer value
 - Applying tools for creating customer value
 - Reflection of customer value driven strategies and their barriers to implement
 - Knowing modern forms of shared value strategies from an integrated perspective
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Content:	<p>I. Understanding of specific corporate situations for defining or redefining customer value</p> <p>II. Types of customer value and their measurement approaches</p> <p>III. Tools for identifying and creating customer value (e.g. Design Thinking, Mean End Method, Design to Value)</p> <p>IV. Customer value driven strategies</p> <p>V. Customer value gaps & Value-gap strategies</p>
Teaching methods:	<p>The following teaching methods are applied (partly the usage depends on the number of participants):</p> <ul style="list-style-type: none"> • Interactive lectures: <ul style="list-style-type: none"> o Presentation o Group work (e.g. example cases) o Class discussion o Discussion with guest speakers • Take-home exercises to apply knowledge from class on real cases • Group work and presentation on case example
Conditions of participation:	<ul style="list-style-type: none"> • Certain fundamentals are highly required: <ul style="list-style-type: none"> o Basic understanding of marketing management o Knowledge of consumer behavior frameworks and behavioral economics approaches
Examination(s):	<ul style="list-style-type: none"> • Take-home essay on a course question: 50% • Group work and presentation: 50%
Literature:	<p>Required:</p> <ul style="list-style-type: none"> • Woodruff, R.B. (1997): Customer Value - The Next Source for Competitive Advantage. <i>Journal of the Academy of Marketing Science</i>, Vol. 25, No. 2, pp. 139-153. • Smith, H.B., Colgate, M. (2007): Customer Value Creation - A Practical Framework. <i>Journal of Marketing Theory and Practice</i>, Vol. 15, No. 1, pp. 7-23. • Porter, M.E., Kramer, M.R. (2011): Creating Shared Value. <i>Harvard Business Review</i>, Vol. 89, No. 1/2, pp. 62-77. <p>Optional:</p> <ul style="list-style-type: none"> • n/a <p>Additional literature will be provided at the beginning of the course.</p>

Course Value Chain Management

Course No.	MBA-ft_D_08.02
Course belongs to module:	Value Creation Management
Lecturer(s):	Prof. Dr. Iris Hausladen
Credits:	3 ECTS
Workload:	75 academic hours • 51 academic hours preparation/self-study • 24 academic hours of classes
Duration:	1 term
Frequency:	once a year

Global value chains today require strategies, concepts, methods and tools in order to coordinate material, data and information flows both inside a company (i.e. inside value chain: Logistics Management) and within its whole supply chain network (i.e. outside value chain: SCM) in an effective way. Thus, suppliers, OEMs (Original Equipment Manufacturers), retailers, logistical and IT service providers – to name just a few involved actors – have to be integrated with partly conflicting purposes and requirements.

Learning objectives and outcomes:

The aim of the module is that the students develop a capability to understand the importance and role of value chain management in the digital age, to foster skills in the field of business process thinking and to develop a cross-functional as well as an interdisciplinary awareness of analyzing, designing, managing, transforming and controlling value chains in a complex, dynamic and ICT-driven environment. They should be able to examine value chain relations and structures both as regards hard facts (e.g. commitment to service level agreements) and soft facts (e.g. trust, confidence).

As a learning outcome the reflexive professional competence, the methodological competence (e.g. analytical and argumentation skills, problem solving competence) as well as the social, personnel and leadership competence are enhanced.

The module Value Chain Management predominantly focuses on the new Leipzig Leadership Model dimensions "effectiveness", i.e. designing, implementing and monitoring effective value chains in a competitive environment, and "responsibility", i.e. the continuous task to ensure the handling of scarce resources in a responsible manner from an economic, ecological as well as social perspective. Due to the fact that digitalization influences business models as well as value chains and operations, also the dimension "purpose" has to be reflected from a process and IT related point of view.

Content:

- Introduction to Value Chain Management and the impact of digitalization
- Activity fields for value chains in the digital age
- Advanced and emerging technologies to support modern value chains
- Managing the inside value chain (e.g. Procurement, Production, Distribution Logistics and Value Stream Mapping)
- Managing the outside value chain (e.g. Supply Chain Strategy, Design, Mapping, SCOR)
- Digital Value Chain Transformation

The following teaching methods are applied (partly the usage depends on the number of participants):

Teaching methods:

- Interactive lectures
 - Group, case study work (e. g. example cases) and exercises
 - Discussions
 - Guest Lecture (partly)
 - Business Game (partly)
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Conditions of participation:

Basic knowledge in Logistics (as provided e.g. in the Essential (compulsory) module "Marketing & Logistics"

Examination(s):

- Take Home Assignment: 80%
 - Class participation: 20%
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Literature:

Required:

- Graham, D.; Manikas I.; Folinas D. (2013): E-logistics and e-supply chain management: applications for evolving business. Hershey: Business Science Reference.
- Chopra, S., Meindl, P. (2016): Supply Chain Management. Strategy, Planning, and Operation. Boston, Pearson.

Optional:

- D'heur, M. (2015): Sustainable Value Chain Management: Delivering Sustainability Through the Core Business. Cham: Springer International Publishing: Imprint: Springer.
 - Nash, M. A.; Poling, S. R. (2008): Mapping the total value stream. A comprehensive guide for production and transactional processes. Boca Raton CRC Press.
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Internship

Module No.	MBA-ft_D_09
Responsible for module:	Academic Director
Program:	Master Program in General Management, full-time (MBA)
Conditions of participation:	Admission to the respective program
Application and combination:	The module Internship is an optional module for all Master Program in General Management, full-time (MBA) students of the advanced track.
Credits:	12 ECTS
Workload:	Minimum: 8 weeks (full-time)
Conditions for credit points and grades:	<ul style="list-style-type: none"> • Credit points are awarded for passing the module • Grade of the module is determined by the weighted average of the single grades of the examinations • Module is passed if the grade of the internship report is 4.0 or better • Grades range from 1 to 5 (very good to failing)
Offered in section:	Deep-dive (elective), Practical & International Experience
Duration:	1 term (second year of Master Program in General Management, full-time MBA) advanced track
Frequency:	once a year
Lecturer(s):	supervised by academic HHL staff
Learning objectives and outcomes:	<p>The aim of the internship is to provide students with insights in, experiences with and improvement of skills in practical business and management. Students should apply the theoretical knowledge that they have gained so far, with the emphasis on the practical component. Also, applying relevant business skills is a crucial part of the internship phase.</p> <p>At the end of the internship, students are required to provide a written report of their work experience, indicating the type of work accomplished, the work environment and how the internship is related to the academic fields of the MBA program. Students need to be able to conduct a report, written in English language, from problem formulation to describing findings, conclusions and recommendations.</p>
Content:	<p>HHL's full-time MBA program offers the possibility to do an internship as an option in the elective choice. It comprises the following main elements:</p> <ul style="list-style-type: none"> • lasts at least 8 weeks full-time • 12 ECTS • supervised by an academic staff member • graded • academic in content and approach • needs to be registered with Student Affairs Office • finishes with a written report
Teaching methods:	n/a
Examination(s):	written internship report
Literature:	n/a

Entrepreneur in Residence

Module No.	MBA-ft_D_10
Responsible for module:	Academic Director
Program:	Master Program in General Management, full-time (MBA)
Conditions of participation:	Admission to the respective program
Application and combination:	The module Entrepreneur in Residence is an optional module for all Master Program in General Management, full-time (MBA) students of the advanced track.
Credits:	12 ECTS
Workload:	Minimum: 8 weeks
Conditions for credit points and grades:	<ul style="list-style-type: none"> • Credit points are awarded for passing the module • Grade of the module is determined by the weighted average of the single grades of the examinations • Module is passed if the weighted average of the single grades is 4.0 or better • Grades range from 1 to 5 (very good to failing)
Offered in section:	Deep-dive (elective), Practical & International Experience
Duration:	1 term (second year of Master Program in General Management, full-time MBA) advanced track
Frequency:	once a year
Lecturer(s):	supervised by academic HHL staff
Learning objectives and outcomes:	<p>The "Entrepreneurship in Residence" is done in a founding/ start-up/ or business development environment.</p> <p>As an Entrepreneur in Residence students should be able to:</p> <ul style="list-style-type: none"> • experience entrepreneurial spirit on site • learn how to deal/act/live in a VUCA environment: willing to take risks, to be determined and act responsible • contribute and develop their individual strength/abilities and interests • develop and implement projects independently • question/challenge existing order • create innovation in settings of high uncertainty • establish a design mindset • practice flexible thinking and focus on strategic decision-making to create new ideas or answers to authentic problems <p>At the end of the Entrepreneur in Residence, students are required to provide a written report of their work experience, indicating the type of work accomplished, the work environment and how the Entrepreneur in Residence is related to the academic fields of the MBA program. Students need to be able to conduct a report, written in English language, from problem formulation to describing findings, conclusions and recommendations.</p>

The "Entrepreneur in Residence" Experience can be done in the first life cycle of the business (market launch) or business development area of existing companies: development of business models, expansion into new markets etc.

Students will gain insights in developing and implementing projects independently.

Students will deep dive into different lifecycles/stages of enterprises.

Focus lies on market entry:

- seed phase (raise fundings, create business idea, write business plan)
- startup-phase (business formation, completion of marketable product, market rollout)
- emerging growth (market penetration, targeted sales and distribution development)
- expansion (further development of product, sales etc. after successful establishment on market)

Content:

HHL's full-time MBA program offers the possibility to do an Entrepreneur in Residence as an option in the elective choice. It comprises the following main elements:

- lasts at least 8 weeks full-time
- minimum 300 working hours
- 12 ECTS
- supervised by an academic staff member
- graded
- academic in content and approach
- needs to be registered with Student Affairs Office
- finishes with a written report

Teaching methods:	n/a
Examination(s):	written report
Literature:	n/a

Social Impact Project

Module No.	MBA-ft_D_11
Responsible for module:	Academic Director
Program:	Master Program in General Management, full-time (MBA)
Conditions of participation:	Admission to the respective program
Application and combination:	The module Social Impact Project is an optional module for all Master Program in General Management, full-time (MBA) students of the advanced track.
Credits:	12 ECTS
Workload:	Minimum: 8 weeks
Conditions for credit points and grades:	<ul style="list-style-type: none"> • Credit points are awarded for passing the module • Grade of the module is determined by the weighted average of the single grades of the examinations • Module is passed if the weighted average of the single grades is 4.0 or better • Grades range from 1 to 5 (very good to failing)
Offered in section:	Deep-dive (elective), Practical & International Experience
Duration:	1 term (second year of Master Program in General Management, full-time MBA) advanced track
Frequency:	once a year
Lecturer(s):	supervised by academic HHL staff

A Social Impact Project can be done in any non-profit organization / non-governmental organization / social institution, which purpose is to create social value.

After doing the social impact project students should be able to:

- Empower themselves with a sensitive and empathic understanding of the society including interactions of people and organizations/institutions.
- Develop and make use of social skills to benefit society as a whole
- Understand and reflect on the goals, objectives and culture of non-profit sector/social institutions
- Develop knowledge, skills and capabilities about non-profit sector, social value and social sustainability
- Identify opportunities for/contribute to projects of improvement or development for social impact and sustainable development
- Demonstrate ability to work sustainably within an organizational structure to contribute to achievement of sustainable goals
- Experience fieldwork in application/ gain on-site experiences

Learning objectives and outcomes:

At the end of the Social Impact Project, students are required to provide a written report of their work experience, indicating the type of work accomplished, the work environment and how the Social Impact Project is related to the academic fields of the MBA program. Students need to be able to conduct a report, written in English language, from problem formulation to describing findings, conclusions and recommendations.

Opportunities and fields to complete a Social Impact Project:

The Mission statement or object of the enterprise/organization follows a non-profit or common good purpose. Sustainable goals are sustainable part of the organizational structure and culture of the institution.

This can be:

- Traditional Non Profit Sector
- Non profit organization with income generating activities
- Social Enterprise

These institutions are characterized with the purpose to create social value as shown in:

- Mission motive
- Stakeholder accountability
- Reinvestment of income for social programs or operational costs

Content:

At least one of the 17 UN Sustainable Development Goals should be found in Business Model/Main Business of the Social Enterprises:

<https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

HHL's full-time MBA program offers the possibility to do a Social Impact Project as an option in the elective choice. It comprises the following main elements:

- lasts at least 8 weeks full-time
- minimum 300 working hours
- 12 ECTS
- supervised by an academic staff member
- graded
- is academic in content and approach
- needs to be registered with Student Affairs Office
- finishes with a written report

Teaching methods: n/a

Examination(s): written report

Literature: n/a

Module Business Plan Seminar: Starting up your digital venture

Module No.	MBA-ft_D_C1
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Module contains the following courses: • Business Plan Seminar: Starting up your digital venture

Responsible for module:	Prof. Dr. Vivek K. Velamuri
Program:	Master Program in General Management, full-time (MBA)
Conditions of participation:	Admission to the respective program

Application and combination:	Contents are matched with the other lectures within the module or deep-dive
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Credits:	8 ECTS
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Workload:	200 academic hours <ul style="list-style-type: none">• 136 academic hours preparation/self-study• 64 academic hours of classes
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Conditions for credit points and grades:	<ul style="list-style-type: none">• Credit points are awarded for passing the module• Grade of the module is determined by the weighted average of the single grades of the examinations• Module is passed if the weighted average of the single grades is 4.0 or better• Grades range from 1 to 5 (very good to failing)• Note: for exchange students and students who obtain a second academic degree, grading conditions of the actual course apply
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Offered in section:	Deep-dive (elective), Customize
Duration:	1 term
Frequency:	once a year

Course Business Plan Seminar: Starting up your digital venture

Course No.	MBA-ft_D_C1
Course belongs to module:	Business Plan Seminar: Starting up your digital venture
Lecturer(s):	Prof. Dr. Vivek K. Velamuri
Credits:	8 ECTS
Workload:	200 academic hours • 136 academic hours preparation/self-study • 64 academic hours of classes
Duration:	1 term (spring term 2020)
Frequency:	once a year
Learning objectives and outcomes:	<p>Students will gain the competency to develop business ideas into valid business opportunities. For this they will be familiarized with the concepts and tools to use when developing a business plan and to critically evaluate the validity of a business idea.</p> <p>After the course, students will:</p> <ul style="list-style-type: none">• know how to develop and present a business plan,• have the competencies necessary to perform the suitable analyses necessary for a business plan. <p>The course enables students to apply their know-how from the module entrepreneurship on real-life business ideas. Results will be assessed and presented in front of a jury with practitioners and academics.</p>
Content:	<p>The course consists of the following parts:</p> <ul style="list-style-type: none">• Fundamentals of business planning• Structure and content of a pitch deck• Legal aspects of starting up a business• Presentation and Feedback session with practitioners
Teaching methods:	<p>The following teaching methods are applied (partly the usage depends on the number of participants):</p> <ul style="list-style-type: none">• The course combines lectures and action learning. Students will be engaged in a developing a real-life business plan to apply the theoretical concepts discussed in the module.
Examination(s):	<ul style="list-style-type: none">• Business plan pitch and discussion: 70%• Regular updates, documentation, and progress in the project: 30%
Literature:	<p>Required:</p> <ul style="list-style-type: none">• http://www.effectuation.org/sites/default/files/research_papers/what-makes-entrepreneurs-entrepreneurial-sarasvathy_0.pdf <p>Optional:</p> <ul style="list-style-type: none">• Kawasaki, Guy (2009): The Art of the Start: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything• Ries, Eric (2008): The Lean Startup: How Constant Innovation Creates Radically Successful Businesses

Module Student Consulting Project

Module No.	MBA-ft_D_C2
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Module contains the following courses: • Student Consulting Project

Responsible for module:	Academic Director
Program:	Master Program in General Management, full-time (MBA)
Conditions of participation:	Admission to the respective program

Application and combination:	Contents are matched with the other lectures within the module or deep-dive
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Credits:	8 ECTS
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Workload:	equivalent of 200 academic hours
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Conditions for credit points and grades:	<ul style="list-style-type: none">• Credit points are awarded for passing the module• Grade of the module is determined by the weighted average of the single grades of the examinations• Module is passed if the weighted average of the single grades is 4.0 or better• Grades range from 1 to 5 (very good to failing)• Note: for exchange students and students who obtain a second academic degree, grading conditions of the actual course apply
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Offered in section:	Deep-dive (elective), Customize
Duration:	2 terms
Frequency:	once a year

Course Student Consulting Project

Course No.	MBA-ft_D_C2
Course belongs to module:	Student Consulting Project
Lecturer(s):	supervised by academic HHL staff
Credits:	8 ECTS
Workload:	equivalent of 200 academic hours
Duration:	2 terms
Frequency:	once a year

Learning objectives and outcomes:	<p>Participation in the student consulting project provides students the opportunity to:</p> <ul style="list-style-type: none"> • gain an insight into high-performing companies by helping them to analyze and solve a practical business issue that may be crucial to the success of the project partner • define issues, gather relevant data from a variety of sources, perform insightful analysis, and offer recommendations • collaboratively define and design the scope of a given project • exercise in managing task-focused relationships among team members, client managers, and staff supervisors, i.e. project management skills • gain a learning experience to complement and extend classroom learning • apply the analytical and theoretical skills developed in the MBA to a company-based project
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Content:	<p>The real-life field projects are handled in a continuous dialogue between representatives of the companies and the supervising chair at HHL. The applied expertise of the students is combined with the research capacities and consulting know-how of the HHL chairs. The projects usually start with a kick-off meeting of company representatives, chair in charge of the project and students.</p> <p>The mid-term presentation will help to control and guarantee the progress of the project. The results are presented to the management in the form of a final presentation.</p> <p>Teams of 4-6 students act as company consultants and demonstrate their ability to apply the management skills to a company-based project.</p> <p>The nature of the projects varies, involving branches such as industry, banking, consulting, e-commerce or cultural/social institutions. Still, each project will center on an issue of significant importance to the future direction of the client and offers a problem context that can benefit from management thinking and diversity within the student consulting team.</p>
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Teaching methods:	n/a
Examination(s):	• group assignment with presentation: 100%
Literature:	n/a

Module International Study Trip

Module No.	MBA-ft_D_C3
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Module contains the following courses: • International Study Trip

Responsible for module:	Prof. Dr. Tobias Dauth
Program:	Master Program in General Management, full-time (MBA)
Conditions of participation:	Admission to the respective program

Application and combination:	Contents are matched with the other lectures within the module or deep-dive
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Credits:	4 ECTS
Workload:	equivalent of 100 academic hours

Conditions for credit points and grades:	<ul style="list-style-type: none">• Credit points are awarded for passing the module• Grade of the module is determined by the weighted average of the single grades of the examinations• Module is passed if the weighted average of the single grades is 4.0 or better• Grades range from 1 to 5 (very good to failing)• Note: for exchange students and students who obtain a second academic degree, grading conditions of the actual course apply
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Offered in section:	Deep-dive (elective), Customize
Duration:	1 term
Frequency:	depending on cooperation with partner university or company

Course International Study Trip

Course No.	MBA-ft_D_C3
Course belongs to module:	International Study Trip
Lecturer(s):	Prof. Dr. Tobias Dauth
Credits:	4 ECTS
Workload:	equivalent of 100 academic hours
Duration:	1 term
Frequency:	depending on cooperation with partner university or company
Learning objectives and outcomes:	<p>The International Study Trip course extends M.Sc. and MBA students' experience into international business. Participants will travel to an international destination to learn first hand from local executives and managers. There they gain insights into challenges, distinctive business practices, management principles and success factors they will encounter in a global business setting. After this course, student shall be able to</p> <ul style="list-style-type: none"> • gain a better understanding of the challenges and opportunities of firms' internationalization • assess firms' international market opportunities • evaluate local political and economic conditions that affect firms' decision-making • understand the specifics of local customers' preferences
Content:	<p>Lectures are held prior to the trip to prepare students to understand their international market destination, i.e. the political and economic perspectives of the respective international market</p> <p>Upon arrival in the destination country, students will attend</p> <ul style="list-style-type: none"> • Lectures • Practitioner sessions • Meet-ups with entrepreneurs to discuss and understand the local business context.
Teaching methods:	<p>The following teaching methods are applied (partly the usage depends on the number of participants):</p> <ul style="list-style-type: none"> • International travel • (International) lectures • Practitioners' sessions (guest speakers) • On-site visits
Examination(s):	<ul style="list-style-type: none"> • Reflective assignment: 100%
Literature:	<p>Required:</p> <ul style="list-style-type: none"> • Cavusgil, S. T., Ghauri, P. N., & Akcal, A. A. (2012). <i>Doing business in emerging markets</i>. Sage. • Dawar, N., & Frost, T. (1999). <i>Competing with giants: Survival strategies for local companies in emerging markets</i>. <i>Harvard Business Review</i>, 77, 119-132. <p>Optional:</p> <ul style="list-style-type: none"> • Bennett, R., Aston, A., & Colquhoun, T. (2000). <i>Cross cultural training: A critical step in ensuring the success of international assignments</i>. <i>Human Resource Management</i>, 39(2 3), 239-250. • Mendenhall, M. E., Stroh, L. K., Black, J. S., & Gregersen, H. B. (2004). <i>International assignments: An integration of strategy, research, and practice</i>. CRC Press.

Customize: German language courses

Module No.	MBA-ft_D_C4
Module contains the following courses:	<ul style="list-style-type: none"> • German A1 • German A2 • German B1 • German B2
Responsible for module:	Andreas Hellfayer
Program:	Master Program in General Management, full-time (MBA)
Conditions of participation:	<ul style="list-style-type: none"> • Admission to one of HHL study programs • Completion of the previous course level at HHL with a minimum grade of 2,5 or passing an entry test with a minimum score of 70%
Application and combination:	n/a
Credits:	6 ECTS per course, altogether 6 ECTS earned from German language courses are countable
Workload:	150 academic hours for each individual course level <input type="checkbox"/> consisting of <ul style="list-style-type: none"> • 60 academic hours of self-study and preparation <input type="checkbox"/> • 90 academic hours of classes <input type="checkbox"/>
Conditions for credit points and grades:	<ul style="list-style-type: none"> • Credit points are awarded for passing the module • Grade of the module is determined by the weighted average of the single grades of the examinations • Module is passed if the weighted average of the single grades is 4.0 or better • Grades range from 1 to 5 (very good to failing) • Note: for exchange students and students who obtain a second academic degree, grading conditions of the actual course apply
Offered in section:	Deep-dive (elective), Customize
Duration:	1 term
Frequency:	Based on demand, usually <ul style="list-style-type: none"> • German A1: Fall <input type="checkbox"/> • German A2: Fall/Winter/Spring <input type="checkbox"/> • German B1: Fall/Winter/Spring <input type="checkbox"/> • German B2: Winter/Spring <input type="checkbox"/> • advanced level: on request <input type="checkbox"/>

Course German A1

Course No.	MBA-ft_D_C4
Course belongs to module:	German language course
Lecturer(s):	Andreas Hellfayer
Credits:	6 ECTS
Workload:	150 academic hours for each individual course level, consisting of <ul style="list-style-type: none">• 60 academic hours of self-study and preparation• 90 academic hours of classes
Duration:	1 term
Frequency:	on demand
Learning objectives and outcomes:	<p>This course will take students to level A1 (Breakthrough/Beginner) of the Common European Framework of Reference for Languages. At the completion of this course, students should be able to:</p> <ul style="list-style-type: none">• understand and use familiar everyday expressions and very basic phrases aimed at the satisfaction of needs of a concrete type• introduce themselves and others and can ask and answer questions about personal details such as where they live, people they know and things they have• interact in a simple way provided the other person talks slowly and clearly and is prepared to help <p>(http://en.wikipedia.org/wiki/Common_European_Framework_of_Reference_for_Languages)</p>
Content:	<p>The material covered will include (selection):</p> <ul style="list-style-type: none">• Vocabulary and functions: greetings, social contacts, personal details, numbers, prices, shopping, times, describing things, office equipment, appointments, food, travel, housing, hotels, health, clothing, spare time• Grammar: present tense, sentence structure, articles, pronouns, plurals, prepositions (local, temporal), modal verbs, perfect tense, Nominativ, Akkusativ, Dativ, past tense (selected verbs), imperative, comparison
Teaching methods:	<p>The following teaching methods are applied (partly the usage depends on the number of participants):</p> <ul style="list-style-type: none">• interactive lectures• active participation and discussions
Examination(s):	<ul style="list-style-type: none">• a series of written exams throughout the course• participation
Literature:	<p>Required:</p> <ul style="list-style-type: none">• Evans, Sandra / Pude, Angela / Specht, Franz (2012): Menschen, Deutsch als Fremdsprache, Kursbuch A1, Hueber Verlag (ISBN: 978-3-19-101901-3)• Glas-Peters, Sabine / Pude, Angela / Reimann, Monika (2012): Menschen, Deutsch als Fremdsprache, Arbeitsbuch A1, Hueber Verlag (ISBN: 978-3-19-111901-0) <p>Optional:</p> <ul style="list-style-type: none">• n/a

Course German A2

Course No.	MBA-ft_D_C4
Course belongs to module:	German language course
Lecturer(s):	Andreas Hellfayer
Credits:	6 ECTS
Workload:	150 academic hours for each individual course level, consisting of <ul style="list-style-type: none">• 60 academic hours of self-study and preparation• 90 academic hours of classes
Duration:	1 term
Frequency:	on demand
Learning objectives and outcomes:	<p>This course will take students to level A2 (Waystage/Elementary) of the Common European Framework of Reference for Languages. At the completion of this course, students should be able to:</p> <ul style="list-style-type: none">• understand sentences and frequently used expressions related to areas of most immediate relevance (e.g. very basic personal and family information, shopping, local geography, employment)• communicate in simple and routine tasks requiring a simple and direct exchange of information on familiar and routine matters• describe in simple terms aspects of their background, immediate environment and matters in areas of immediate need <p>(http://en.wikipedia.org/wiki/Common_European_Framework_of_Reference_for_Languages)</p>
Content:	<p>The material covered will include (selection):</p> <ul style="list-style-type: none">• Vocabulary and functions: sports, tourism, culture, nature, landscapes, illness, past events, restaurants, hotels, education, travel• Grammar: past tenses, declension of articles, adjectives and nouns, prepositions, subordinate clauses (reason, condition, time, indirect questions, relative clauses), passive, reflexive verbs, prepositional adverbs
Teaching methods:	<p>The following teaching methods are applied (partly the usage depends on the number of participants):</p> <ul style="list-style-type: none">• interactive lectures• active participation and discussions
Examination(s):	<ul style="list-style-type: none">• a series of written exams throughout the course• participation
Literature:	<p>Required:</p> <ul style="list-style-type: none">• Habersack, Charlotte / Pude, Angela / Specht, Franz (2013): Menschen, Deutsch als Fremdsprache, Kursbuch A2, Hueber Verlag (ISBN: 978-3-19-101902-0)• Breitsamer, Anna / Glas-Peters, Sabine / Pude, Angela (2013): Menschen, Deutsch als Fremdsprache, Arbeitsbuch A2, Hueber Verlag (ISBN: 978-3-19-111902-7) <p>Optional:</p> <ul style="list-style-type: none">• n/a

Course German B1

Course No.	MBA-ft_D_C4
Course belongs to module:	German language course
Lecturer(s):	Andreas Hellfayer
Credits:	6 ECTS
Workload:	150 academic hours for each individual course level, consisting of <ul style="list-style-type: none"> • 60 academic hours of self-study and preparation • 90 academic hours of classes
Duration:	1 term
Frequency:	on demand
Learning objectives and outcomes:	<p>This course will take students to level B1 (Threshold/Intermediate) of the Common European Framework of Reference for Languages. At the completion of this course, students should be able to:</p> <ul style="list-style-type: none"> • understand the main points of clear standard input on familiar matters regularly encountered in work, school, leisure, etc • deal with most situations likely to arise while travelling in an area where the language is spoken • produce simple connected text on topics that are familiar or of personal interest • describe experiences and events, dreams, hopes and ambitions and briefly give reasons and explanations for opinions and plans <p>(http://en.wikipedia.org/wiki/Common_European_Framework_of_Reference_for_Languages)</p>
Content:	<p>The material covered will include (selection):</p> <ul style="list-style-type: none"> • Vocabulary and functions: describing people and things, personalities, past events, media, health, communication, work, tourism, travel, housing, technology, advertising, environment, politics, history, Europe • Grammar: verb tenses, temporal conjunctions, relative clauses, concessive clauses, genitive, passive, subjunctive and conditional clauses, infinitive, final clauses, two-part conjunctions, participles
Teaching methods:	<p>The following teaching methods are applied (partly the usage depends on the number of participants):</p> <ul style="list-style-type: none"> • interactive lectures • active participation and discussions
Examination(s):	<ul style="list-style-type: none"> • a series of written exams throughout the course • participation
Literature:	<p>Required:</p> <ul style="list-style-type: none"> • Braun-Podeschwa, Julia / Habersack, Charlotte / Pude, Angela (2014): Menschen, Deutsch als Fremdsprache, Kursbuch B1, Hueber Verlag (ISBN: 978-3-19-101903-7) • Breitsamer, Anna / Glas-Peters, Sabine / Pude, Angela (2014): Menschen, Deutsch als Fremdsprache, Arbeitsbuch B1, Hueber Verlag (ISBN: 978-3-19-111903-4) <p>Optional:</p> <ul style="list-style-type: none"> • n/a

Course German B2

Course No.	MBA-ft_D_C4
Course belongs to module:	German language course
Lecturer(s):	Andreas Hellfayer
Credits:	6 ECTS
Workload:	150 academic hours for each individual course level, consisting of <ul style="list-style-type: none"> • 60 academic hours of self-study and preparation • 90 academic hours of classes
Duration:	1 term
Frequency:	on demand
Learning objectives and outcomes:	<p>This course will take students to level B2 (Vantage/Upper Intermediate) of the Common European Framework of Reference for Languages. At the completion of this course, students should be able to:</p> <ul style="list-style-type: none"> • understand the main ideas of complex text on both concrete and abstract topics, including technical discussions in their field of specialization • interact with a degree of fluency and spontaneity that makes regular interaction with native speakers quite possible without strain for either party • produce clear, detailed text on a wide range of subjects and explain a viewpoint on a topical issue giving the advantages and disadvantages of various options <p>(http://en.wikipedia.org/wiki/Common_European_Framework_of_Reference_for_Languages)</p>
Content:	<p>The material covered will include (selection):</p> <ul style="list-style-type: none"> • Vocabulary and functions: general information about industries and businesses, everyday work situations (illness, telephoning, applying for leave, conflict management). legal forms of business, trade fairs and exhibitions, insights into a selection of specific fields of business (construction, tourism), job applications, distribution channels, stock exchange, social security/insurance, meetings • Grammar: verb tenses, declination, prepositional adverbs, secondary clauses (time, reason, purpose, contradiction, consequence, degree, etc.), subjunctive I&II, passive, participles, prepositions
Teaching methods:	<p>The following teaching methods are applied (partly the usage depends on the number of participants):</p> <ul style="list-style-type: none"> • interactive lectures • active participation and discussions
Examination(s):	<ul style="list-style-type: none"> • a series of written exams throughout the course • participation
Literature:	<p>Required:</p> <ul style="list-style-type: none"> • Sander, Ilse / Fügert, Nadja (et al.) (2017): DaF im Unternehmen Kursbuch, Ernst Klett Verlag (ISBN 978-3-12-676463-6) • Sander, Ilse / Fügert, Nadja (et al.) (2017): DaF im Unternehmen Übungsbuch, Ernst Klett Verlag (ISBN 978-3-12-676464-3) <p>Optional:</p> <ul style="list-style-type: none"> • n/a

Master Thesis

Module No.	MBA_ft_M
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Module contains the following courses: • Master Thesis

Responsible for module:	Supervising Professor
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Program:	Master Program in General Management, full-time (MBA)
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Conditions of participation:	Admission to the respective program
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Application and combination:	n/a
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Credits:	18 ECTS
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Workload:	450 academic hours
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Conditions for credit points and grades:

- Credit points are awarded for passing the module
- Grade of the module is determined by the weighted average of the single grades of the examinations
- Module is passed if the weighted average of the single grades is 4.0 or better
- Grades range from 1 to 5 (very good to failing)

Offered in section:	Master thesis
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Duration:	The master thesis can be started flexibly beginning in Term 5. The time allocated to complete the master thesis is 12 weeks.
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Frequency:	n/a
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Master Thesis

Course No.	MBA_ft_M
Course belongs to module:	• Master Thesis
Lecturer(s):	Supervising Professor
Credits:	18 ECTS
Workload:	450 academic hours
Duration:	1 term
Frequency:	n/a

Learning objectives and outcomes:

The master thesis is the second and integral as well as important part of the master examination.

The aim of the master thesis is to provide master students with insights in, experiences with and improvements of skills in practical scientific business and management research. Students will independently research and therefore demonstrate that they are able to work on a management problem in the field of business administration or economics applying state of the art scholarly methods within a limited period of time.

In general, the following issues are treated in a master thesis:

- Identifying research question

First, the research problem to be addressed should be made clear. What is the question to be solved? The research question should be very pointed and focused. Furthermore, the student has to identify why the problem is important.

- Background to the study

The literature reviewed should provide a strong enough theoretical foundation to support the research questions. The background should provide the basis for the gap that the student intends to fill with the thesis.

- Defining concepts and frameworks

For analyzing the research problem, the method and design of the thesis (i.e., survey method/cross-sectional design, experimental design, field study, longitudinal study, etc.), are essential in terms of what type of data will be gathered, how it will be gathered, and how it will be analyzed.

- Collecting and analyzing research data

Based on the research design the student uses, modifies or develops different methods for gathering and analyzing research material.

- Defining, validating and evaluating solutions

Referring to the research question and the analysis, general conclusions are formulated. Thereby, the general conclusions and the original aims of the thesis are resumed. The general conclusions are rounded off with suggestions for further work.

The subject of the master thesis must be derived from one of the modules offered at HHL. Writing a master thesis, students will be required to do independent, individual research in the academic field of the chosen module leading to the actual master thesis: From problem formulation to describing findings, conclusions and recommendations.

A thesis consists of more parts than the actual text. In most cases, a thesis contains three parts: the preceding texts, the main text and the appendices.

- Preceding texts (title page, abstract, table of contents, table of figures, table of abbreviations)
- Main text (introduction, main part, conclusion)
- Appendices (table of annexes, annexes, bibliography)

The size of the thesis should not exceed 40 text pages (+/- 10 percent). Table of contents, backups, etc. and appendices are counted separately.

Content:

Teaching methods:	n/a
Examination(s):	n/a
Literature:	n/a