

**HHL**

LEIPZIG
GRADUATE SCHOOL
OF MANAGEMENT

Module Catalogue

Full-time MBA

Please note:

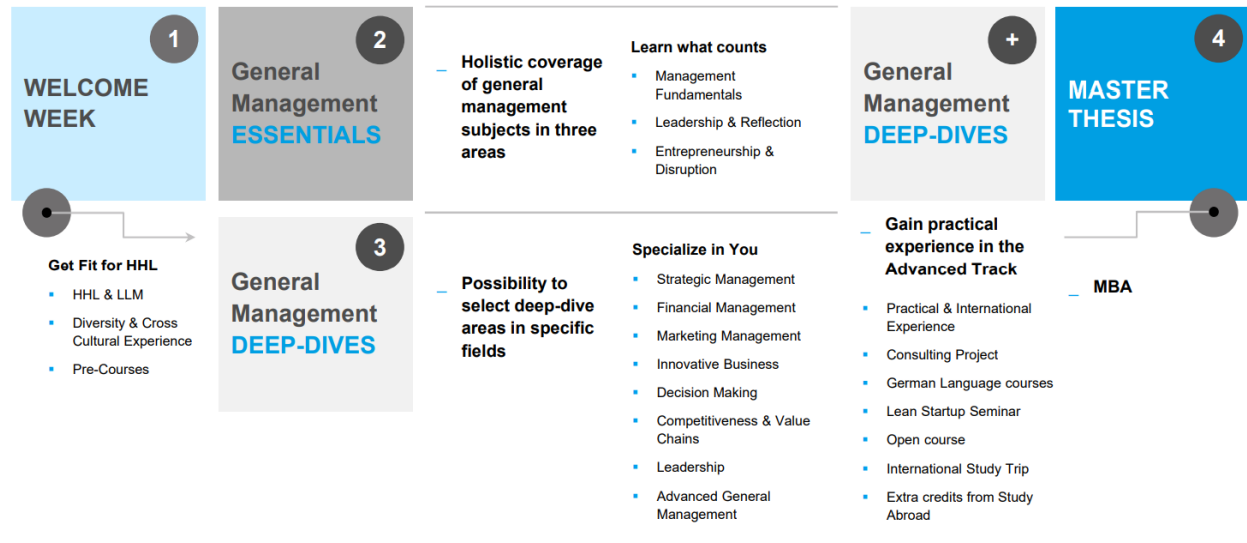
This catalogue contains standard descriptions.
The actual courses delivered in your program might vary to some extent.
Always consult CampusNet and/or Canvas for the detailed content of a course in a specific term.

Last updated: January 31, 2022



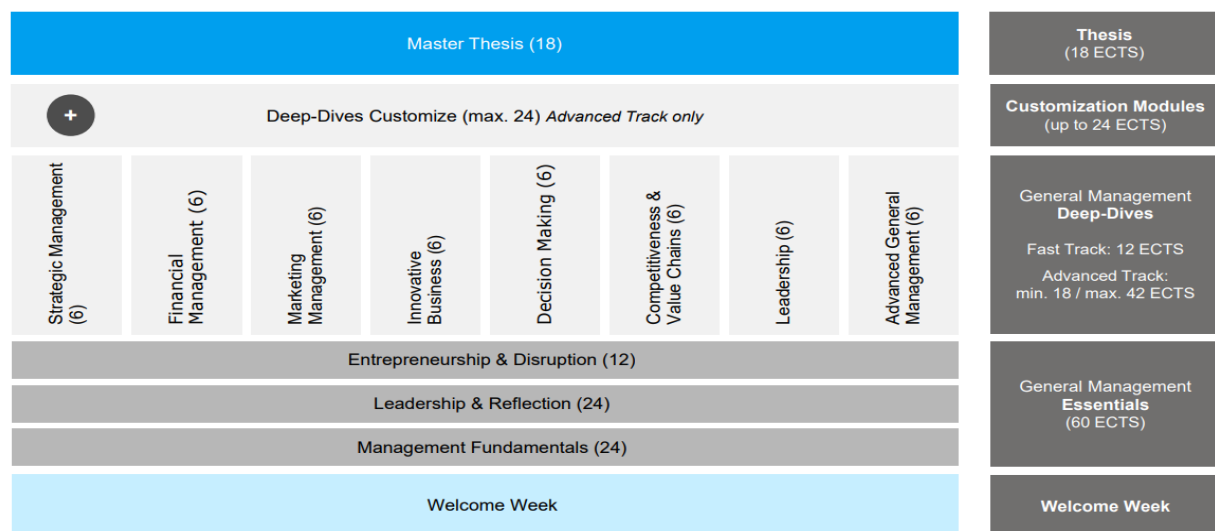
Main Program Pillars

MBA full-time program in a nutshell



Structural Overview


Your program: from foundation to top





Program Schedule M23

Course offerings per term

Year 1: Term 1-4						Year 2: Term 5-7													
Fall 2022 Sep 5 – Dec 18		Winter 2023 Jan 9 – Mar 19		Spring 2023 Mar 20 – July 2		Summer 2023 July 3 – Sep 10		Fall 2023 Sep 11 – Dec 24		Winter 2024 Jan 8 – Mar 17		Spring 2024 Mar 18 – June 30							
Me as a leader								3		Flexible Time for Practical & International Experience (Advanced Track)						12			
Problem Solving & Communication		3		Business Ethics		3		Business, Environment, Society & Leadership		3		Public Relations & Crisis Communication		3		Flexible Time for Master Thesis (Advanced Track)		18	
Business Strategy		3		Circular Economy		3		Cost Accounting		3		Disruptive Technologies & Business Models		3		Master Thesis (Fast Track)		18	
Corporate Finance		3		Entrepreneurship		3		New in the leadership role & Human Resources		3		Change Management & Stability		3					
Marketing		3		Corporate Strategy		3		Organizational Behavior		3		Quantitative Managerial Techniques		3		<div></div> <div>Tip for Advanced Track: Balance out your workload and plan your Deep-Dives in year 2.</div>			
Economics		3		Managerial Decision Making		3		Logistics		3		Mindful Leadership		3					
Financial Accounting & Reporting		3		Big Data Analytics		3		Macroeconomics & the Global Economy		3		Value Chains in the digital age		3					
Sustainability, Society, Social entr. & You		3		International Marketing Simulation		3		Innovation Management & Corporate Entrepreneurship		3		Applied Corporate Finance		3					
Negotiation		3		Corporate Valuation & M&A		3		Managing Global Corporations		3		Online Marketing & Customer Analytics		3					
								Leading high-performance teams		3									
										8									
										8									
Further Customize Options: International Study Trip (4)*; Open courses (max. 4); Extra course from Study Abroad (max. 6); German Language Course (6)																			



Tip for Advanced Track:
Balance out your workload and plan your Deep-Dives in year 2.

Fast Track or Advanced Track?

Duration of your program

Year 1: Term 1-4	Year 2: Term 5-7
Fast Track 90 ECTS 15 months	Master Thesis
Advanced Track 120 ECTS up to 21 months	Your individual structure
Essentials	3 flexible terms for Advanced Track to schedule: <ul style="list-style-type: none">— Deep-Dives— Practical & International Experience— Master Thesis
Deep-Dives	
Advanced Track only: Customize options including German Language Course, Student Consulting Project	

The MBA Program adapts to your life

- The Fast Track (15 months) is perfect if you wish to return to your job as soon as possible.
Precondition = 210 ECTS during Bachelor.
- The Advanced Track (up to 21 months) is the right choice if you wish to broaden your knowledge with a wider spectrum of Deep-Dive courses, or if you wish to use your time at HHL to build and strengthen your professional network within Germany and beyond.

Module No. Systematik_ab M23

Master Program in Business Administration, full-time (MBA)

Systematik:	MBA-ft	Studiengang
	E	Essential
	D	Deep-Dive
	C	Competence
	M	Master Thesis
	01	durchnummeriert (bei Deep-Dives, Bezug zu Deep-Dive abzulesen)

Essentials

Module No.	Module	Course No.	Course	Essential
MBA-ft_E_01	Accounting	MBA-ft_E_01.02	Financial Accounting & Reporting	Management Fundamentals
MBA-ft_E_01	Accounting	MBA-ft_E_01.03	Cost Accounting	Management Fundamentals
MBA-ft_E_02	Marketing & Logistics	MBA-ft_E_02.01	Marketing	Management Fundamentals
MBA-ft_E_02	Marketing & Logistics	MBA-ft_E_02.02	Logistics	Management Fundamentals
MBA-ft_E_03	Economics & Finance	MBA-ft_E_03.02	Economics	Management Fundamentals
MBA-ft_E_03	Economics & Finance	MBA-ft_E_03.03	Corporate Finance	Management Fundamentals
MBA-ft_E_04	Ethics & Society	MBA-ft_E_04.01	Business Ethics	Leadership & Reflection
MBA-ft_E_04	Ethics & Society	MBA-ft_D_07.02	Business, Environment, Society & Leadership	Leadership & Reflection
MBA-ft_E_05	Strategy & Organizations	MBA-ft_E_05.01	Business Strategy	Management Fundamentals
MBA-ft_E_05	Strategy & Organizations	MBA-ft_E_05.02	Organizational Behavior	Management Fundamentals
MBA-ft_E_06	Management Success Factors	MBA-ft_E_06.01	Problem Solving & Communication	Leadership & Reflection
MBA-ft_E_06	Management Success Factors	MBA-ft_E_06.02	Negotiation	Leadership & Reflection
MBA-ft_E_07	Leadership Skills	MBA-ft_E_07.03	Me as a leader	Leadership & Reflection
MBA-ft_E_07	Leadership Skills	MBA-ft_E_07.04	New in the leadership role & Human Resources	Leadership & Reflection
MBA-ft_E_08	Advanced Communication	MBA-ft_E_08.01	Public Relations & Crisis Communication	Leadership & Reflection
MBA-ft_E_08	Advanced Communication	MBA-ft_E_08.03	Change Management & Stability	Leadership & Reflection
MBA-ft_E_09	Entrepreneurship & Technology	MBA-ft_E_09.01	Disruptive Technologies & Business Models	Entrepreneurship & Disruption
MBA-ft_E_09	Entrepreneurship & Technology	MBA-ft_E_09.02	Entrepreneurship	Entrepreneurship & Disruption
MBA-ft_E_10	Sustainable Innovation	MBA-ft_E_10.01	Circular Economy	Entrepreneurship & Disruption
MBA-ft_E_10	Sustainable Innovation	MBA-ft_E_10.02	Sustainability, Society, Social Entrepreneurship & You	Entrepreneurship & Disruption

Deep-Dives

Module No.	Module	Course No.	Course	Deep-Dive
MBA-ft_D_01	Strategic Management	MBA-ft_D_01.01	Corporate Strategy	Strategic Management
MBA-ft_D_01	Strategic Management	MBA-ft_D_01.02	Managing Global Corporations	Strategic Management
MBA-ft_D_02	Financial Management	MBA-ft_D_02.01	Corporate Valuation & M&A	Financial Management
MBA-ft_D_02	Financial Management	MBA-ft_D_02.02	Applied Corporate Finance	Financial Management
MBA-ft_D_03	Marketing Management	MBA-ft_D_04.02	Online Marketing & Customer Analytics	Marketing Management
MBA-ft_D_03	Marketing Management	MBA-ft_D_03.02	International Marketing Simulation	Marketing Management
MBA-ft_D_04	Innovative Business	MBA-ft_D_04.01	Innovation Management & Corporate Entrepreneurship	Innovative Business
MBA-ft_D_04	Innovative Business	MBA-ft_D_04.03	Big Data Analytics	Innovative Business
MBA-ft_D_05	Decision Making	MBA-ft_D_05.01	Quantitative Management Techniques	Decision Making
MBA-ft_D_05	Decision Making	MBA-ft_D_05.02	Managerial Decision Making	Decision Making
MBA-ft_D_13	Competitiveness & Value Chains	MBA-ft_D_13.01	Macroeconomics & the Global Economy	Competitiveness & Value Chains
MBA-ft_D_13	Competitiveness & Value Chains	MBA-ft_D_13.02	Value Chains in the digital age	Competitiveness & Value Chains
MBA-ft_D_14	Leadership	MBA-ft_D_14.01	Leading high performance teams	Leadership
MBA-ft_D_14	Leadership	MBA-ft_D_14.02	Mindful Leadership	Leadership
MBA-ft_D_15	Advanced General Management	2 courses of not selected Deep Dive modules		Advanced General Management



Customize

MBA-ft_D_09	Practical & International Experience	MBA-ft_D_09.01	Internship	Practical & International Experience
MBA-ft_D_09	Practical & International Experience	MBA-ft_D_09.02	Entrepreneur in Residence	Practical & International Experience
MBA-ft_D_09	Practical & International Experience	MBA-ft_D_09.04	Study Abroad	Practical & International Experience
MBA-ft_D_C1	Business Design, Modeling & Planning			Lean startup Seminar
MBA-ft_D_C2	Student Consulting Project			Consulting Project
MBA-ft_D_C3	International study trip			International Study Trip
MBA-ft_D_C4	German language course			German Language courses
MBA-ft_D_C5	Study Abroad customized			Extra credits from Study Abroad
MBA-ft_D_C6	Open Course(s) customized			Open Course

Master Thesis

MBA-ft_M	Master Thesis
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MBA

General Management Essentials

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

- Management Fundamentals
- Leadership & Reflection
- Entrepreneurship & Disruption

Management Fundamentals		Leadership & Reflection		Entrepreneurship & Disruption
24 ECTS		24 ECTS		12 ECTS
Accounting 6	Economics & Finance 6	Management Success Factors 6	Leadership Skills 6	Entrepreneurship & Technology 6
Financial Accounting & Reporting 3	Economics 3	Problem Solving & Communication 3	Me as a leader 3	Disruptive Technologies & Business Models 3
Cost Accounting 3	Corporate Finance 3	Negotiation 3	New in the leadership role & Human Resources 3	Entrepreneurship 3
Marketing & Logistics 6	Strategy & Organizations 6	Ethics & Society 6	Advanced Communication 6	Sustainable Innovation 6
Marketing 3	Business Strategy 3	Business Ethics 3	Public Relations & Crisis Communication 3	Circular Economy 3
Logistics 3	Organizational Behavior 3	Business, Environment, Society & Leadership 3	Change Management & Stability 3	Sustainability, Society, Social entr. & You (International Impact Expedition) 3



Module Accounting

Module No.	MBA-ft_E_01
Module contains the following courses:	<ul style="list-style-type: none">• Financial Accounting & Reporting• Cost Accounting
Responsible for module:	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:	6 ECTS
Workload:	<ul style="list-style-type: none">150 academic hours• 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:	2 terms
Frequency:	once a year



Course Financial Accounting & Reporting

Course No.	MBA-ft_E_01.02
Course belongs to module:	Accounting
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%



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Required:

- Wiley VCH: International Financial Reporting Standards IFRS (please check for latest edition)

Literature:

Optional:

- Kieso, D.E./ Weygandt J. J./ Warfield T. D.: Intermediate Accounting, IFRS ed., 3. ed., New Jersey: Wiley, 2016
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Course Cost Accounting

Course No.	MBA-ft_E_01.03
Course belongs to module:	Accounting
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.
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



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

Teaching methods:

- interactive lectures
- presentations
- case studies
- active participation and discussions
- lectures

Examination(s):

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

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:	<p>150 academic hours</p> <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:	2 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 • 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 analysis of consumer behavior is a central starting point for marketing management. Students learn how to use digital tools in marketing research as well as in designing customer relationship strategies. Changing behavior towards more sustainable products and services is also discussed and behavioral barriers are identified. The discussion of marketing instruments (4 or 7 Ps) includes future requirements that are necessary for the alignment of a sustainable marketing mix. 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. The group work will consist of i.e. 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:

- Introduction to marketing management
- Marketing as corporate function and corporate process
- Customer orientation & the role of marketing management within the firm
- Marketing management process
- Aspects of situation analysis
- Market segmentation, targeting and positioning
- Evaluation of customer segments, sustainable customer behavior and customer relationships
- Customer relationship analysis: Satisfaction, loyalty, customer lifetime value
- Marketing goals and strategies
- Management of customer relationships through various sustainable oriented marketing mix instruments (selected topics):
 - o Product policy and branding
 - o Pricing policy
 - o Distribution policy
 - o Communication policy



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

Teaching methods:

- Interactive lectures
- Intensive class discussions
- Case studies
- Guest speeches
- Team work and presentations

Examination(s):

- 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 <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>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 and sustainability oriented 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%



Literature:

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

Optional:

- n/a
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Module Economics & Finance

Module No.	MBA-ft_E_03
Module contains the following courses:	<ul style="list-style-type: none"> • Economics • Corporate Finance
Responsible for module:	Prof. Dr. Wilhelm Althammer, Prof. Pierfrancesco La Mura, PhD, Prof. Dr. Alexander Lahmann, Prof. Dr. Bernhard Schwetzler
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:	2 terms
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. In accordance with the Leipzig Leadership Model, the module will provide participants with knowledge and tools necessary to understand and reflect economic situations.</p>

Course Economics

Course No.	MBA-ft_E_03.02
Course belongs to module:	Module Economics & Finance
Lecturer(s):	Prof. Dr. Wilhelm Althammer; Prof. Dr. Pierfrancesco La Mura
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

The course aims at familiarizing the participants with the fundamental notions and methods of economic reasoning and its applications to the analysis of individual and interactive decision-making in various scenarios. The course covers topics from microeconomics and macroeconomics.

Microeconomics

The Microeconomic section aims at familiarizing participants with the modern economic perspective on management and business life. In such perspective the notion of rationality plays a central role: a role that we shall identify and discuss, while contrasting it with other models of behavior and drawing implications for market and non-market situations relevant to business life.

The section addresses the topic of sustainable decision-making from the point of view of Behavioral Finance and touches upon the sustainability of financial markets and business models. Furthermore, the course provides an opportunity to discuss the impact of the latest technological developments, especially in the digital field. In particular, the participants will learn:

- to identify rational behavior in individual decision scenarios, as well as in strategic ones, and the role of risk;
- to describe and understand strategic behavior in interactive decision scenarios;
- to describe and understand negotiation scenarios;

Macroeconomics

Macroeconomics as part of the course Economics aims at conveying basic terms and models to enable students to understand macroeconomic reasoning and apply it to real world economic problems.

By the end of the course, students should be able

- to understand the challenges for and changes in monetary policy after the financial crisis;
- to understand the influence of fundamentals on exchange rates and the consequences for competitiveness;
- to apply macroeconomic concepts on publicly available data and interpret the results;
- to evaluate policy decisions, given the trade-offs between different policy goals.

Learning objectives and outcomes:

<p>Content:</p>	<p>Microeconomics</p> <ul style="list-style-type: none"> • Microeconomics and Management • Rationality and Optimization • Decisions under Risk and Uncertainty • Strategic Decision-Making • Negotiation • Markets, auctions & double auctions <p>Macroeconomics</p> <ul style="list-style-type: none"> • Macroeconomic Accounting • Money and Monetary Policy • The Role of Expectations • Exchange Rates, Capital Flows and Competitiveness • Optimum Currency Areas and the European Monetary Union
<p>Teaching methods:</p>	<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+A28
<p>Examination(s):</p>	<p>Microeconomics Take-home assignment: 50% of the total grade</p> <p>Macroeconomics Take-home assignment: 50% of the total grade</p>
<p>Literature:</p>	<p>Microeconomics Optional:</p> <ul style="list-style-type: none"> • Michael R. Baye, Managerial Economics and Business Strategy, McGraw-Hill (7th edition) • David M. Kreps, Microeconomics for Managers, W.W. Norton • Paul Milgrom, Putting auction theory to work Cambridge University Press (7th edition) <p>Macroeconomics Required:</p> <ul style="list-style-type: none"> • Moss, David A., A Concise Guide to Macroeconomics: What Managers, Executives and Students Need to Know, Boston, 2nd ed. 2014, Harvard Business Press (available as ebook) <p>Optional:</p> <ul style="list-style-type: none"> • Mankiw N. Gregory and Mark P. Taylor, Macroeconomics, 2020, 5th ed., Cengage (available as ebook) <p>Further short articles to facilitate classroom discussions will be distributed at</p>

Course Corporate Finance

Course No.	MBA-ft_E_03.03
Course belongs to module:	Economics & Finance
Lecturer(s):	Prof. Dr. Alexander Lahmann, Prof. Dr. Bernhard Schwetzler
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 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:

Required:

- Berk & DeMarzo (2017): Corporate finance. 4th ed. Harlow Pearson Education

Optional:

- n/a
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Module Ethics & Society

Module No.	MBA-ft_E_04
Module contains the following courses:	<ul style="list-style-type: none"> • Business Ethics • Business, Environment, Society & Leadership
Responsible for module:	Prof. Dr. Andreas Suchanek
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:	2 terms
Frequency:	once a year



Literature:

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)

Optional:

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

Course No.	MBA-ft_E_4.01
Course belongs to module:	Ethics & Society
Lecturer(s):	Prof. Dr. Andreas Suchanek
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>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, thus contributing to sustainability.</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):	<p>Group presentation: 50%</p> <p>Individual reflection paper: 50%</p>



Literature:

Required:

- Suchanek, A. (2017) An Ethical Compass for a good leadership.
- Suchanek, A. (2017) CR as avoiding relevant inconsistencies.

Optional:

- Additional literature will be indicated at the beginning of the course.
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Course Business, Environment, Society & Leadership

Course No.	MBA-ft_E_7.02
Course belongs to module:	Ethics & Society
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 • co-teaching • case studies • presentations • guest lectures • active participation and discussions are expected
Examination(s):	Module contains the following examinations: • 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 Strategy & Organizations

Module No.	MBA-ft_E_05
Module contains the following courses:	<ul style="list-style-type: none">• Business Strategy• Organizational Behavior
Responsible for module:	Prof. Dr. Stephan Stubner, Prof. Dr. Timo Meynhardt
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:	<ul style="list-style-type: none">150 academic hours• 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:	2 terms
Frequency:	once a year



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:

- 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

Literature:





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 <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>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. Specifically, we discuss on the social function and the purpose of companies, i.e. the question of why and to what end a company exists as well as the responsibility of corporate action towards society (e.g. sustainability). We reflect on the means-end relationship in leadership behavior, the responsibility of executives, and the role of effectiveness and entrepreneurial spirit in times of digitalization, globalization, and climate change.</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
Module contains the following courses:	<ul style="list-style-type: none">• Problem Solving & Communication• Negotiation
Responsible for module:	Prof. Dr. Stephan Stubner, Prof. Dr. Remigiusz Smolinski
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:	<p>150 academic hours</p> <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:	2 terms
Frequency:	once a year



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%



Required:

- Fisher, R., Ury, W.L., & Patton, B. 1991. Getting to Yes: Negotiating Agreement without Giving In. 2nd Edition. New York: Penguin Books.

Literature:

Optional:

- 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.
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Module Leadership Skills

Module No.	MBA-ft_E_07
Module contains the following courses:	<ul style="list-style-type: none">• Me as a Leader• New in the Leadership Role & Human Resources
Responsible for module:	Prof. Dr. Tobias Dauth, Prof. Dr. Timo Meynhardt
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:	<p>150 academic hours</p> <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 Me as a Leader

Course No.	MBA-ft_E_07.03
Course belongs to module:	Leadership Skills
Lecturer(s):	Prof. Dr. Tobias Dauth
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:	4 terms
Frequency:	once a year
Learning objectives and outcomes:	<p>In this course, participants shall</p> <ul style="list-style-type: none"> • 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 in the age of digitalization • 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 • Identify opportunities to self-reflect on their social impact and to improve sustainability behavior
Content:	<p>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 to pursue a self-fulfilling career in the digital age. 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.</p> <p>Second, participants will be provided with guidelines and toolkits that enable them to reflect on their own personality, leadership style and their sustainable and social commitment to society. Further, key improvement areas with respect to "soft skills" that enable them to pursue a professional career will be discussed.</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 • 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 New in the Leadership Role & Human Resources

Course No.	MBA-ft_E_07.04
Course belongs to module:	Leadership Skills
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>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.</p> <p>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:</p> <ul style="list-style-type: none">• 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 (e.g. which difficulties and potentials arise from digitization, home office and remote working) 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.
Content:	<p>The course will broadly cover four major areas:</p> <ul style="list-style-type: none">• 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):

- group essay assignment: 70%
- one group presentation: 30%

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• Change Management & Stability
Responsible for module:	Hannes Külz, Prof. Dr. Timo Meynhardt
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:	<p>150 academic hours</p> <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:	2 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 • 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:

- 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

Literature:



Course Change Management & Stability

Course No.	MBA-ft_E_08.03
Course belongs to module:	Module Advanced Communication
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
Learning objectives and outcomes:	<p>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.</p> <p>Students will discover how the Leipzig Leadership Model's core idea of purpose can help accelerate transformation processes. This conveys the idea that companies pursuing a purpose and contributing to the common good are able to offer employees both a clear orientation and stability while having motivational potential for change and innovation. Furthermore, they will reflect on their individual barriers and resources for change.</p>
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:	<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"> • group essay assignment: 70% • one group presentation: 30%



Literature:

Required:

- 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:

- Laloux, F. (2014). Reinventing organizations: A guide to creating organizations inspired by the next stage in human consciousness. Nelson Parker.
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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
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:	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:	2 terms
Frequency:	once a year

Course Disruptive Technologies & Business Models

Course No.	MBA-ft_E_09.01
Course belongs to module:	Entrepreneurship & Disruption
Lecturer(s):	Prof. Dr. Stephan Stubner, Dr. Dominik 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:

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

**Examination(s):**

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

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., & Zhurbaev, 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.
-



Course Entrepreneurship

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 gain hands-on skills and experience by applying startup principles and methods to successfully discover entrepreneurial opportunities and build new businesses (business models), 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 principles, values and practices, and challenges of scaling to the enterprise.• Students will learn the strategic business drivers and benefits of startup methods, and the inherent complexities entrepreneurs experience while adopting and scaling new business models 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. Students 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 business models?</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>Who this course benefits: Entrepreneurship is the perfect course for entrepreneurially-minded professionals who want to learn through practical application how entrepreneurs find business ideas.</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">• interactive lectures• case study discussion• team assignments• self-studies• action learning <p>As part of the course, all students need to take part in the HHL elevator pitch competition.</p>
Examination(s):	<ul style="list-style-type: none">• Individual assignment: 20%• Group assignment: 80%
Literature:	<p>Required:</p> <ul style="list-style-type: none">• 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 <p>Optional:</p> <ul style="list-style-type: none">• n/a

Module Sustainable Innovation

Module No.	MBA-ft_E_10
Module contains the following courses:	<ul style="list-style-type: none"> • Sustainability, Society, Social entr. & You • Circular Economy
Responsible for module:	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:	6 ECTS
Workload:	150 academic hours <ul style="list-style-type: none"> • 90 academic hours preparation/self-study • 60 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:	2 terms
Frequency:	once a year



Course Circular Economy

Course No.	MBA-ft_E_10.01
Course belongs to module:	Sustainable Innovation
Lecturer(s):	Prof. Dr. Vivek Velamuri
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>What you'll learn</p> <ul style="list-style-type: none">• Understand the concept of a circular economy• Understand how a circular economy differentiates from the current linear system• Understand the regulatory trends towards the circular economy• Apply a systems approach to the circular economy• Assess the socio-technical and manageable challenges and environmental benefits of alternative solutions (circular lifecycle assessment)• Formulate improvements for a transition towards a circular design
Content:	<p>For a more sustainable world, the transition towards a circular economy is one of the most pressing challenges of our time. Today, economic growth mostly goes in line with increased resource consumption. The credo is "make and waste," and it is -due to a growing population and the tragedy of the commons- reaching its limits. The circular economy, on the other hand, is "restorative and regenerative by design, and aims to keep products, components, and materials at their highest utility and value at all times" (Ellen MacArthur Foundation, 2013). By thinking in circles, the circular economy does not only aim to redesign supply chains but entire systems. People have an impact on the environment. It is about making this impact a positive one. Going from cradle to grave towards cradle to cradle.</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• presentations• case studies• active participation and discussions• optional: guest lectures
Examination(s):	Group presentation and/or individual assignment



Literature:

- Ellen MacArthur Foundation (2011). Re-thinking progress: The Circular economy. [Available from <https://www.youtube.com/watch?v=zCRKvDyyHmI>]
 - Ghisellini, P., Cialani, C., Ulgiati, S. (2016). 'A review on circular economy: The expected transition to a balanced interplay of environmental and economic systems. Journal of Cleaner Production 114, pp. 11-32.
 - Geissdoerfer, M., Savaget, P., Bocken, N.M.P., Hultink, E.J. (2017). 'The Circular Economy – A new sustainability paradigm?' Journal of Cleaner Production 143, pp. 757-768.
 - Korhonen, J., Honkasalo, A., Seppälä, J. (2018). 'Circular Economy: The Concept and its Limitations' Ecological Economics 143, pp. 37-46.
 - Murray, A., Skene, K., Haynes, K. (2017). 'The Circular Economy: An Interdisciplinary Exploration of the Concept and Application in a Global Context.' Journal of Business Ethics 140(3), pp. 369-380.
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Course Sustainability, Society, Social entr. & You

Course No.	MBA-ft_E_10.02
Course belongs to module:	Sustainable Innovation
Lecturer(s):	Prof. Dr. Vivek Velamuri
Credits:	3 ECTS
Workload:	75 academic hours <ul style="list-style-type: none">• 39 academic hours preparation/self-study• 36 academic hours of classes
Duration:	1 term
Frequency:	once a year

Learning objectives and outcomes:

Sustainability and society are intertwined. In this course, we will delve deeper into understanding the impact of capitalism and the usual way of doing business on sustainability and society as a whole. The concept of "total cost" will be introduced and used as a framework for guiding discussion in class. The three pillars of sustainability: economic (profits), environmental (planet), and social (people), will be studied in depth. To overcome the externalities of doing business the usual way, social entrepreneurship is perceived as the solution. Social entrepreneurship is an approach where mission-driven enterprises are created to implement solutions to solve some of the most pressing social, cultural, or environmental issues on hand. As the traditional lines blur between non-profit enterprises, government, and business, it is critical that business students understand the opportunities and challenges in this new landscape. Through an international immersion trip, case studies, group presentations and class discussions, this course will explore this emerging field. The overall objective of this course is to sensitize the participants with societal issues on hand and turn them into positive change agents. In line with the Leipzig Leadership Model, this lecture aims at providing students with guidelines and concepts for sustainable leadership and it aims to offer orientation to students in a rapidly changing environment in emerging and industrialized markets.

Content:

The course will cover many interrelated topics, including climate change, environmental degradation, 2008 global financial crisis, corruption, modern slavery, corporate greed, misinformation through social media, animal rights, sustainable development goals, fashion industry, energy industry, positive change, and social entrepreneurship.

Teaching methods:

The course combines case study work and student-driven learning. In addition, students will go on an international impact expedition where they will engage in pressing societal and sustainability topics. Students will meet and interact with stakeholders, advocates, and founders of sustainable organizations and startups. In class, students will watch documentaries on sustainability-related topics. Discussion rounds about ethical values, malpractices of companies, and consumer behavior will be held.

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Examination(s):

Individual assignment (100%): Reflection Paper

Literature:

- Dees, J.G. (1998). The Meaning of Social Entrepreneurship. Available at https://centers.fuqua.duke.edu/case/knowledge_items/the-meaning-of-social-entrepreneurship/
 - Volmann, C.K./ Tokarski, K.O./ Ernst, K. (2021). Social Entrepreneurship and Social Business. An introduction and discussion with case studies.
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MBA

General Management Deep-Dives

Allowing you to focus your learning experience around your interests.

Strategic Management 6 ECTS		Financial Management 6 ECTS		Marketing Management 6 ECTS		Innovative Business 6 ECTS	
Corporate Strategy	3	Corporate Valuation & M&A	3	Online Marketing & Customer Analytics	3	Innovation Management & Corporate Entrepreneurship	3
Managing Global Corporations	3	Applied Corporate Finance	3	International Marketing Simulation	3	Big Data Analytics	3
Decision Making 6 ECTS		Competitiveness & Value Chains 6 ECTS		Leadership 6 ECTS		Advanced General Management 6 ECTS	
Quantitative Management Techniques	3	Macroeconomics and the Global Economy	3	Leading high performance teams	3	Choose 6 credits from two different modules	3
Managerial Decision Making	3	Value Chains in the digital age	3	Mindful Leadership	3		3

FAST TRACK |
you choose **2 of 8 Deep-Dives** (12 ECTS).

ADVANCED TRACK |
you choose **at least 3 out of 8 Deep-Dives** (18 ECTS) + customize options (see next slide), but max. 42 ECTS

Module Strategic Management

Module No.	MBA-ft_D_01
Module contains the following courses:	<ul style="list-style-type: none"> • Corporate Strategy • Managing Global Corporations
Responsible for module:	Prof. Dr. Stephan Stubner, Prof. Dr. Tobias Dauth, Dr. Dominik 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
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), Strategic Management
Duration:	1 term
Frequency:	once a year

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%

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 • understand the opportunities and challenges of digitalization for the alignment of the global corporate strategy • 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, the importance of current digitalization trends for the international strategic alignment of companies, 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
Module contains the following courses:	<ul style="list-style-type: none">• Corporate Valuation & M&A• Applied Corporate Finance
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
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), Financial Management
Duration:	2 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%



Required:

- 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

Literature:

Further articles will be announced in class.

Optional:

- 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:	<p>The aim of this course is to provide participants with the ability to apply corporate finance theory by practice using case pedagogy, specifically:</p> <ul style="list-style-type: none">• 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:	<p>The topics for the class cases cover a the full range of investment and financing decisions, specifically:</p> <ul style="list-style-type: none">• Capital budgeting• Risk/Return• Cost of Capital• Capital Structure• Valuation• IPO's• Mergers & Acquisitions
Teaching methods:	<p>The following teaching methods are applied (partly the usage depends on the number of participants):</p> <p>Combinations of case writing, case presentations, evaluations of reports, lectures and peer feedback.</p>
Examination(s):	<ul style="list-style-type: none">• Case studies (group work)/Class discussion: 80%• Test (individual): 20%



Required:

- Ross/Westerfield/Jordan: Fundamentals of corporate finance 8th ed. McGraw-Hill

Literature:

Selected readings accompanying cases.

Optional:

- n/a
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Module Marketing Management

Module No.	MBA-ft_D_03
Module contains the following courses:	<ul style="list-style-type: none">• Online Marketing & Customer Analytics• International Marketing Simulation
Responsible for module:	Prof. Dr. Manfred Kirchgeorg, Prof. Dr. Erik Maier
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:	<p>150 academic hours</p> <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), Marketing Management
Duration:	2 terms
Frequency:	once a year



Course Online Marketing & Customer Analysis

Course No.	MBA-ft_D_04.02
Course belongs to module:	Module Marketing Management
Lecturer(s):	Prof. Dr. Erik Maier
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

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).

Learning objectives and outcomes:

This results in the following learning objectives:

- 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

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)
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 • Take-home exercises to apply knowledge from class on real customer data • Group work and presentation on case example
Examination(s):	<ul style="list-style-type: none"> • Take-home essay on a course question: 50% • Group work and presentation on an analytical task: 50%
Literature:	<p>Required:</p> <ul style="list-style-type: none"> • 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 <p>Additional readings will be provided prior to the course.</p> <p>Optional:</p> <ul style="list-style-type: none"> • 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.



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
-



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:	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>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.</p> <p>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.</p> <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 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. <p>Specific Objectives and Learning Outcomes</p> <p>By the end of the module students will have learned:</p> <ul style="list-style-type: none">• which impact globalization has on their business, industry and firm.• how firms successfully act in global markets around the globe.
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	<p>Knowledge and Understanding:</p> <p>After completing this module the student will have:</p> <ul style="list-style-type: none"> • 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.
<p>Learning objectives and outcomes (continued):</p>	<p>Cognitive and Subject Specific Skills:</p> <p>After completing this module the student will have:</p> <ul style="list-style-type: none"> • 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. <p>Key Skills:</p> <p>After completing this module the student will have:</p> <ul style="list-style-type: none"> • 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.
<p>Content:</p>	<p>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.</p>
<p>Teaching methods:</p>	<p>The following teaching methods are applied (partly the usage depends on the number of participants):</p> <ul style="list-style-type: none"> • Take-home exercises to apply knowledge from class on real customer data • Group work and presentation on case example
<p>Examination(s):</p>	<ul style="list-style-type: none"> • Strategy Paper and presentation: 25% • Final Exam: 25% • Participation in case and class discussion: 25% • Participation in your Markstrat Team: 25%
<p>Literature:</p>	<p>Required:</p> <ul style="list-style-type: none"> • Markstrat Manual • Case study "Cleopatra" <p>Optional:</p> <ul style="list-style-type: none"> • n/a



Module Innovative Business

Module No.	MBA-ft_D_04
Module contains the following courses:	<ul style="list-style-type: none">• Innovation Management & Corporate Entrepreneurship• Big Data Analytics
Responsible for module:	Prof. Dr. Vivek Velamuri, Dr. Markus Brendel
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:	<p>150 academic hours</p> <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), Innovative Business
Duration:	2 terms
Frequency:	once a year

Course Innovation Management & Corporate Entrepreneurship

Course No.	MBA-ft_D_04.01
Course belongs to module:	Module Innovative Business
Lecturer(s):	PD Dr. Vivek Velamuri
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 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, especially within the trend of digitalization, 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): <ul style="list-style-type: none"> • 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 learned.
Examination(s):	<ul style="list-style-type: none"> • 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 Big Data Analytics

Course No.	MBA-ft_D_04.03
Course belongs to module:	Module Innovative Business
Lecturer(s):	Dr. Markus Brendel
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:

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 (R 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:

1. Kickoff
 - a. Big Data & Data Science
 - b. Why Coding? R and RStudio
 - c. DataCamp
2. Basics in R
 - a. General syntax
 - b. Data types and data structures
 - c. Programming (self-defined functions, if-else conditions, loops)
3. Data Science
 - a. Data import and export
 - b. Data wrangling
 - d. Data visualization & exploration
4. Data Analytics
 - a. AI and ML
 - b. Supervised learning
 - Regression vs. classification tasks
 - Model evaluation
 - c. Unsupervised learning
 - d. Reinforcement learning
 - d. Analyzing unstructured text data: Sentiment Analysis



The following teaching methods are applied:

Teaching methods:

- Interactive lectures / webinars
- Self-studying with an e-learning platform (DataCamp)
- Case study
- Active participation and discussions
- Guest lecture (expert talk)

Examination(s):

Module contains the following examinations:

- DataCamp exercises: To be passed
 - Use case presentation (group work): 40%
 - Take home assignment (individual coding): 60%
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Literature:

Required:

- Exercises with DataCamp

Optional:

- James et al. (2013, 7th edition). An Introduction to Statistical Learning. With Applications in R (Fulltext available via HHL library)

Further articles will be announced in class.



Module Decision Making

Module No.	MBA-ft_D_05
Module contains the following courses:	<ul style="list-style-type: none">• Quantitative Management Techniques• Managerial Decision Making
Responsible for module:	Prof. Dr. Stephan Stubner, Prof. Pierfrancesco La Mure, PhD, Dr. Dominik 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
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), 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>

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. 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:	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: <ul style="list-style-type: none"> • 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):	<ul style="list-style-type: none"> • In-class assignments: 40% • Take-home assignment: 60%



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.

Literature:



Course Managerial Decision Making

Course No.	MBA-ft_D_05.02
Course belongs to module:	Module Decision Making
Lecturer(s):	Prof. La Mura, PhD
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 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.</p> <p>The course addresses the topic of sustainable decision-making from the point of view of Behavioral Finance and touches upon the sustainability of financial markets and business models. Furthermore, the course provides an opportunity to discuss the impact of the latest technological developments, especially in the digital field. Within the course, a software tool aimed at assisting in the decision-making process is demonstrated.</p>
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 and group presentations • Instructions for self-study
Examination(s):	<ul style="list-style-type: none"> • written examination: 100%

**Required:**

- n/a

Optional:

- 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
-

Literature:



Module Competitiveness & Value Chains

Module No.	MBA-ft_E_13
Module contains the following courses:	<ul style="list-style-type: none"> • Macroeconomics and the Global Economy • Value Chains in the digital age
Responsible for module:	Prof. Dr. Wilhelm Althammer, Juan Andrés Giraldo Monsalve
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)
Duration:	2 terms
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 and to enhance the understanding of strategic and key aspects of value chains management. After successful completion, participants will be able to apply these principles and methods in different scenarios and to critically analyze economic phenomena and introduce new ways to apply world class methodologies in a digital era to improve and build a more efficient, resilient and adaptable value chain.</p> <p>In accordance with the Leipzig Leadership Model, the module will provide participants with knowledge and tools necessary to understand and reflect economic situations and value chains managing strategies and models.</p>

Course Macroeconomics and the Global Economy

Course No.	MBA-ft_E_13.01
Course belongs to module:	Module Competitiveness & Value Chains
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 studies the topics of international trade in goods and services as well as in productive inputs and their effect on income and welfare. It covers both the traditional theory of international trade and models that focus on the role of firms in the global economy. It develops and applies the basic principles of economics relevant to international trade and the strategies of global firms.</p> <p>After the completion of the course, students should be able</p> <ul style="list-style-type: none"> • to understand the effect of international trade on welfare and the distribution of income; • to analyze the relationship between trade policy, political processes and effects on welfare and the distribution of income; • to apply their knowledge in the analysis of current conflicts in international trade policy and of internationalization strategies of global firms. <p>Students will try to answer questions such as:</p> <ul style="list-style-type: none"> • Is Donald Trump right that free trade has eliminated thousands of U.S. manufacturing jobs, and thus increased inequality? • How can firms benefit from integrating their value chains internationally? • Has the Brexit been beneficial for the UK and the EU? <p>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.</p>
Content:	<ul style="list-style-type: none"> • Causes of trade: Comparative advantage • The effects of trade on employment and the distribution of income • Firms in the global economy: Internationalization strategies and global value chains • Trade policy and international conflicts • The effects of trade on the environment
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 and case discussions • Exercise sessions • Self study



Examination(s):

- 2 short quizzes (25%)
 - 2 group case assignments (50%)
 - Company group presentation (25%)
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Literature:

Required:

- P. Krugman, M. Obstfeld and M. Melitz, International Economics: Theory and Policy, 12th ed., 2022

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

Course Value Chains in the Digital Age

Course No.	MBA-ft_E_13.02
Course belongs to module:	Competitiveness & Value Chains
Lecturer(s):	Juan Andrés Giraldo Monsalve
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 relevance and consequent impact in business of the performance of global value chains in today's world has risen the awareness and given the focus on how to coordinate material and information flows both inside a company and within its whole supply chain network in an effective way. The integration, synergies and alignment between all internal and external parties involved became even more fundamental to improve, modernize and build a more efficient, resilient and adaptable value chain. Applying methodologies, concepts, models and tools based on 4.0 industry and digitalization the students will develop capabilities to better understand how to design, analyze, manage, transform and control global value chains. Additionally, students will foster skills in process thinking, leadership competence and enhance the awareness of the in social, environment and economic impact of value chain management in a digital era.

By the end of the course, students should be able:

- To understand the main processes, structures and their relations within a global value chain network in today's uncertain, complex and volatile world.
- To analyze the main aspects and models to design and control a value chain in a digital era
- To apply concepts, methodologies and tools to improve performance of value chains.
- To interact with interdisciplinary and cross functional teams in order to align on building an efficient, resilient and adaptable value chain.

Content:

- Introduction to Value Chain Management and the impact of digitalization
- Supply Chain Strategy, Value Chain Design, Value Stream Mapping
- Integrated Business Planning and Demand Driven Adaptive Enterprise
- Inventory Management, Logistics Management and Flow Modelling
- Digital Value Chain alignment, measurement and performance



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 and discussions• Group, case study work and exercises• Discussions
Conditions of participation:	<p>Basic knowledge in Logistics (as provided e.g. in the Essential (compulsory) module "Marketing & Logistics"</p>
Examination(s):	<ul style="list-style-type: none">• Group Assignments: 30%• One written individual examination: 70%
Literature:	<p>Required:</p> <ul style="list-style-type: none">• 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. <p>Optional:</p> <ul style="list-style-type: none">• Ptack, C.; Smith Ch., (2011): Orlicky's Material Requirement Planning. Third Edition. The Mc-Graw Hill Companies.• Pound, E.; Bell, J.; Spearman, M (2014): Factory Physics for Managers. Mc-Graw Hill Education.



Module Leadership

Module No.	MBA-ft_E_14
Module contains the following courses:	<ul style="list-style-type: none">• Leading high performance teams• Mindful Leadership
Responsible for module:	Prof. Timo Meynhardt, Prof. 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:	<p>150 academic hours</p> <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:	2 terms
Frequency:	once a year
Learning objectives and outcomes:	Upon completion of the module students will have the skills and understanding to lead themselves and others responsibly and with empathy.

Course Leading high performance teams

Course No.	MBA-ft_E_14.01
Course belongs to module:	Module Leadership
Lecturer(s):	Prof. Dr. Tobias Dauth
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:	An important leadership competency for any size organization is the ability to build and lead high performing teams. People must work closely together, wear many hats and work effectively across the organization to get tasks accomplished quickly enough to remain competitive. This course looks at the antecedents, contextual factors and consequences of high performance teams
Content:	<p>Understanding organizations: the structure, culture and behavior; how to influence and incentivize people, using formal structures and informal networks.</p> <p>Inspiring action: Creating high-performance teams; leading by leveraging emotions; aligning rewards with performance.</p> <p>Leading teams: the interface between the individual and the organization; how to manage internal group processes and develop talent; how to manage external sources of knowledge, information, and support</p> <p>Simulating critical situations (e.g., layoffs) in cooperation with trainers/actors students will have the opportunity to strengthen their leadership ability with an empathetic perspective, as well as learn how to develop others through effective coaching and mentoring.</p>
Teaching methods:	A combination of lectures, class discussions, exercises and case studies will be used.
Examination(s):	<ul style="list-style-type: none"> • individual participation in class: 20% • group work presentations in class: 80%
Literature:	<p>Required:</p> <p>Hanlan, M. (2004). High performance teams: How to make them work. Greenwood Publishing Group.</p> <p>Aldag, R., & Kuzuhara, L. (2015). Creating high performance teams: applied strategies and tools for managers and team members. Routledge.</p> <p>Kline, T. J. (2020). Teams that lead: A matter of market strategy, leadership skills, and executive strength. Psychology Press.</p>



Course Mindful Leadership

Course No.	MBA-ft_E_14.02
Course belongs to module:	Leadership
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
Learning objectives and outcomes:	<p>In an age of growing pluralism, being mindful is a fundamental qualification for a leader in order to navigate the increasingly complex world. This class prepares leaders for the contemporary business and workplace environment by providing hands-on experience and creating room for self-reflection and awareness.</p>
Content:	<p>This course prepares you to become a Mindful Leader. Mindfulness in this context refers to the state of being aware of the various stakeholders and their interests relevant to any leadership decision. It also refers to understanding and being aware of your own needs, strengths and tendencies.</p> <p>Building on current social science research about leadership, influence, and power, you will learn about the different perspectives of leadership (individual approaches, interaction patterns, systemic factors). Special emphasis is given the new Leipzig Leadership Model as a source of crucial orientation for (Self-)leadership. Second, you will be encouraged to self-reflect upon your personal leadership style. Third, you learn how to justify leadership in a "no-one-wholly-in-charge-world" with increased demands on legitimizing power and influence. In particular, we will focus on "bad leadership" and Public Value.</p>
Teaching methods:	<p>We will use multiple methodologies such as lecture and the application of validated theories using experiential exercises, discussion of critical incidents, the case method, and video cases.</p>
Conditions of participation:	Admission to the HHL part-time Master Program in General Management (MBA)
Examination(s):	<ul style="list-style-type: none">• group essay assignment: 70%• group presentation: 30%

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Literature:

- Harvard Business Review (2011). *HBR's 10 Must Reads on Leadership*. Harvard Business Review Press
 - Kirchgeorg, M., Meynhardt, T., Pinkwart, A., Suchanek, A., Zülch, H. (2018). *Das Leipziger Führungsmodell* (3. Aufl.). HHL Academic Press.
 - Meynhart, T., Hermann, C., Anderer, S. (2017). Making Sense of a Most Popular Metaphor in Mangement: Towards a HedgeFox Scale for Cognitive Styles. *Administrative Sciences*, 7 (33), 1-23.
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MBA

Deep-Dives Customize Options

Allowing you to further center your learnings around your interests.

+ | Deep-Dives Customize – Advanced Track Options

Modules and courses within the Deep-Dives for Advanced Track

Practical & International Experience	Consulting Project	German Language courses	Lean startup Seminar	Open Course	International Study Trip	Extra credits from Study Abroad
12 ECTS	8 ECTS	up to 6 ECTS	8 ECTS	up to 4 ECTS	4 ECTS	6 ECTS
Internship or Entrepreneur in Residence or Study Abroad	Student Consulting Project & Project & Process Management course	German as a foreign language (different proficiency levels are offered)	Business Design, Modelling, & Planning	New courses are offered every year	International Trip to a partner school *	Extra course from Study Abroad

*Trip is offered if sufficient students register, additional costs occur

Advanced Track

+ you choose max. 24 ECTS

Fast Track Option

+ German Language courses (do not count for your GPA)

Module Business Design, Modelling & Planning

Module No.	MBA-ft_D_C1
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
Credits:	8 ECTS
Workload:	200 academic hours <ul style="list-style-type: none"> • 136 academic hours preparation/self-study • 64 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), Customize
Duration:	1 term
Frequency:	once a year
Learning objectives and outcomes:	<p>Students will gain the competency to develop digital 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, both in traditional entrepreneurship and sustainable entrepreneurship.</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



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

Teaching methods:

- 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):

- Business plan pitch and discussion: 70%
 - Regular updates, documentation, and progress in the project: 30%
-

Literature:

Required:

- http://www.effectuation.org/sites/default/files/research_papers/what-makes-entrepreneurs-entrepreneurial-sarasvathy_0.pdf

Optional:

- 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
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
Credits:	8 ECTS
Workload:	equivalent of 200 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
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>"The participation in the student consulting project gives 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"
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 between the company representatives, the chair in charge of the project and the 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>In teams of 4-6, students act as company consultants and demonstrate their ability to apply the management skills to a company-based project. 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>
Teaching methods:	n/a
Examination(s):	• group assignment with presentation: 100%
Literature:	n/a



Module International Study Trip

Module No.	MBA-ft_D_C3
Module contains the following courses:	<ul style="list-style-type: none">• International Study Trip
Responsible for module:	Prof. Dr. Tobias Dauth / 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
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
Offered in section:	Deep-dive (elective), Customize
Duration:	1 term
Frequency:	depending on cooperation with partner university or company



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, consisting of <ul style="list-style-type: none"> • 60 academic hours of self-study and preparation • 90 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), Customize
Duration:	1 term
Frequency:	Based on demand, usually <ul style="list-style-type: none"> • German A1: Fall • German A2: Fall/Winter/Spring • German B1: Fall/Winter/Spring • German B2: Winter/Spring • advanced level: on request



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:

Required:

- 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)

Optional:

- 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

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Literature:

Required:

- 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)

Optional:

- 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:

Required:

- 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)

Optional:

- 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:

Required:

- 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)

Optional:

- n/a
-

Practical & International Experience

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



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Examination(s): written internship report

Literature: n/a

Internship

Module No.	MBA-ft_D_09.01
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



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Examination(s): written internship report

Literature: n/a

Entrepreneur in Residence

Module No.	MBA-ft_D_09.02
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:	The "Entrepreneurship in Residence" is done in a founding/ start-up/ or business development environment.
	<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



Module Study Abroad

Module No.	MBA-ft_D_09.04
Responsible for module:	International Office, Partner University
Program:	Master in Business Administration, full-time (MBA)
Conditions of participation:	<ul style="list-style-type: none">• Admission to the respective program• Permission to take the study abroad by both the responsible academic department of HHL and the exams council as well as the permission by the partner university to take the course.
Application and combination:	The module International Experience is a mandatory competency module for all Master Program in Management, full-time (M.Sc.) students. Students have to participate in all parts of the module. The courses will be offered abroad according to the schedule and time table of the partner university.
Credits:	12 ECTS
Workload:	300 academic hours <ul style="list-style-type: none">• 204 academic hours preparation/self-study• 96 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 will be given according to the local grading scale of the partner university. The given grades will be transformed by HHL into the German grading system.• Grades range from 1 to 5 (very good to failing)
Offered in section:	Deep-dive (elective), Practical & International Experience
Duration:	1 - 2 terms
Frequency:	once a year

During their study abroad term at one of HHL's foreign partner universities, students will take courses from their chosen electives of in total 25 ECTS. The academic content of the term abroad will be determined individually for each student and separately for each partner university in according with the curriculum. The courses taken at one of HHL's partner universities will enhance the knowledge-based understanding to support decision making in an international setting. Another objective of the term abroad is to introduce students to general and specialist experiences relating to living and working in other countries. In this way, the continuous internationalization of business and society is appropriately taken into account in the program.

The Study Abroad module enables students to:

- provide new perspectives through exposure to coursework based in different cultural frames
- expose themselves to academic content not available on the home campus
- contextualize learning by linking it to local and related global dimensions
- enhance knowledge-based understanding in order to support decision making in an international setting
- intensify their knowledge of norms and cultures of another country and its educational system
- evaluate competing perspectives on global issues
- reflect on issues of personal identity and interdependence in a global context
- reevaluate their values, vocation, and personal ethics, facilitated by reflective assignments
- enhance their self-awareness and understanding of their own culture by providing opportunities to compare host country customs, values, and traditions with their own
- use opportunities for exposure to, interaction with, and reflection on the everyday aspects of the host culture through taking classes at the local university, engaging with local students, learning opportunities, individual projects, participation in local customs/celebrations, etc.

Learning objectives and outcomes:

Content:

The academic content of the courses chosen during the study term abroad will be determined individually for each student and separately for each partner university according to the curriculum.

Teaching methods:

The courses can be presented in lectures supplemented by exercises, case study work, group work, presentations, discussions, workshops, business games and/or a research seminar etc. (see course description of partner university).

Examination(s):

Examination(s) will be indicated by the respective partner university.

Literature:

Literature will be indicated by the respective partner university.

Master Thesis

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

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

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

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.

Content:

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.

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