



Bachelor of Science (BSc) in International Business Administration Bachelor of Science (BSc) in Business Psychology

Bachelor of Science (BSc) in International Business Administration

The Bachelor of Science in International Business Administration program is a **three-year program**, which begins every fall. Five of the six semesters are spent on campus at WHU, with one compulsory semester abroad. WHU students must also take part in two internships (with at least one taking place abroad) and write a thesis. The entire program is taught in English, though some first-year courses are also offered in German. The program consists of a broad range of thematic modules:

- 1. Semester:** Core Modules in Business & Economics / Quantitative Methods / General Studies (Liberal Arts) / Foreign Languages
- 2. Semester:** Core Modules / Quantitative Methods / General Studies (Liberal Arts) / Foreign Languages
- 3. Semester:** Advanced Core Modules / General Studies (Liberal Arts) / Foreign Languages
- 4/5. Semester:** Electives / General Studies (Liberal Arts) / Data Analysis & Management / **Semester Abroad (4. or 5. Semester)**
- 6. Semester:** Seminars / Ethics & Sustainability / Bachelor Thesis

WHU offers a wide range of core and elective courses in management, accounting, finance, economics, entrepreneurship, marketing, and supply chain management. During the liberal arts portion of their studies, our students take general studies courses in psychology, history, culture, soft skills, computer science and data science. At least one foreign language is required; students can select from the following options: Mandarin Chinese, English, French, German, Japanese, Spanish.

Bachelor of Science (BSc) in Business Psychology

The Bachelor of Science in Business Psychology program is a **three-year program**, which begins every fall. Five of the six semesters are spent on campus at WHU, with one compulsory semester abroad. WHU students must also take part in two internships (with at least one taking place abroad) and write a thesis. The entire program is taught in English. The program consists of a broad range of thematic modules:

- 1. Semester:** Core Modules in Business & Economics / Core Modules in Psychology / General Studies (Liberal Arts) / Foreign Languages
- 2. Semester:** Core Modules in Business & Economics / Core Modules in Psychology / Quantitative Methods / General Studies (Liberal Arts) / Foreign Languages
- 3. Semester:** Advanced Core Modules in Business & Economics / Advanced Core Modules in Psychology / General Studies (Liberal Arts) / Foreign Languages
- 4/5. Semester:** Electives / General Studies (Liberal Arts) / Data Analysis & Management / Psychological Research Project / **Semester Abroad (4. or 5. Semester)**
- 6. Semester:** Research Seminar / Project Seminar / Ethics & Sustainability / Bachelor Thesis

WHU offers a wide range of core and elective courses in management, accounting, finance, economics, entrepreneurship, marketing, and supply chain management. During the liberal arts portion of their studies, our students take general studies courses in psychology, history, culture, soft skills, computer science and data science. At least one foreign language is required; students can select from the following options: Mandarin Chinese, English, French, German, Japanese, Spanish.

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The curriculum of the BSc program comprises the following courses:

Basic Time Structure: every semester comprises two quarters. **Fall Semester:** First Quarter (Q1), Second Quarter (Q2); **Spring Semester:** Third Quarter (Q3), Fourth Quarter (Q4); "x" indicates that the course runs through the entire semester.

Dates: **Fall** (Q1): Early Sep-Late Oct; (Q2): Late Oct-Late Dec; **Spring** (Q3): Early Jan-Early Mar; Spring (Q4): Early Mar-Early May

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***starting in 2025

Subject	Type	Course Code	Course	Language	Group	Fall Term 1	Spring Term 2	Fall Term 3	Spring Term 4	Fall Term 5	Spring Term 6	ECTS Credit Points
Quantitative Methods	Core	QUANT101	Mathematics I	English*	Economics	Q1						4.5
		QUANT102	Mathematics II	English*	Economics	Q2						4.5
		QUANT201	Statistics I	English*	Economics		Q3					4.5
		QUANT202	Statistics II	English*	Economics		Q4					4.5

Subject	Type	Course Code	Course	Language	Group	Fall Term 1	Spring Term 2	Fall Term 3	Spring Term 4	Fall Term 5	Spring Term 6	ECTS Credit Points	
Foundations of Management and Economics	Core	MGMT101	Introduction to Business Administration	English*	Management	Q1						4.5	
		SCM101	Sourcing: Managing the Firm's Supply Base	English	Supply Chain Management	Q1							4.5
		ACCT101	Introduction to Financial Accounting	English	Finance and Accounting	Q1							4.5
		ACCT102	Financial Statements	English	Finance and Accounting	Q2							4.5
		ECON101	Principles of the Market Economy	English*	Economics	Q1							4.5
		ECON102	Microeconomics	English	Economics	Q2							4.5
		GEN301	Psychology	English	Marketing & Sales		Q3						4.5
		MGMT203	Organizational Behavior	English	Management		Q3	Q2					4.5
		ACCT302	Accounting	English	Finance and Accounting			Q2					4.5
		FIN201	Foundations of Finance	English	Finance and Accounting		Q3						4.5
		FIN202	Corporate Finance	English	Finance and Accounting		Q4						4.5
		MKT201	Foundations of Sales	English*	Marketing & Sales		Q3						4.5
		MKT202	Foundations of Marketing	English*	Marketing & Sales		Q4						4.5
		ECON305	Public Finance	English	Economics				Q1				4.5
		ECON304	Macroeconomics	English	Economics				Q1				4.5
		EAI301	Innovation Management	English	Entrepreneurship and Innovation				Q1				4.5
		EAI302	Entrepreneurship	English	Entrepreneurship and Innovation				Q1				4.5
		ACCT103	Financial Statement Analysis	English	Finance and Accounting				Q1				4.5
		FIN203	Financial Valuation	English	Finance and Accounting				Q2				4.5
		ACCT301	Management Accounting	English	Management				Q2				4.5
		MGMT302	Management Control	English	Management				Q2				4.5
		SCM203	Logistics	English	Supply Chain Management				Q2				4.5
		SCM201	Production and Service Operations Management	English	Supply Chain Management				Q2				4.5
		MGMT403	Strategic Leadership	English	Management							Q3	4.5

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Dates: **Fall** (Q1): Early Sep-Late Oct; (Q2): Late Oct-Late Dec; **Spring** (Q3): Early Jan-Early Mar; Spring (Q4): Early Mar-Early May *indicates that the course is also offered in German. **starting in 2024 ***starting in 2025

Subject	Type	Course Code	Course	Language	Group	Fall Term 1	Spring Term 2	Fall Term 3	Spring Term 4	Fall Term 5	Spring Term 6	ECTS Credit Points	
Seminars	Electives; Students choose one seminar in the 6th semester	ECON412	Seminar: Public Economics	English	Economics						x	9	
		ECON413	Business War Gaming	English	Economics							x	9
		EAI441	Seminar New Venture Creation	English	Entrepreneurship and Innovation							x	9
		EAI446	Seminar Leading Strategic Change	English	Management							x	9
		EAI447	Seminar Family Business and Entrepreneurship Research	English	Entrepreneurship and Innovation							x	9
		EAI445	Sports economics: An Academic Analysis of the Economics of Professional Team Sports	English	Entrepreneurship and Innovation							x	9
		MKT432	Contemporary Topics in Marketing Management	English	Management							x	9
		ACCT421	Seminar in Financial Accounting	English	Finance and Accounting							x	9
		FIN414	Current Topics in Finance	English	Finance and Accounting							x	9
		MGMT451	Case Studies in Management Accounting and Control	English	Management							x	9
		MGMT454	Seminar Ethical Decision Making and Behavior	English	Management							x	9
		MGMT455	Seminar Leadership Styles and their Representatives	English	Management							x	9
		SCM423	Seminar: Smart Cities	English	Supply Chain Management							x	9
		SCM427	Health Care Operations	English	Supply Chain Management							x	9
		FIN411	Seminar in Finance and Innovation	English	Finance and Accounting							x	9
		FIN412	Trading and Real Time Data Interpretation	English	Finance and Accounting							x***	9
		MKT433	Sustainable Marketing: Research and Practice	English	Marketing & Sales							x	9
		ECON414	Seminar Market Dynamics and Industrial Evolution	English	Economics							x	9
SCM424	Seminar: Operations Management: the Scheduling Perspective	English	Supply Chain Management							x	9		

Concentrations	Electives; Students choose three concentrations	MGMT411	Individual Decision Making & Motivation	English	Management				Q3	Q1		4.5
		MGMT412	Interdependent Decision Making & Coordination	English	Management				Q4	Q2		4.5
		ACCT401	Business Taxation	English	Finance & Accounting				Q3	Q1		4.5
		ACCT402	Cases in Business Taxation	English	Finance & Accounting				Q4	Q2		4.5
		MGMT445	The CFO – Roles, Career Paths, and Impact on Firm Outcomes	English	Finance & Accounting				Q3	Q1		4.5
		MKT401	Brand Management	English	Marketing & Sales				Q3	Q1		4.5
		MKT451	Shopper & Trade Marketing	English	Marketing & Sales				Q4	Q2		4.5
		MKT461	Omnichannel Business Marketing	English	Management				Q3	Q1		4.5
		MKT431	Services Marketing	English	Marketing & Sales				Q4	Q2		4.5
		PSY411	Work Psychology	English	Psychology				Q3**	Q1**		4.5
		PSY412	Organizational Psychology	English	Psychology				Q4**	Q2**		4.5
		PSY431	Managing Diversity	English	Psychology				Q3**	Q1**		4.5

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Concentrations	Electives (cont.); Students choose three concentrations	PSY432	Managing Organizational Change	English	Psychology				Q4**	Q2**		4.5
		PSY421	Marketing Communication	English	Psychology				Q3**	Q1**		4.5
		PSY422	Consumer Psychology	English	Psychology				Q4**	Q2**		4.5
		MGMT464	Human Resource Management	English	Management		Q4		Q3	Q1		4.5
		MGMT463	Leadership Development and Training	English	Economics				Q4	Q2		4.5
		ECON431	Money, Banking, and Financial Markets	English	Economics				Q3	Q1		4.5
		ECON432	Asset Management	English	Finance and Accounting				Q4	Q2		4.5
		EAI411	Developing Novel Business Models	English	Entrepreneurship & Innovation				Q3	Q1		4.5
		EAI451	Entrepreneurial Transformation in Corporations	English	Entrepreneurship & Innovation				Q4	Q2		4.5
		MGMT436	Negotiation Strategies and Skills	English	Management				Q3	Q1		9
		MGMT434	Structured Problem Solving	English	Management				x	x		9
		MGMT435	Negotiations for Managers and Entrepreneurs	English	Supply Chain Management				x	x		9
		SCM413	Making a Case for Advancing SCM: Applied SCM	English	Supply Chain Management				x	x		9
		ACCT411	International Accounting	English	Entrepreneurship & Innovation				Q3	Q1		4.5
		ACCT412	Cases in International Accounting	English	Entrepreneurship & Innovation				Q4	Q2		4.5
		EAI412	Creating Social Value	English	Management				Q4	Q2		4.5
EAI422	Managing the Family Business	English	Management				Q3	Q1		4.5		

General Studies	Ethics and Sustainability; Mandatory Electives (Students choose one course from the area of Ethics and of from the area of Sustainability)	GEN312	Sustainable mega sports events: Oxymoron or reality?	English	Management						Q3	4.5	
		GEN311	Sustainability in the Textile Industry	English	Economics							Q3	4.5
		GEN317	Sustainability in the Food Supply Chain	English	Economics							Q3	4.5
		GEN319	Sustainability in the Building Sector	English	General Studies							Q3	4.5
		GEN314	Sustainable Urban Transport	English	Supply Chain Management							Q3	4.5
		GEN316	Ethics: Behavioral Ethics	English	Economics							Q3	4.5
		GEN318	Ethics: Ethical Decision Making and Behavior	English	General Studies							Q3	4.5

Data Analysis and Management	Mandatory (1 of 4 modules)	QUANT303	Quantitative Research Methods	English	Economics				x	x		9
		SCM461	Data Science for Business	English	Supply Chain Management				Q3	Q1		4.5
		SCM462	Pricing Analytics	English	Supply Chain Management				Q4			4.5
		MGMT421	Business Information Systems I	English	Management				Q3	Q1		4.5
		MGMT422	Business Information Systems II	English	Management				Q4	Q2		4.5
		SCM444	Introduction to Python and Programming	English	Supply Chain Management				Q4	Q2		4.5
		SCM443	Introduction to Blockchain	English	Supply Chain Management				Q3	Q1		4.5

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General Studies	Electives; Students choose two electives	GEN426	Biotechnology: Epidemics of Mankind - Viewed at a Molecular Level	English	General Studies	Q2		Q2		Q2		4.5
		GEN403	Fun and Games	English	Management			x		x		4.5
		GEN433	Applied Data Thinking	English	General Studies	Q2		Q2		Q2		4.5
		GEN452	Business Communication: Theory & Practice	English	General Studies	Q1	Q4	Q1	Q4	Q1	Q4	3
		GEN466	European Integration: Economics, History, and Policy	English	Economics	Q2		Q2		Q2		4.5
		GEN448	Foundations of Project Management	English	General Studies	Q1		Q1		Q1		4.5
		GEN455	Managing your personal performance holistically	English	General Studies		Q4		Q4		Q4	3
		GEN454	Understanding your personal performance base	English	General Studies		Q3		Q3		Q3	1.5
		GEN443	Workshop Body Language for Women	English	General Studies	Q1	Q3	Q1		Q1		1.5
		GEN442	Coding Bootcamp	English	General Studies		Q4		Q4		Q4	3
		EXCHGIE400	Germany in Europe (For Exchange Students Only)	English	General Studies	x	x	x	x	x	x	4.5
		MGMT461	Strategic Management	English	Entrepreneurship and Innovation		Q3	Q1	Q3	Q1		4.5
		GEN447	Lean Six Sigma Green Belt Training	English	General Studies	Q2						4.5
		GEN451	Financial Modeling with Excel	English	General Studies	Q2		Q2		Q2		4.5
		GEN463	Creating Entrepreneurial Mindsets - Improvising as a Method	English	General Studies		Q4		Q4		Q4	4.5
		GEN469	Introduction to Operations Research	English	General Studies		Q4					4.5
		GEN470	Peak Performance Journey	English	General Studies	Q2		Q1		Q2		1.5
		GEN461	Intercultural Competence - Fit for International Collaboration	English	General Studies		Q4					1.5

Law	Core	LAW101	Civil Law	English*	Law	Q1						4.5
		LAW102	Business and Trade Law	English*	Law	Q2						4.5

Languages	Mandatory	LANG101	Language 1 I (English, German, Spanish, French, Mandarin Chinese, Japanese, Italian)		Languages	x						5
		LANG102	Language 1 II (English, German, Spanish, French, Mandarin Chinese, Japanese, Italian)		Languages		x					5
		LANG103	Language 1 III (English, German, Spanish, French, Mandarin Chinese, Japanese, Italian)		Languages			x				5
	Optional	LANG101	Language 2 I (English, German, Spanish, French, Mandarin Chinese, Japanese, Italian)		Languages	x						5
		LANG102	Language 2 II (English, German, Spanish, French, Mandarin Chinese, Japanese, Italian)		Languages		x					5
		LANG103	Language 2 III (English, German, Spanish, French, Mandarin Chinese, Japanese, Italian)		Languages			x				5

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Psychology	Mandatory	PSY101	Introduction to General Psychology	English	Psychology	Q1						4.5	
		PSY102	Introduction to Business Psychology	English	Psychology	Q2							4.5
		PSY111	Personality and Motivational Psychology	English	Psychology	Q2							4.5
		PSY112	Cognitive and Developmental Psychology	English	Psychology	Q2							4.5
		PSY201	Social Psychology I	English	Psychology		Q3						4.5
		PSY202	Social Psychology II	English	Psychology		Q4						4.5
		MGMT203	Organizational Behavior	English	Management		Q3	Q2					4.5
		MGMT204	Human Resource Management	English	Management		Q4		Q3	Q1			4.5
		PSY301	Differential Psychology	English	Psychology			Q1					4.5
		PSY302	Psychological Diagnostics	English	Psychology			Q2					4.5
		PSY311	Business Psychology I	English	Psychology			Q1					4.5
		PSY312	Business Psychology II	English	Psychology			Q2					4.5
		PSY331	Psychological Research Methods I	English	Psychology			Q1					4.5
		PSY332	Psychological Research Methods II	English	Psychology			Q2					4.5
		PSY341	Psychological Research Project	English	Psychology					x**			9
		PSY401	Project Seminar	English	Psychology							x***	9

Courses offered only in German

Subject	Type	Course Code	Course	Language	Group	Fall Term 1	Spring Term 2	Fall Term 3	Spring Term 4	Fall Term 5	Spring Term 6	ECTS Credit Points
Law Track	Optional	LAW301	Foundations of Business Taxation	German	Law		Q3					4.5
		LAW302	Labor Law	German	Law			Q1				4.5
		LAW303	Law of the Capital Markets	German	Law				Q4	Q2		4.5
		LAW304	Restructuring of Companies	German	Law						Q3	4.5
General Studies	Electives	GEN438	Perform Yourself! Media and Presentation Coaching: Personal Presence!	German	General Studies	Q1		Q1		Q1		1.5
		GEN450	Business Mediation	German	General Studies		Q4		Q4		Q4	4.5
		GEN427	Strategic Brand Management - the applied power of soft values	German	General Studies		Q3		Q3		Q3	4.5
General Studies I	Ethics and Sustainability: Mandatory Electives	GEN306	Ethics: Management based on ethical values - Business Ethics - the social and moral responsibility of corporate management	German	General Studies						Q3	4.5
		GEN307	Ethics: In Praxi-Seminar "Business Leadership and Civic Spirit"	German	General Studies						Q3	4.5
Concentration	Electives	MGMT442	Finance Function Challenges	German	Finance & Accounting				Q4	Q2		4.5

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Additional Information

Language Courses

Every semester, WHU offers language courses for exchange students at various levels including basic, intermediate, advanced, and proficient.

Semester Abroad

Each WHU student spends either the fourth or fifth semester abroad at one of WHU's partner schools. This module abroad aims at deepening and intensifying the knowledge that has been acquired during the first two years. The semester abroad allows students to gain intercultural experience and develop an international perspective, which can be utilized in both their studies and future careers.

Internships

Some exchange students want to work or do an internship during their time in Germany. For all non-EU citizens, it is important that the internship is legally permitted. There are two options that require no extra paperwork:

Students staying at WHU during the spring semester can do a full-time internship of up to 120 days within their residence permit (applied via WHU). The spring semester officially runs from early-January to the end of August, but classes already finish in early-May, which gives students time to do an internship or travel afterwards until the end of August.

Students joining WHU during the fall or spring semester have the opportunity to work up to 240 days part-time within the residence permit (applied via WHU).

Bachelor Thesis

Towards the end of the BSc programs, students are required to write a Bachelor thesis. Students have the opportunity to write their thesis in cooperation with a company.

Overview of the Time Structure of the BIBA Program		
Year 1	September October November December	Semester 1 (Foundation Course)
	January February March April	Semester 2 (Foundation Course)
	May June July August	Internship 1
Year 2	September October November December	Semester 3 (Advanced Courses and Electives)
	January February March April	Semester 4 (Advanced Courses and Electives) or Semester 4 Study Abroad
	May June July August	Internship 2
Year 3	September October November December	Semester 5 Study Abroad or Semester 5 (Advanced Courses and Electives)
	January February March April	Semester 6 (Seminar-Type Courses and Advanced Courses)
	May June July August	Bachelor Thesis Graduation BSc

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Bachelor of Science (BSc) Course Descriptions

The following pages contain summaries of the courses offered by WHU.

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BSc Program - Course Overview (Courses taught in English)

Faculty Group	Course	Course Content	Term
Finance & Accounting (FIN & ACCT)	Introduction to Financial Accounting ACCT101	After introducing the purposes of financial accounting, this course imparts the elemental skill of double-entry book-keeping. On this basis, students discuss fundamental principles and theories of financial accounting and reporting. The remainder of the course focuses on the preparation and interpretation of the basic financial statements: balance sheet, income statement, and cash flow statement. Finally, the course introduces the notes to the financial statements and other disclosure instruments. This course teaches the legal requirements of the German Commercial Code (Handelsgesetzbuch), as well as introduces and draws comparisons to International Financial Reporting Standards (IFRS).	Fall
	Financial Statements ACCT102	Based on "Introduction to Financial Accounting" this course imparts the fundamental principles and theories of financial reporting. Furthermore the course concentrates on the issue and interpretation of financial statements such as balance sheet, income statement and cash flow statement. Students discuss the notes to the financial statements and further reporting instruments, as well as the disclosure requirements and auditing duties. While the course is mainly based on the regulations of the German Commercial Code, it also provides a short introduction and discussion of the main differences to the International Financial Reporting Standards (IFRS). The course ends with an introduction to consolidated financial statements.	Fall
	Financial Statement Analysis ACCT103	Topics covered: - User perspective on financial statements and company valuations; - Understanding the firm's past business activities; - Forecasting the firm's future business activities; - Traditional financial ratio analysis; - Basic forecasting and equity valuation techniques; - Assessing the firm value by considering profitability, its financial stability and prospects; - Accounting approach to the valuation and forecasting process	Fall
	Management Accounting (Cost Accounting) ACCT301	The primary objective of this course is to teach students the basic principles and techniques of Cost Accounting, which is the discipline of studying cost system design and use. Cost systems are part of the broader management accounting and control (MAC) systems central to the module. Organizations broadly use cost systems for (1) facilitating decision making (i.e., the Decision Making function) and (2) influencing decision making (i.e., the Control function).	Fall
	Accounting ACCT302	Course Content is not yet available, as the course is still in the process of being planned.	Fall
	Business Taxation ACCT401	The aim of the course "Business Taxation" is to give an introduction to the topic of taxation of corporations, shareholders, and businesses and to deepen the understanding of how taxes affect business decisions. The course, for example, deals with the tax influence on investment decisions, financing decisions, the choice of organizational form, and mergers and acquisitions. The lecture focuses on concepts that can be applied to different tax systems around the world. After successfully participating in the course "Business Taxation", participants understand the role of taxes in key business decisions and are able to apply the concepts to practical problems. The course content comprises, for example: 1. Fundamentals of income and corporate taxation, 2. Taxation and business decisions, 3. Neutral income tax systems, 4. Corporate tax avoidance.	Spring and Fall
	Cases in Business Taxation ACCT402	The aim of the course "Cases in Business Taxation" is to deepen the understanding of how taxes affect business decisions, in particular, structuring of businesses in the international landscape. The course combines national and international taxation in theory and in real-life cases. The objective of the class is that students learn to understand and apply the implications of international taxation.	Spring and Fall

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BSc Program - Course Overview (Courses taught in English)

Faculty Group	Course	Course Content	Term
Finance & Accounting (FIN & ACCT)	International Accounting ACCT411	This course is designed to familiarize you with today's world of accounting under International Financial Reporting Standards (IFRS). IFRS are developed by the International Accounting Standards Board (IASB) in London, and they are currently required or allowed as the basis for the financial reporting of companies in more than 100 countries around the globe. In the European Union, all stock-listed companies are required to prepare their consolidated financial statements in accordance with IFRS. The objectives for this course are as follows: To provide a systematic overview of financial reporting according to IFRS. More specifically, to make you appreciate why IFRS are relevant in Europe and in other countries around the world, and to familiarize you with the institution behind IFRS accounting, the International Accounting Standards Board, IASB; to introduce to you the Conceptual Framework that underlies IFRS. Financial accounting is based on informed judgments and estimates. Therefore, to prepare and to interpret IFRS financial statements competently one needs not only technical expertise, but also a solid and critical understanding of the objectives and the other concepts of IFRS; to advance your knowledge and understanding of IFRS financial statements (Balance Sheet, Income Statement, Cash Flow Statement etc.); to discuss the most important accounting topics and the relevant IFRS rules and requirements for recognition, measurement and disclosure that are of relevance to managers, analysts, investors, and other users of financial reporting information.	Spring and Fall
	Cases in International Accounting ACCT412	The course "Cases in International Accounting" is a case study seminar that starts where "International Accounting" left off. The course focuses on the IFRS provisions for specific financial reporting issues in the context of certain industries and real companies. After learning about the most important IFRS issues facing companies and firms and auditors in practice, students work in teams to gain a closer and more detailed understanding of selected topics and their application problems, incentive effects, and earnings management potential in practice. Instead of "consuming" ready-made case studies with fixed solutions, students prepare their own case studies based on real or fictitious companies operating in specific industries and encounter specific financial reporting issues under IFRS.	Spring and Fall
	Foundations of Finance FIN201	This course covers the foundations of financial decision making. It focuses on investment decisions first under certainty and subsequently under uncertainty. It presents solutions to the optimal combination of risky assets in a portfolio and the determination of the market price of risk. Moreover, it provides an introduction to currencies and derivatives as well as behavioral finance. Topics covered: Part I: Value; Part II: Bonds; Part III: Neoclassical Finance; Part IV: Derivatives and Currencies; Part V: Behavioral Finance	Spring
	Corporate Finance FIN202	The corporate finance course covers the basic principles of corporate finance and develops the necessary practical tools for financial decisions and corporate valuation. In detail the course covers the following topics:- financing sources of public firms- stock prices and the cost of equity- security issuance process (IPOs)- dividends and stock repurchases- determinants of the optimal debt/equity ratio- weighted average cost of capital- brief introduction into corporate valuation.	Spring
	Financial Valuation FIN203	The objective of this course is to provide students with an introduction to financial valuation. Throughout the course, we will focus on the valuation of firms. We will begin by discussing drivers of firm value. We will look at how to determine the cost of capital. We will then spend considerable time on various valuation approaches: fundamental valuation, relative valuation, and real option valuation. We will discuss strengths and weaknesses of the different valuation approaches and situations in which each valuation approach is most suitable. Problem sets accompany the lectures. Moreover, I plan to have one to two guest lectures from industry experts. Roadmap: Valuation Basics, Cash Flows, Cost of Capital, Fundamental Valuation, Relative Valuation	Fall
	Seminars	Examples include: Financial Accounting: In this seminar, students autonomously prepare short research papers (theses) on financial reporting and financial statement analysis topics. At the end of the seminar, the theses are presented to the class. This seminar aims at providing insights into current topics that are academically interesting and practically relevant for company managers, investors, analysts, auditors or standard setters, by exposing you to recent, state-of-the-art research in the area of financial accounting and reporting. Another objective of this seminar is to introduce you to thesis writing in general, as well as more specifically in the area of financial reporting. It gives you the opportunity to focus in detail on a specific area in financial reporting, while teaching you the fundamentals of scientific inquiry in this field. Gaining skills and experience in conducting research will equip you with essential expertise for your subsequent Bachelor (and Master) thesis. A further benefit of the seminar is that you will train your presentation skills, an important competency for executives and academics alike. Current Topics in Finance: We introduce the current academic research in the area of finance, including traditional topics such as global financial markets and investment strategies, as well as frontier topics such as sustainable finance, ethical finance, sustainable finance, behavioral finance, experimental finance and cultural finance etc. The purpose of this seminar is to develop the ability to critically evaluate the academic publications, and to communicate effectively the relevant research with business communities.	Spring

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BSc Program - Course Overview (Courses taught in English)

Faculty Group	Course	Course Content	Term
Quantitative Methods (QUANT)	Mathematics I QUANT101	Differentiation (Functions of one variable), Applications of differentiation, Integration, Basics of Financial Mathematics, Functions of two and more variables, partial derivatives, Optimization methods for functions of two and more variables	Fall
	Mathematics II QUANT102	Constrained optimization techniques (Lagrange), Basics of Linear Algebra (Matrices, Determinants, Inverses, Vector algebra)	Fall
	Statistics I QUANT201	Statistics I covers the basics of probabilities and descriptive statistics. The course puts in the foundation for more advanced data analysis. The topic include: Description in one and many dimensions (graphical representation, distribution function and cumulative frequencies distribution, measures of center and variation, percentils, measures of correlation); Probabilities (random samples, combinatorics, conditional probabilities, Bayes' theorem); Discrete and continuous random variables in one and many dimensions, Law of large numbers, central limit theorems	Spring
	Statistics II QUANT202	The course Statistics II covers problems and methods of inferential statistics. The following topics will be discussed: Basics of point and interval estimation; Hypothesis tests; Linear regression; Analysis of variance	Spring
	Quantitative Research Methods QUANT303	The purpose of this course is to introduce state-of-the art econometric techniques and apply them to real world data sets. The methods covered in this course include an in-depth analysis of the workhorse in data science, viz. the linear regression model and least-squares estimation, as well as of statistical and causal inference in this setting. Subsequently, advanced techniques such as nonlinear regression models are discussed and an introduction to panel data and stationary time series analysis is given so as to cater for complex data structures frequently encountered in applied work. The empirical analyses are implemented in RStudio, the most popular data science software environment in academia and finance, and in RMarkdown, the prime language for producing replicable research.	Spring and Fall
Economics (ECON)	Principles of the Market Economy ECON101	The course explains the fundamentals of economic processes in a market economy. The course first looks at basic techniques in economic analyses and then proceeds to the explanation of the determining factors of demand and supply in the goods market. Subsequently, the effects of demand and supply shocks are examined and the effects of a non-competitive market on the market equilibrium are investigated. The course also discusses which government activities can be justified within the framework of a market economy. Here, the focus is on competition policies, tax policies, social policies and general economic stabilization policies.	Fall
	Microeconomics ECON102	The main goal of this course is to familiarize with the principles of microeconomic analysis. In specific, the aim of this course is to provide a basic understanding of how market participants, i.e., households and firms, formulate goals and behave under constraints. We will also examine how these parties interact. In this course, we will familiarize with the household demand and the firms' supply functions. Furthermore, we will address extensions of the monopolistic markets and introduce basic models of strategic interactions.	Fall
	Macroeconomics ECON304	The main objective of the course is to help students to understand contemporary macroeconomic events and issues in an informed and analytical way. The course focuses on aggregate markets and aggregate variables such as gross domestic output, unemployment, inflation, interest rate etc. Simplified models with only a limited amount of markets such as the aggregate goods market, the financial market and the labour market are the focus of the analyses instead of particular markets, e.g., the market for cars. Macroeconomic theory helps to understand how isolated firms are affected by the business cycle and the economic environment. It also contributes to profound analyses of a wide range of current economic problems and policy dilemmas. Roadmap: 1. Introduction and Goods Market Equilibrium, 2. Financial Market Equilibrium, 3. IS/LM - Model, 4. Labour Market Equilibrium, 5. Philips Curve, the Natural Rate of Unemployment, and Inflation, 6. From the Short to the Medium Run Equilibrium	Fall
	Public Finance ECON305	Public economics looks at the role of the government in a market economy through the lens of normative and positive analysis. We will use microeconomic tools to establish whether government actions are efficient from an economic point of view. Therefore, this course covers theory and evidence on government tax and expenditure policies. We will study next to others the following topics: The theory of public and merit goods (e.g. defense or education); Political economy (voting and the strategic behaviour of politicians); Welfare policies especially social insurance programs like public pension; and an introduction into the theory of optimal taxation.	Fall

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BSc Program - Course Overview (Courses taught in English)

Faculty Group	Course	Course Content	Term
Economics (ECON)	Money, Banking, and Financial Markets ECON431	The Structure of the Financial System; Interest Rate Determination; Functioning of Financial Markets; Role of Financial Institutions and Financial Intermediation; Central Banks; Money Creation and Monetary Policy; Regulation of Financial Markets	Spring and Fall
	Asset Management ECON432	The objective of this course is to provide students with an introduction to asset management. We will begin with mutual funds, the most important investment vehicles in the asset management industry. We will look at investment strategies of mutual funds and evaluate their performance. We will also shed light on other players in asset management such as hedge funds. Finally, we will talk about recent trends in the asset management industry such as socially responsible investing, robo-advice, and social trading. Throughout the course, we will discuss strengths and weaknesses of the different players in the asset management industry. The assessment will be mostly based on (recent) academic research. Problem sets accompany the lectures. Moreover, I plan to have one to two guest lectures from industry experts. Roadmap: Mutual funds; Investment strategies; Performance measurement; Hedge funds; Recent trends in asset management	Spring and Fall
	Seminar	Examples include: Business War Gaming: Students learn how Business War Gaming can help improve strategic decision making. Developing systemic thinking for making strategic decisions. Frameworks and tools for analysing competition and designing competitive strategies. The course includes a One-day War Gaming Workshop with role playing and business simulations Public Economics: This seminar introduces current issues and topics in public finance and public policy. Participants are going to analyze a topic within the scope of a scientific seminar paper and thus learn the basics of scientific work and critical discussion as a training for the final bachelor thesis. Market Dynamics and Industrial Evolution: 1) Market analysis: Analysis of market evolution and dynamics, discussion of disruptive changes and their impact on business and companies' strategies. Application of theory-based approaches to understand and analyze market evolution, disruptions, and product and process innovations. 2) Scientific writing: Development of scientific writing skills to get prepared for the work on your bachelor thesis. Learning to structure the paper, formulate research questions and conduct a literature review. Advancement of skills to write a structured discussion with a practical focus. 3) Real-life case study: Development of a company's innovation-oriented strategy in a specific market. Elaboration of applicable suggestions to realize the strategy. Discussion of the solution (strategy and the suggestions) with an industry practitioner (representative of a company).	Spring
Entrepreneurship & Innovation (EAI)	Innovation Management EAI301	Contents are e.g.: objectives and necessity of innovation management, opposition against innovations, champions of innovation, corporate culture and innovation, customer-oriented innovation management, interface management, innovation process management, corporate venturing, success factors of innovations. Guest speakers from firms will give presentations about selected topics of innovation management.	Fall
	Entrepreneurship EAI302	This course aims to provide students an introduction into the topic of entrepreneurship. In this course, the students will receive fundamental insights into the core challenges that entrepreneurs face when founding a new business activity. They will also be exposed to the core frameworks and tools that entrepreneurs use to initiate, develop, and finance their business activity.	Fall

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BSc Program - Course Overview (Courses taught in English)

Faculty Group	Course	Course Content	Term
Entrepreneurship & Innovation (EAI)	Developing Novel Business Models EAI411	This course aims to provide students an in-depth understanding of the practical challenges of developing novel business models. During the course, the students will deal with the generation and identification of promising entrepreneurial opportunities as well as the systematic evaluation of business concepts. Furthermore, the course provides content on the lean startup methodology and addresses the required skills to pitch an initial business model. Students will apply and gain experience with practical tools for business model development by executing several assignments. In the end, students will present their novel business model in front of a jury of professional experts.	Spring and Fall
	Creating Social Value EAI412	In its traditional form, social entrepreneurship is mostly dealing with developing countries and health, education or income related issues of the poor and socially neglected groups of people. As such, social entrepreneurship projects have often been followed and partly managed or organized by international non-profit organizations. However, current trends and developments point towards an increased interest of entrepreneurs in starting social ventures that contribute to social development and the society while also generating profit. As such, social entrepreneurs face the challenge to balance social topics and ideas with business models targeted towards generating revenue and surplus. In this course, we look at new forms of social entrepreneurship and focus on entrepreneurial opportunities that deal with current social issues and challenges. While social entrepreneurship has emerged from projects in countries in e.g. Africa or India, this course also looks at social topics in Europe, Germany and other developed countries. Jointly, we identify important social topics that, for instance, deal with unemployment, financial illiteracy, immigration, the homeless, sick or care for the elderly. We discuss the question: What is the future of the social enterprise? And, can profit orientation help to solve social issues or does it rather harm the original intentions of social projects? In the course we use methods and tools to apply "evidence based entrepreneurship". These methods mainly come from design thinking and customer development and help social entrepreneurs to investigate social problems and social segments using real data and insights. We develop assumptions and test them, using primary and secondary data. Thus, this course provides a useful framework for students that want to focus on social entrepreneurship and learn more about the functioning of socially responsible ventures and social business models and/or want to complement skills they have gained in other entrepreneurship courses that deal with idea generation, business modeling or business planning.	Spring and Fall
	Managing the Family Business EAI422	Term definition, meaning and characteristics of family businesses; Differences between family businesses and non-family businesses, especially in relation to goals, long-term orientation, structure, and resources; Concepts and frameworks to work with family firms; Strategic management of the business owning family and the family-owned business, in particular focus on topics related to: leadership, succession, and governance; Transgenerational entrepreneurship: How can family firms remain entrepreneurial over time.	Spring and Fall
	Entrepreneurial Transformation in Corporations EAI451	In increasingly turbulent environments, established firms face risks from disruptive innovations, (new) competitors, and shifting customer needs. Consequently, creating new innovative business opportunities within existing companies becomes imperative for the long-term success and survival of firms. This course aims to provide students an in-depth understanding of the theoretical and practical challenges of entrepreneurial transformation in corporations. During the course, the students will be introduced to several strategies that corporates can use to engage in entrepreneurial transformation. By means of assignments, the students will be challenged to apply this knowledge.	Spring and Fall

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BSc Program - Course Overview (Courses taught in English)

Faculty Group	Course	Course Content	Term
Entrepreneurship & Innovation (EAI)	Seminars	<p>Examples include:</p> <p>New Venture Creation: Based on the lean startup methodology, you will work out an idea for a company and try it out in the market. You will think about your financials, your operations, your sales approach, etc. Overall, you will think about everything you should think about when starting a business from scratch. WHU Incubator, experienced entrepreneurs, venture capitalists, and business angels will support you during (bi-)weekly individual coaching sessions. The course focuses strongly on work outside of the classroom and insights gained from real customers. These insights and the coaching sessions help you to constantly improve your idea over time and tremendously increase your chances of success.</p> <p>Family Business and Entrepreneurship Research: The aim of this seminar is to study how family firms differ from non-family firms, in an academic research fashion. The focus will thereby be on issues related to managing a family firm and entrepreneurship, from the perspective of the owners and/or managers. In the subsequent weeks, the students will work individually on one specific family firm or entrepreneurship topic (topics will be allocated to students following the introductory session). In particular, they will search for, analyze, and summarize literature on a specific family firm- or entrepreneurship topic. Moreover, they will choose one specific family firm (e.g., from media articles) and explain how current literature does (or does not) explain its behavior. Individual coaching sessions with the professor and the assistant will help the students to achieve their learning goals.</p> <p>Leading Strategic Change: Managing in global economy and in turbulent times requires a solid understanding of what strategic change is about, what are its critical aspects, and how one can lead change initiatives in an effective way. Yet according to management experts, majority of corporate change initiatives fail for various reasons including lack of vision and clear strategy, difficulties aligning the new strategic direction with existing structure, resources and capabilities, internal resistance and distrust. This seminar will tackle these issues by focusing on the theory and practice of strategic change from the general manager and consultants' perspective. The emphasis will be on understanding the environmental, organizational, and individual factors that facilitate or impede change, and organizational strategies/business models, structures and processes that impact the ability of managers to successfully craft and execute change strategies.</p> <p>Sports Economics: During this seminar, you will gain an initial understanding of the characteristics, nature, and volume of the previous empirical research on stadium attendance demand research, as well as of both enduring and emerging research themes within the literature. In particular, we will explore the increasingly important phenomenon of spectator no-show behavior in professional football together.</p>	Spring
Marketing and Sales (MKT)	Foundations of Sales MKT201	<p>The course content is organized around three parts:</p> <p>Part I: Foundations of pricing, Week 1: Setting & getting prices: B2B vs. B2C, Bargaining techniques (includes role-play Porcelaine, WHU), Profit impact of pricing, Calculating price-quantity-cost compromises; Week 2: Channel pricing, Channel systems, Channel economics, Trade terms, Value-based pricing (includes case Soren Chemicals, HBS), Retail pricing</p> <p>Part II: Foundations of selling, Week 3: Building value perceptions: Presenting to top executives, Designing professional selling documents, Sales conversation techniques (includes video case); Week 4: Building customer relationships: Organizational buying process, Pricing process and selling process (includes case Boise Automation, Ivey), A networking lifestyle (includes case Heidi Roizen, HBS)</p> <p>Part III: Foundations of sales force management, Week 5: Managing key account sales: Sales forces and sales jobs, Budgeting and forecasting, CRM systems, Key account management, Pipeline management (includes case PackMach, WHU); Week 6: Old school vs. next generation sales and marketing: Managing field sales (includes case Clef Company, HBS), Managing inside sales</p>	Spring
	Foundations of Marketing MKT202	<p>Course content: " Introduction to marketing and misconceptions (session 1); " Strategic marketing (session 2); " Buying behavior theory: ECONS vs. HUMANS (session 3+4); " Market research (session 5); " Customer centric marketing (session 6); " Pricing policy (session 7); " Product policy (session 8+9); " Guest lecture to improve knowledge of prior sessions (session 10); " Distribution and communication policy (session 11); " Exercise course (session 12)</p>	Spring
	Brand Management MKT401	<p>Topics covered: Concept and relevance of the brand; - Brand strategy and positioning; - Planning and implementing brand management programs; - Brand development; - Brand evaluation</p>	Spring and Fall

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BSc Program - Course Overview (Courses taught in English)

Faculty Group	Course	Course Content	Term
Marketing and Sales (MKT)	Services Marketing MKT431	Introduction to services marketing: Service types, Service properties; Customer strategy: Transactional marketing, Relationship marketing, Engagement marketing, Loyalty programs; Experience management: Human experience & perception, Customer experience management, Customer journey, Customer touchpoints; Encounter management: Interpersonal influences, People management, Process & technology management, Encounter environment management, Encounter outcomes, Service failure and recovery, Objective outcomes, Subjective outcomes, GAPS model of service quality	Spring and Fall
	Shopper and Trade Marketing MKT451	The purpose of this course is to give Bachelor students a fundamental understanding of manufacturer-retailer relationships in the consumer goods and retailing industry. They should especially be able to identify options for manufacturers to build, maintain, and extend the relationships to retailers and shoppers. Furthermore, students should learn how manufacturer can stand out and create a competitive advantage at the point of sale (POS). This is more than ever important to generate short-term revenues for the brand and to build and sustain long-term brand equity. Stressing an applied focus, the course makes use of real-life cases and guest lectures.	Spring and Fall
	Omnichannel Business Marketing MKT461	Digitalization in all its technological facets is going to radically change the traditional retail landscape. New players enter the market and challenge business models of established companies. Consumers adapt their purchasing behavior and increasingly expect a seamless shopping experience. Simultaneously, the influence of companies on consumers decreases due to the Internet's information transparency. Companies have to adapt to this changing environment if they want to successfully face digital transformation. This course focuses on how Omnichannel Business can be used to realize consumer-centric growth in the digital age. With the core topics Omnichannel Strategy, Omnichannel Marketing, and Omnichannel Sales the course conveys a conceptual framework, theoretical foundations, as well as numerous practical applications of Omnichannel Business.	Spring and Fall
	Seminars	<p>Contemporary Topics in Marketing Management: Marketing management is a dynamic area of research. The purpose of this seminar is to provide BSc students with a fundamental understanding of contemporary topics and developments in marketing management, focusing on the latest research, business, and societal developments. Students are expected to explore and read about relevant topics, thus adding to the richness of the course content and learning. They are offered opportunities to examine relevant and substantive topics such as subsequent brand extensions, category creation, augmented reality, marketing & voice assistants, brand storytelling, second hand products, product wrapping and many more, and in this manner widen the basic understanding of the marketing management discipline. A formal paper will be written by each student on one specific contemporary marketing management topic (a selection out of around 30 topics) and the individual results will be presented at the end of the seminar. This broadens the student's perspective in a wide array of marketing management topics and provides a great opportunity for participating in the course and for encouraging mutual learning. The learning process will be accompanied with two individual Microsoft Team meetings with the lecturer.</p> <p>Sustainable Marketing: This seminar focuses around the question how marketing can contribute to sustainability. This question is viewed from different perspectives: consumer, business and policy. The seminar will cover the following topics: Different perspectives on sustainability and sustainable development and their importance for business and society; Current environmental, social, and economic challenges and their implications for marketing; Sustainability marketing strategies and goals; Challenges and trade-offs in sustainability marketing (e.g., between growth, profitability and sustainability); Sustainable consumer behavior: Sustainable consumption and the attitude-behaviour gap; Sustainable branding and marketing mix decisions. After an introductory session, students are offered a choice of topics for their seminar paper. They will present and discuss their results in class.</p>	Spring

BSc Program - Course Overview (Courses taught in English)

Faculty Group	Course	Course Content	Term
Supply Chain Management (SCM)	Sourcing: Managing the Firm's Supply Base SCM101	Topics covered: Strategic Positioning of Sourcing, Segmenting Spend using Sourcing Portfolios, Leveraging Competition among Suppliers, Cooperating and Managing Risks, Changing the Nature of Demand, Digitalization in Procurement	Fall
	Production and Service Operations Management SCM201	Part I: Introduction: 1. Process view and productivity; Part II: Process Execution and Improvement: 2. Process organizations, 3. The impact of variability on process performance, 4. Critical chain project management, 5. Scheduling, 6. Quality management, 7. Lean management; Part III: Process Planning and Optimization: 8. Inventory management, 9. Inventory management under risk, 10. Closed-loop supply chain and returns policies; Part IV: Industrial Excellence: 11. Strategy Activation in Organizations, 12. Operational Excellence in Practice; Theories: Process analysis and optimization, Project management, Queuing theory, Deterministic and stochastic inventory models, Scheduling, Lot sizing models	Fall
	Logistics SCM203	This course provides the students with an understanding of the logistics and supply chain functions of companies and how they interrelate with other business functions. Further, insights to the global business context for which today's supply chains need to be designed are provided. The course aims at giving an overview over relevant topics and basic concepts in logistics and supply chain management. The course will specifically discuss following topics: Foundations, Transportation, Warehousing & Inventory Management, Distribution, Logistics Service Provider	Fall
	Making a Case for Advancing SCM: Applied Supply Chain Management SCM413	Cases are insightful vehicles for learning. They put those who work on real-life cases into the shoes of a manager who faces a particular challenge. As such, cases allow a professor or trainer to give learning groups the experience of working on real-life challenges inside the classroom. Course participants enjoy working with cases because they usually lead to vigorous discussions among case team members and among course participants as a whole. The fact that cases are concrete make the content sticky: we all remember certain cases for a very long time, if not forever. Cases are also bridges. They bridge the gap between conceptual models and frameworks on the one hand and the complexity and detail of the real world on the other hand. However, to serve as a bridge, the case story as such must be interesting to read from a journalistic standpoint. In addition, to serve as effective teaching material, the case must offer the trainers and teachers some background of a conceptual and pedagogical nature. This experiential learning format turns students from case users into case producers: students in teams will develop exciting real-life case studies and do so on the basis of their own consulting projects with a company (as exceptions, cases can also be based on secondary data).	Spring and Fall
	Introduction to Blockchain SCM443	Blockchain Foundations: Introduction; Blockchain and Cryptocurrencies; Consensus Mechanisms & Trustless Value Transfer; Smart Contracts; Privacy & Anonymity; Blockchain Cryptography (Part 1); Blockchain Cryptography (Part 2); Real-world Applications; POC Implementation: application of agile principles, patterns and practices to build a smart contract proof-of-concept that runs on the Ethereum blockchain; Utilize open source tools like SSH, GIT, Docker & more; Implement and deploy a minimum viable product (smart contracts).	Spring and Fall
	Introduction to Python and Programming SCM444	The main purpose of this course is to make the student familiar with basic concepts of programming in Python, one of the most important languages used at the moment. This prepares the student for further courses, for example, in Data Science, Machine Learning, or Web Development. Students taking this course in the past reported that they could use what they learned in summer internships as well, in particular when they worked in start-ups. Also, many students applied what they learned when writing their Bachelor theses. The topics introduced are: basic elements of a programming language; modularization via functions; boolean if-else logic; flow control via for- or while-loops; data types (lists, tuples, dictionaries, sets, arrays, dataframes); object-orientation; replacing Excel with Python; data mining with APIs (e.g., Google Maps API)	Spring and Fall
	Data Science for Business SCM461	This course is dedicated to conveying a sense of how to structure analytic projects systematically, from understanding of the business problem over modelling up to model assessment and communication of the project's results (or a project proposal) to a client. The course introduces such a structure with an applied, step-by-step introduction that mixes theory and practical, hands-on implementation tasks (using Tableau and programming in R). Whilst several fundamental data science techniques are introduced, explained and worked with, we do mainly focus on the overall analytic project process. Ultimately, this will also help to evaluate project pitches from a client's perspective.	Spring and Fall

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BSc Program - Course Overview (Courses taught in English)

Faculty Group	Course	Course Content	Term
Supply Chain Management (SCM)	Pricing Analytics SCM462	Pricing analytics and revenue management focuses on how a firm should model demand, set and update pricing and product availability decisions across its various selling channels in order to maximize its profitability. The use of such strategies has transformed the transportation and hospitality industries, and they are increasingly important in retail, telecommunications, entertainment, financial services, health care and manufacturing. Within the broader area of pricing theory, the course places emphasis on tactical optimization of pricing and capacity allocation decisions, tackled using demand modeling and constrained optimization – the two main building blocks of revenue management systems. Case studies provide hands-on experience of the subject. Students are using R for most of the exercises within the RStudio environment, involving training on both demand modeling and optimization problems.	Spring
	Seminars	<p>Examples include:</p> <p>Smart Cities: Characteristics of smart cities, smart cities as future urban concept</p> <p>Health Care Operations: Operations management deals with designing, controlling and redesigning business operations to improve the performances of the business. Within the health care sector, specific characteristics such as strong monetary constraints or emergency issues will impact the possibility to improve the operations. In this seminar we will dive into operations management in the healthcare sector and look at the specific questions occurring for this sector. At the same time, we focus on how to conduct solid scientific research on an operations management topic in general. This knowledge is applied in writing a seminar paper which will be presented during the last session.</p> <p>Operations Management: The seminar will first give an overview over a large variety of problems encountered in practice at the operational level. For the seminar paper, students will be able to select a setting which is particularly interesting for them. To be covered are a wide range of topics including creative solution suggestions, classic approaches, new emerging business models, as well as literature survey. The task is also to study and critically assess the corresponding stream of scientific literature.</p>	Spring
Management (MGMT)	Introduction to Business Administration MGMT101	<p>The course introduces the elements of business administration that constitute our school's name: Wissenschaftliche Hochschule für Unternehmensführung – Otto Beisheim School of Management. The course content is organized around six themes:</p> <p>1) Introducing the "Hochschule" in WHU: Evolution of business schools: Evolution of the university, Evolution of business administration, Criticism of business, business administration, and business schools; 2) Introducing the "Unternehmen" in WHU: Evolution and theory of the firm: Chandler's theory of scale and scope, Williamson's transaction cost theory, Criticism of Chandler and Williamson; 3) Introducing the "Wissenschaft" in WHU: Theory and evolution of knowledge: Philosophy of science, Scientific (r)evolution, Social science vs. natural science, Criticism of science; 4) Introducing the "Führung" in WHU: Evolution of leadership thought: The elements of systematic management, Taylor's scientific management, Mayo's humanistic management, Leadership vs. management, Criticism of management; 5) Introducing Otto Beisheim's work: Evolution and theory of marketing thought: Tedlow's four eras of marketing, Evolution of distribution, Economic theory and marketing theory, Criticism of marketing; 6) Introducing management: Key concepts in strategic management: Key concepts in strategy, Critical evaluation of notorious strategy tools, Systematic strategy implementation, Corporate governance and co-determination</p>	Fall
	Organizational Behavior MGMT203	<p>It is not just knowledge that brings power, but the effective application of knowledge. If you want to strive in an organizational world, you must also be able to integrate your knowledge with other people's knowledge, convince team members of your ideas, offer them feedback, handle conflicts, deal with people who see the world differently than you do, and ultimately also lead others. This course provides you with theoretical knowledge and practically applicable tools to handle these challenges. Stated more formally, Organizational Behavior (OB) is the study of individuals and groups within an organizational context. It focuses on attributes, processes, behaviors, and outcomes within and between individual, interpersonal / group, and organizational levels of analysis. The objective of this course lies in equipping you with a basic understanding of fundamental principles of OB. It should prepare you for higher effectiveness in current roles (e.g., managing a student club) and future roles (e.g., managing working life) in which you need to work with individuals and groups in organizations. The course gradually broadens the level of perspective, building on the individual level developed in the Psychology course and then proceeding to the dyadic / group level. Lastly, we will focus on leading others. To put it more bluntly: This course is about making you more effective in (1) managing yourself, (2) managing peers, and (3) managing your employees in work environments. We will devote 360 lecture minutes (= two sessions) to each of the three topic areas.</p>	Spring and Fall

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BSc Program - Course Overview (Courses taught in English)

Faculty Group	Course	Course Content	Term
Management (MGMT)	Human Resource Management MGMT204/MGMT464	Do you know how motivation to work "works"? Have you ever encountered challenges with team tasks? Do you know how an application process looks like from the perspective of a company? Would you like to be a founder, but wonder how to select the best people for your startup? These and many more topics will be addressed in this class on Human Resource Management (HRM). This course offers you a broad overview of the role of HRM from a strategy, organizational, and individual perspective. In fact, effective management of HR has become a competitive advantage. It involves employment planning, recruiting and selecting employees, training and compensating them, evaluating their performance, retention, and leadership. The aim of this class is to provide you with the theoretical knowledge related to these aspects and offer you practically applicable tools to handle them. Because it has become more common for non-HR specialists to implement or plan HR initiatives, and because employees themselves have become responsible for services that were previously provided by HR specialists like for instance scouting for training and development opportunities, the content of this class will be relevant for you, regardless of the functional area in which you will operate in the future.	Spring and Fall
	Management Control MGMT302	This course creates a basic understanding of management accounting and control and tasks of management accountants within the ranges information supply, planning and control. The students learn what management accounting and control is and what management accountants do. On this basis the most important management accounting instruments like performance indicators, transfer pricing, budgeting, and frameworks of strategic planning will be introduced. Furthermore, the students should understand the uses and limitations of these instruments.	Fall
	Strategic Leadership MGMT403	Leaders are key players in organisational functioning because they critically affect the people they work with — both inside and outside of their organisations. Leaders are in a unique position to motivate employees to deliver excellent performance, engage employees for the organisations' mission and vision, and ensure alignment with societal interests. Set against the backdrop of leadership theory, students learn about their own leadership style, further developing it as they work through a number of common leadership challenges. Learning topics include: Leadership models and constructs, Strategic decision-making and visioning, Managing people and teams, Global leadership, Leadership training and development	Spring
	Individual Decision Making and Motivation MGMT411	In the centre of our discussion are systems in which several individuals interact with each other in order to achieve certain common goals. These individual decision makers are in some way connected with each other such that the coordination of their individual behaviour towards the common goal becomes essential. We follow the conceptual framework of institutional economics and discuss three different forms of coordination: First, market coordination where individual activities are coordinated via the price mechanism. Here we follow the basic microeconomic theory and discuss the functioning of market as well as different sorts of market failures. Second, interorganizational coordination where individual activities are coordinated by long-term contracts between autonomous partners. Here we follow the transaction cost theory and discuss several factors which determine the usefulness of this coordination mechanism. Third, hierarchical coordination where individual activities are coordinated by a central unit and coordination takes place via commands. Here we follow managerial economic theories and integrate the various coordination instruments used within firms into our analysis.	Spring and Fall
	Interdependent Decision Making and Coordination MGMT412	Although individual decision making is in the centre of our discussion in this course, we will extend this perspective by considering individual behaviour in the context of social interactions: First, we consider decision making in isolation, taking the environment in which the individual acts as given. In this part, we follow the literature on behavioural economics and divide the overall decision making process into two sub-processes: The judgment process which refers to the perception and interpretation of the environment; and the actual decision process which refers to the choice of an activity. Second, we place the individual into an organisation and consider its decision making in a situation in which the consequences of its own behaviour are also affected by others with whom it interacts. Here, we follow the literature on managerial economics and discuss the behavioural consequences on individual decision making if the individual aims are not completely in line with each other. Based on resulting motivational problems, we then discuss possibilities how to align their individual decision making by appropriate incentive setting.	Spring and Fall
	Business Information Systems I MGMT421	Topics covered: Part I The Networked Business Environment: Chapter 1 The Networked Business Environment, Chapter 2 An Introduction to Information Systems Research, Chapter 3 Information Systems: Strategy and Organization of Value Creation, Chapter 4 Ethical, Social and Political Questions; Part II Information and Communication Infrastructures: Chapter 5 IT Infrastructure Components and Development Trends, Chapter 6 Data Organization and Data Management, Chapter 7 Communication systems, Internet, World Wide Web and Web 2.0; Part III Information Processing Within and Across the Enterprise: Chapter 8 Application Systems	Spring and Fall
	Business Information Systems II MGMT422	Topics covered: Systems development environment, Origins of software, Managing BIS development projects, Planning BIS development projects, Structuring system process requirements, Data flow diagrams, Use cases and activity diagrams, Conceptual data modeling; Entity-Relationship-models, Relational databases and SQL, Designing user interfaces, HTML and CSS, Systems implementation, Maintaining BIS	Spring and Fall

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BSc Program - Course Overview (Courses taught in English)

Faculty Group	Course	Course Content	Term
Management (MGMT)	Structured Problem Solving MGMT434	During the course you will work on a case study for a medium sized company. Doing so you will learn how to approach a problem solving process and the communication of your results in a structured way. The work on the case study and two lectures complement each other. In the case study, information is not given upfront as a package to be analyzed by your team, instead you will collect information actively and decide what is important for your work. In addition, interaction with the faculty is not limited to the lecture and your final presentation, instead you will conduct interviews and present preliminary findings. Both may alter the course of your analysis. Finally, intensive and timely feedback is a key element of the course. Feedback is not limited to your final grade, instead we will provide immediate feedback after each interview and each presentation.	Spring and Fall
	Negotiations for Managers and Entrepreneurs MGMT435	This course is critical for students who want to get an in-depth understanding of and practical training with tools to negotiate effectively. To achieve that, the first half of this concentration module follows the framework below: 1. Negotiation setup - Stakeholders, interests, sequencing, etc., 2. Deal design - Effective trade and contingent contracts, 3. Negotiation tactics - Think, talk, and act at the negotiation table. In the second half, participants are offered the opportunity to apply their negotiation skills to real-life contexts by investigating a specific negotiation or negotiation setting (this can also be accomplished through a negotiation-focused interview)	Spring and Fall
	Negotiation Strategies and Skills MGMT436	Negotiation is the art and science of securing agreements between two or more interdependent parties who seek to maximize their outcomes. It is a key leadership skill. While leaders need analytical skills to develop optimal solutions, they also need negotiation skills to win acceptance and implementation of these solutions. While we negotiate often, many of us know very little about the strategy and psychology of effective negotiations. In this module, students will have the opportunity to evaluate their existing approach to negotiations, learn new strategies, and learn how to apply these strategies to the wide variety of negotiations they will encounter across their career. The module is designed for students in all managerial and entrepreneurial careers. The module will be largely experiential, providing students with an opportunity to develop their skills by participating in negotiation role-plays and integrating their experiences with the principles presented in the assigned readings and module discussions. The module has five major parts, adding more complexity as we proceed in the module: (1) Single-Issue, Two-Party Negotiations, (2) Multiple Issues, Two-Party Negotiations, (3) Multi-Party Negotiations, (4) Conflict Resolution, (5) Negotiations in International Context	Spring and Fall
	The CFO – Roles, Career Paths, and Impact on Firm Outcomes MGMT445	The course will focus on the role of the Chief Financial Officer (CFO) as the most senior manager in the finance function. In the first part of the course, students will learn about the composition of the C-Suite and the emergence of the CFO position in the corporate world. In addition, we will discuss the recent developments of CFO roles given the fundamental changes in the Finance Function and beyond. In the second part of the course and informed by upper echelons theory, student will learn about the impact of CFOs on strategic choices and firm outcomes. We will review current research to understand the idiosyncratic effects senior financial managers can have on strategic choices such as corporate cash policies, voluntary disclosure practices and implementation of accounting innovations. In the third part of the course, students will learn about CFO career patterns. We will also discuss antecedents and consequences of CFO turnover (e.g., CFO dismissals as well as promotions to the CEO position). In the last part of the course, we will shortly discuss opportunities and challenges to study upper echelons such as CFO in the corporate world. In general, all lectures will start with an introduction into the topics mentioned above, followed by presentations and student-led classroom discussions. Research papers and journal articles will be assigned to student groups for a focused preparation of the presentations.	Spring and Fall
	Strategic Management MGMT461	The lecture consists of three major sections: (1) Strategic Thinking (military, business, new approaches), (2) Strategic Management (management of competitive advantage, change management, strategy process), (3) Strategic Leadership (leaders, vision, horizons, perspectives, success). The objective of the lecture is to critically question complex strategic issues. In the course, in addition to knowledge transfer, application is practiced in case studies with the aim of asking questions about the strategy (what else should one know in order to make a longstanding decision).	Spring and Fall
	Leadership Development and Training MGMT463	In modern organizations, employees are continuously expected to learn and improve themselves. One of the core aspects employees are expected to develop in order to advance in a company are their leadership skills. The aim of this course is to establish a solid foundation of the key principles of leadership development based in the state of the science. The focus will be on both developing your own leadership potential and your ability to develop other's leadership. Together we will explore different approaches to leadership development such as 360 degree feedback, coaching, mentoring, and learning from experience. The basis of the course will be an understanding of leadership development based in the scientific literature. You are expected to actively participate during the lectures both in discussions and through in-class exercises. In addition to active in-class participation, you are expected to complete a number of assignments outside of the classroom, both individually and in small groups.	Spring and Fall

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BSc Program - Course Overview (Courses taught in English)

Faculty Group	Course	Course Content	Term
Management (MGMT)	Seminars	<p>Examples of seminars include:</p> <p>Case Studies in Management Accounting and Control: The students will work independently on case studies in order to apply management accounting instruments to real life business problems. They will hand in a written solution and present their findings.</p> <p>Leadership Styles and their Representatives: The fundamental objective of this course is to explore various leadership styles of top managers (i.e., generally CEOs) in the context of multinational companies. We will discuss leadership styles such as charismatic, authentic, and responsible leadership and explore how actual business leaders of multinational companies enact these styles, and what their benefits and downsides are.</p> <p>Ethical Decision Making and Behavior: On a theoretical level, the course provides an economic-psychological approach to understanding ethical decision making by integrating important contributions from economics, psychology and sociology. In particular, we focus on several determinants of ethical behavior and discuss the limitations of actual ethical behavior due to cognitive, motivational and institutional distortions. On a practical level, the course focuses on current research in Behavioral Ethics. Using the determinants of ethical behavior as topics for your seminar papers, it will be your task to summarize the relevant literature in experimental economics in this area and to write a literature overview on your topic. As starting point for your literature survey, we distribute seminal readings up-front. Moreover, you will test and experience your own ethical behavior as well as that of your classmates by a classroom experiment.</p>	Spring
General Studies (GEN)	Psychology GEN301	You will receive an overview about psychological principles of human behavior in organizations and beyond. Among others, the topics covered are: Perspectives on human behavior and psychology, Evolutionary psychology, Dual process theory, Personality psychology, Positive psychology, Self-control theory and ego depletion, Habits, Theories of learning	Spring
	Sustainability in the Textile Industry GEN311	The course comprises frameworks and concepts to consider different approaches towards sustainability, to understand them, and to align them for reaching sustainable solutions. Such competencies are not limited to the textile industry though, as the things we will discuss in class and the skills that you will acquire are applicable to other industrial contexts, too. The ability to balance economic, social, ecological, and cultural aspects of today while taking responsibility for future generations into account is indispensable in every business context. Therefore, this course will help you to prepare for today's careers across industries. Please note: This taught in a lab format. You are expected to interact, ask questions, and comment on the research findings presented. In the first lecture of the course, I will give an introduction to sustainability issues and a glance at the textile industry. I will cover the questions: (1) Why are we bothered with sustainability (in the textile industry)? (2) What are the industries special circumstances? (3) What are the Hidden Costs of this industry? I will approach these questions from a philosophical and applied (case based) perspective.	Spring
	Sustainable mega sports events: Oxymoron or reality? GEN312	Public referenda have become a frequent tool of popular sovereignty across Western democracies (Casella & Gelman, 2008). Unsurprisingly, this general trend also affects applicant cities willing to host mega sport events such as the Olympic Games. For example, referenda have recently put an end to seven Olympic candidatures (Graubünden, Munich, and Krakow for the 2022 Olympics, Hamburg for the 2024 Olympics, Innsbruck and Graubünden again for the 2026 Olympics, and Vienna for 2028 Olympics). Additionally, Boston and Budapest canceled their candidatures for the 2024 Olympics facing both an apparent lack of public support and demands for referenda. Potentially triggered by the recent rejections of Olympic host ambitions, researchers, primarily those operating in the field of sports economics, have begun to explore the determinants of individual citizen support for Olympic bids. Interestingly, an argument frequently raised by opponents is that such a hosting is unlikely to be sustainable or, even worse, harmful, primarily to the environment. Therefore, in this course, we will assess the economic, environmental, and social footprint of mega sports events such as the Olympic Games and the FIFA World Cup. Based on this initial assessment, students will work in teams to develop a first concept for sustainable mega sports events.	Spring
	Sustainable Urban Transport GEN314	This course is concerned with creating awareness of what is currently happening in the domain of sustainable mobility and transport solutions. Moreover, we will discuss how to evaluate innovative business models, assess their eco-efficiency and sustainability potential, and consider some data-driven modelling approaches that help to achieve sustainability. The course features several case studies to illustrate the concepts in a hands-on fashion. Content-wise, we look at post-Covid-19 trends, sustainability assessment, green vehicles (electric, shared mobility, autonomous driving), logistics and on-demand air mobility.	Spring
	Ethics: Behavioral Ethics GEN316	The behavioral sciences have reached the field of business ethics. In contrast to the normative question of how individuals should decide and behave in business contexts, research in behavioral business ethics is mainly interested in why and how people actually make ethical decisions. Specifically, it often aims at understanding personal and situational factors that may cause a gap between an actor's willingness to behave ethically, and his or her actual behavior. To pursue its research objectives, behavioral ethics draws on behavioral psychology, experimental economics, cognitive science, and related fields. The purpose of this course is to introduce students to essential questions, methodologies, and research results of behavioral business ethics. Based on both classic readings and topical research papers, we will discuss various approaches and findings and explore their implications for a modern understanding of business decisions and business ethics. The list of topics we cover is by no means exhaustive, but I hope it gives you a valuable impression of what behavioral business ethics is about.	Spring

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BSc Program - Course Overview (Courses taught in English)

Faculty Group	Course	Course Content	Term
General Studies (GEN)	Sustainability in the Food Supply Chain GEN317	In the first lecture of this course a general introduction on sustainability is given. Moreover, the different aspects of the food supply chain are discussed. The focus will be on why we need to consider sustainability, how to define sustainability and how various sustainability aspects can be considered within the food supply chain. The students will then analyze a scientific paper on the topic which they need to present in class, and they will write an essay on how to transform a (self-chosen) food product into a sustainable version.	Spring
	Ethics: Ethical Decision Making and Behavior GEN318	In this course on "Ethical Decision Making and Behavior", you will learn important insights about the ethical behavior of others, but also how you morally act – in business situations as well as in everyday life: On a theoretical level, the course provides an economic-psychological approach to understanding ethical decision making by integrating important contributions from economics, psychology and sociology. In particular, we focus on several determinants of ethical behavior and discuss the limitations of actual ethical behavior due to cognitive, motivational and institutional distortions. On a practical level, the course focuses on current research in Behavioral Ethics. Using the determinants of ethical behavior as topics for your seminar papers, it will be your task to summarize the relevant literature in experimental economics in this area and to write a literature overview on your topic. As starting point for your literature survey, we distribute seminal readings up-front. Moreover, you will test and experience your own ethical behavior as well as that of your classmates by a classroom experiment. Although individual ethical decision making is in the center of our discussion in this course, we will extend this perspective by considering ethical behavior also in the context of social interactions: First, we consider the personal and situational determinants of ethical decision making, taking the environment in which the individual acts as given. In this part, we follow the literature on behavioral economics that divide overall individual decision making into the judgment and the decision making process. Second, we consider ethical decision making in a situation in which the individual is interacting with others. Here, we follow the literature on behavioral economics that discusses the strategic aspects of interdependent ethical decision making. In this course you will learn several tools relevant not only for this course but for your further studies. These are the psychological concepts of Motivation Theory and Attribution Theory, the economic theories of Normative and Subjective Decision Making as well as insights into the Economics of Information, Contract Theory, Incentive Theory and Game Theory.	Spring
	Sustainability in the Building Sector GEN319	What do we actually mean when we talk about "sustainability"? What kind of understanding of the relationship between society, economy, and the environment is the concept of sustainability based on? What is the idea of a circular economy all about? These and other questions will be discussed in your course on Sustainability in the Building Sector. We will look at sustainability issues in the building industry from a holistic perspective, covering economic, social, and ecological aspects. A particular focus will be set on negative externalities in the value chain of the building industry and how they can be recognized and avoided. The course comprises skills, methods, and concepts to consider different approaches towards sustainability, to understand them, and to align them for reaching sustainable solutions. Such competencies are indispensable in every building, construction, and real estate project that takes energy efficiency and other sustainability criteria as balancing economic, social, ecological, and cultural aspects in responsibility for future generations into account. These competencies are not limited to the building sector though, as the things we will discuss about in class and the concepts, frameworks and skills that you will acquire are applicable to other industrial contexts, too. Therefore, this course will help you to prepare for today's careers in green building and sustainability industries. This taught in a lab format. Students are expected to interact, ask questions and comment on the research findings presented. In the first lecture of the course, I will give an introduction to sustainability issues and a glance at the building sector. I will cover the questions: (1) Why are we bothered with sustainability (in the building sector)? (2) What are the industries special circumstances? (3) What are the Hidden Costs of this industry? I will approach these questions from a philosophical and applied (case based) perspective. Students will then choose a topic for their video project (65% of the grade), in which they are required to spotlight hidden costs in the building sector. In an applied case study (35% of the grade), students will dive deeper into sustainability issues in the circular economy.	Spring
	Germany in Europe (Only for exchange students) EXCHGIE400	Germany's position in the middle of Europe is an important factor in shaping German attitudes to Europe, and always has been. This course aims to look behind the stereotypes about Germany to discover the regional variety within this economic powerhouse of 80 million people. A second focus will be on post-war history: how Germany arose from the material and moral catastrophe of the Second World War. As part of this section there will be a visit to the "House of the History of the Federal Republic" in Bonn. Thirdly the course will discuss aspects like immigration, the environmental movement, the current reform process.	Spring and Fall

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BSc Program - Course Overview (Courses taught in English)

Faculty Group	Course	Course Content	Term
General Studies (GEN)	Fun and Games GEN403	In game theory, a game is a multi-person decision making situation in which the outcomes depend on your action and on the actions of others. Players are the actors in these games. To classify the variety of games it is useful to consider the following two basic criteria: The degree of conflict: Whenever a group of individuals interacts in a particular situation, individual preferences of these group members may be in conflict. In the tennis game, for example, the players' interests are strictly opposed. When meeting a friend, on the other hand, there is no conflict of interest. In the first case, we speak of games of pure conflict, in the latter one about games of pure cooperation. Between them are games of mixed interests. The degree of behavioral uncertainty: According to this criterion, players can either be determined, unpredictable or ambiguous in their behaviour. An example for the first case arises in team games when team members have mutual interests. The tennis game is an example where players want to be unpredictable in their play. And players are ambiguous in their behaviour if there are several possible ways how they could optimally behave. Given these two dimensions, we discuss the following classes of games in our course: Prisoners' Dilemma Games, where interests are mixed and players' behaviour is determined; Dis-coordination Games, where players don't want to coordinate their behaviour so that unpredictability is important; Zero-sum Games, where interests are strictly opposite so that players either win all or lose everything; Battle-of-Sexes Games, where players have mixed interests and behaviour is ambiguous; and Coordination and Anti-coordination Games, where players have common interests for either getting together or stepping aside and their behaviour is ambiguous.	Fall
	Biotechnology: Epidemics of Mankind - Viewed at a Molecular Level GEN426	AIDS, malaria, tuberculosis, influenza, smallpox, dengue fever, Ebola, Zika fever - all of these diseases are caused by the smallest of living organisms, so small in fact that they often cannot be seen by the naked eye. By making use of the latest strides forward in gene technology, molecular biology is making an important contribution towards elucidating the molecular mechanisms that cause such diseases today. Today, genetic engineering methods allow the analysis of the structures of pathogens, describe their importance for infection in human beings and identify the potential weaknesses or points of attack of a pathogen. The lecture will focus on diseases such as AIDS, malaria and dengue fever. The relationship between human beings and pathogens at the molecular level will be discussed. It will be explained how diseases come about, how one can protect oneself and what weaknesses pathogens have, which can then be used to combat them. In particular, the molecular causes of disease and the associated genetic methods will be presented in detail and discussed.	Fall
	Applied Data Thinking GEN433	Each Block will be covered in 2 Sessions, which will take place on two consecutive days: Elementary Concepts of Data Thinking and Analysis, Data Gap Analysis using Machine-learning techniques, Introduction to Python Programming of a simple machine learning algorithm	Fall
	Coding Bootcamp GEN442	The main purpose of the Coding Bootcamp is to make the student familiar with basic concepts of programming in Python, one of the most important languages used at the moment. It lays the foundations for further courses in Data Science, Machine Learning, Web Development, and many more. The Bootcamp takes place within a single week in early May. On five intense days, the students are exposed to a diverse set of programming concepts. In between, the students use the learned ideas and implement small programs on their own or in small groups. The small course size enables a one-on-one coaching by the instructor. The topics introduced are: ·basic elements of a programming language ·modularization via functions ·boolean if-else logic ·flow control via for- or while-loops ·data types (lists, tuples, dictionaries, sets, arrays, data frames) ·object-orientation ·replacing Excel with Python ·data mining with APIs (e.g., Google Maps API) This course is not offered as part of the normal curriculum and includes a fee of 600 EUR.	Spring
	Workshop Body Language for Women GEN443	There are many myths and a lot of 'instructions' about body language in popular literature: This is right, this is wrong, you should never do that or that, but this gesture is good for sure... maybe you've even read one of the many books about it. But in body language there is only one right way: your very personal one. Because charisma and presence is not built through trained gestures - it arises when we know our very own body language possibilities and make full use of them. In this workshop you will learn how to develop your individual body language. At the beginning we will discuss what body language is and how our own and the body language of others affects us. Then you will learn how to recognize your strengths in expression and how to position yourself self-confidently, but also how to align yourself respectfully. An excursion into gender and performance will show you socialized stereotypical gender-behavior and its effects on body language. The workshop always remains practice-oriented and close to everyday life: all acquired knowledge is put to the test, individualized and deepened in exercises distributed throughout the workshop.	Spring and Fall
	Lean Six Sigma Green Belt Training GEN447	The seminar consists of an opening lecture on Operational Excellence followed by approximately 82 hours of self-study to obtain the Green Belt certificate and a one-day workshop--moderated by Kathy Miller from Moresteam--where we play a simulation game. The objective of the online course is to develop a comprehensive set of skills that will let you to function effectively as a Lean Six Sigma Green Belt. You will learn the Lean Six Sigma Green Belt body of knowledge, practice techniques for both quantitative and non-quantitative analysis, and gain the team leadership skills necessary to get projects across the goal line. This course is not offered as part of the normal curriculum and includes a fee of 300 USD.	Fall

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Faculty Group	Course	Course Content	Term
General Studies (GEN)	Foundations of Project Management GEN448	Project Management is increasingly important in today's world. This course covers the fundamental concepts and applied techniques for cost effective management of both long-term development programs and short-term projects. The content deals with planning, scheduling, organizing, and controlling projects. The course uses cases from a wide variety of industries.	Fall
	Financial Modeling with Excel GEN451	The first session aims at closing the gap between financial accounting in theory and practice. Working our way through the comprehensive financial statements of multiple listed companies, students will get an understanding of how to apply their knowledge from previous accounting courses to real-life cases. Session two is concerned with providing students with the basics of Microsoft Excel. The lecture will cover most formulas used in financial-modeling-related tasks you might encounter in internships or entrance-level jobs. Visual basics will not be covered. However, materials can be provided on the topic if desired, and students can (but certainly do not have to) include VBA in their case study solutions. In session three, students learn how to model a comprehensive financial statement (Income Statement, Balance Sheet & Cash Flow Statement) in Excel. The approach and techniques taught here serve as the basis for all finance-related modeling done in the future. Furthermore, Sven Lackinger, founder of Sastrify, will give a Guest Lecture via Zoom. We urge you to attend this session. Session four teaches students how to forecast a comprehensive financial statement using a real-life case. In session five, the comprehensive financial statement model from session four is extended. The class will generate a discounted cash flow model and compare the result with alternative investment opportunities. In addition to the required steps in Microsoft Excel, valuation theory will be recapped/furthered. The final session is on the topic of leveraged buyouts. This lecture will be held by the Private Equity practice of the Boston Consulting Group (BCG) in person. We urge you to be respectful and also attend the lecture in person.	Fall
	Business Communication: Theory & Practice GEN452	In the "Theory"-part we will cover the following topics: Perception and Reality (Communication Filters); Communication Models (from Shannon-Weaver to Paul Watzlawick); Conversation & Interview Techniques (Questions, Feedback, Hints for difficult situations); Presentation Techniques (Presentations, Speeches); Business Writing (Formal and Informal Writing, Using tools); Non-verbal Communication (Body Language, Mimic); In the "Practice"-part, students will contribute to various scenarios deepening the knowledge gained in the "Theory"-part.	Spring and Fall
	Understanding your personal performance base GEN454	In order to thrive as a human being, one must learn how to transform experiences in personal and business life into life lessons that support a lifelong development process. This course will provide an introduction into: Fundamental ideas of personal development in philosophy and psychology; The works around levels of human consciousness e.g. Spiral Dynamics; Character and signature strengths as used in Positive Psychology; Types of goal systems in business coaching and their different application areas; Tools for self assessment and reflection. Students will work individually, in groups and with presentations in class on methods on how to combine the potential of those concepts and apply it in their personal and professional life.	Spring
	Managing your personal performance holistically GEN455	It's recommended but not mandatory that participants have already participated in my previous course "Understanding your personal performance base". Being a great leader requires a skillset to fully leverage the potential of your workforce for the goal of the organization. This course will help students to understand the needed capabilities to find the best in themselves and in turn inspire, engage and mobilize others. Students will work on developing those capabilities that generate high levels of professional performance and life satisfaction. The course contents aim to show the connection between the importance of developing one's own meaning as a leader and the ability to lead in today's business environment – especially in young organizations and startups. Students will work individually, in groups and with presentations in class on methods on how to combine the potential of those concepts and apply it in their personal and professional life.	Spring

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BSc Program - Course Overview (Courses taught in English)

Faculty Group	Course	Course Content	Term
General Studies (GEN)	Intercultural Competence - Fit for International Collaboration GEN461	Working globally in virtual teams or studying abroad requires a high degree of intercultural competence. Although it is often very inspiring to work or study with people from all over the world, there are several global collaboration challenges. This innovative training concept combines interactive Live-Webinars with content on the Moodle learning platform. A variety of formats like self-reflection activities as well as inspiring talks and videos makes intercultural learning fun!	Spring
	Creating Entrepreneurial Mindsets - Improvising as a Method GEN463	The objective of this course is to discover the elements of an entrepreneurial mindset in the project context of theatrical story-telling in order to develop the capability of action-oriented, spontaneous and creative action in the face of uncertainty. For successful self-regulating actions it is on the one hand important to think in a strategic and problem-solving manner. On the other hand, it is important to develop flexibility and spontaneity which allow for process-oriented action at all times. As uncertainty and dynamism increase in today's world, the capability to react adequately to unexpected situations and creatively produce innovations will grow in importance. This capability is also key to any kind of communication and team processes. An entrepreneurial mindset is regarded key to these challenges. It can be enhanced through the practice of techniques such as bricolage, effectuation and improvisation. This course introduces the students to a wide range of exercises incorporating concepts from these techniques. Building upon the concepts of Levi Strauss and Ted Baker, Saras Sarasvathy, as well as Keith Johnstone and Viola Spolin, the course is dedicated to learn creative and spontaneous action in order to develop an entrepreneurial mindset. Participants will 1) apply the techniques to a joint project of story-telling on stage (leveraging improv theater set-ups), 2) will experience different levels of uncertainty, 3) will try out entrepreneurial techniques for coping with uncertainty and 4) will discuss their applicability to the professional and educational sphere.	Spring
	European Integration: Economics, History, and Policy GEN466	Topics covered: 1.History of the European Economic Integration Process; 2.The Economics of European Trade Integration; 3.European Union Institutions and Policies; 4.Cost and Benefits of a Common Currency; 5.The European Monetary Union (EMU); 6.Current Problems and Challenges	Fall
	Introduction to Operations Research GEN469	How do you allocate the available resources in your company to the various activities such that it is the most effective way for the organization as a whole? That is the leading question operations research considers. Operations Research (OR) has its roots in World War II, where special teams addressed such questions as to how to allocate you resources first. After the war OR got introduced into company life leading to an enormous spread of the use of OR. With the development of computational power at the end of the last century, larger and larger problems could be solved quickly. Operations research is also one of the pillars of business analytics. After analyzing data and predicting what will happen, OR models can help create and advise managerial decision making. During this course, the basics of OR will be introduced. We will discover how to formulate and solve linear programming problems. A significant emphasis of this course lies in implementing the theory, both in solving small scale problems and solving larger problems with the help of Excel Solver or other optimization software. The following topics will be covered: Linear programming and Integer programming models, the simplex method, branch and bound and network optimization.	Spring
	Peak Performance Journey GEN470	Students learn how to optimize their personal potentials in the context of demanding corporate or entrepreneurial careers. At the core of the course stands the peak potential framework around 3 dimensions: Mind, Body, Purpose. Students get exposed to the scientific evidence that demonstrates the positive impact of being strong in mind, body and purpose on wellbeing and performance. The course teaches pragmatic, real-life practices that allow executives evolve their operating models to build strength in mind, body and purpose. In addition, the course introduces students to the cross-cutting principles of habit formation and of achieving optimal stress (while steering clear of burnout). Students not only learn about leading themselves to their peak potentials, but also about how to lead others and how to lead organizations to reaching their peak potentials. The course invites students to experiment with committing to specific new microhabits throughout the semester.	Fall
Law (LAW)	Civil Law LAW101	After the introduction to the Civil Law and the types of contracts under German Civil law, we will emphasize on IT law and how the German Civil Code finds answers to complex legal issues like IT Outsourcing and Offshoring, second generation outsourcing, international IT project contracts and cross border technology transactions. We will work on real life contracts and transactions and have mock negotiations, applying the theory in practice. Topics: Historical foundations, legal and economic theory, Overview of the sources of law, System of the Civil law, structure of the German Civil Code (BGB), fundamental principles: contract, delict/tort, obligations arising neither from contract nor from tort; the binding nature of contracts and specific performance, Formation of contract, particularly: law of agency particularly in commercial law, consumer protection, general terms and conditions, Consequences of a failure to perform based on the example of sales contracts, Further liabilities, particularly product liability	Fall
	Business and Trade Law LAW102	Topics covered: 1) An overview of the legal forms available for businesses, 2) Definition of merchant (§§ 1-6 HGB), 3) Importance of the Commercial Register, 4) Merges and Acquisitions, Venture Capital, 5) Selected commercial transactions, 6) Organizational structure and liability within partnerships, 7) Organizational structure, liability and raising of capital within companies limited by shares, 8) Compliance	Fall

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BSc Program - Course Overview (Courses taught in English)

Faculty Group	Course	Course Content	Term
Psychology (PSY)	Introduction to General Psychology PSY101	In this course, you will learn about the science of psychology and the study of human behavior. You will be provided with an overview of the different subdisciplines of psychology, including developmental psychology, social psychology, differential psychology, biological psychology, neuropsychology, cognitive psychology, and abnormal psychology. The course further covers the methods of psychology, its history, and philosophical foundations. Topics include: Foundations for the Study of Psychology; Methods of Psychology; Social and Personality Psychology; The Development of Body, Thought, and Language; Social Development; The Biological Bases of Behavior; Genetics and Evolutionary Foundations of Behavior; The Neural Control of Behavior; Sensation and Perception; Overview: Smell, Taste, Pain, Hearing, and Psychophysics; Focus: The Psychology of Vision; Psychological Disorders and Treatment	Fall
	Introduction to Business Psychology PSY102	Business Psychology ---- The business world draws more and more attention to understanding people's experiences and behavior in organizations. In this module, students will acquire the basic knowledge and skills that will enable them to implement psychological principles in their daily working life. Specifically, students will be sensitized to the importance of intra- and interpersonal aspects that influence organizational life. This module is composed of interactive lectures with the goal of providing students not only with theoretical insides into a variety of psychological topics but also enable them to apply this newly acquired knowledge into practice. In short, this course covers topics that are crucial for becoming a business psychologist: ? What tools and exercises can I use to facilitate team meetings or trainings?	Fall
	Personality and Motivational Psychology PSY111	In this course, you will learn about some of the most interesting topics in psychology that will help you better understand yourself and others in various contexts, including work life. Personality and motivational psychology are about questions like "Why do I always fall for people who are not good for me?", "Which job is most suitable for my personality" and "How do I find the right person for this job?" or, from my perspective: "Why are you participating in this course?". To answer these - and many more! - questions, we will look at personality and how to measure important personality constructs, focusing on topics like the Big Five, intelligence, and personality in the work context. Moreover, we will dive a bit deeper into the exciting field of motivational psychology: What is motivation, how can we define it, and, most importantly: How can we support it?	Fall
	Cognitive and Developmental Psychology PSY112	Cognitive psychology takes an information-processing approach and looks at all processes needed to encode, transform, store, and retrieve information from memory. To better understand these processes we will focus on the different ways information may be learned and how memory functions. In more complex situations, problem-solving and reasoning come into play. Finally, everyday experiences show us the importance of judgment and decision making. Developmental psychology takes a life-span approach and views human development as the product of inherited and environmental factors. We will follow this path and focus on psychological changes starting at conception and ending with death. Connecting to the first part of this course we take a closer look at how cognitive functions develop.	Fall
	Social Psychology I PSY201	Course Content is not yet available, as the course is still in the process of being planned.	Spring
	Social Psychology II PSY202	Course Content is not yet available, as the course is still in the process of being planned.	Spring
	Differential Psychology PSY301	Course Content is not yet available, as the course is still in the process of being planned.	Fall
	Psychological Diagnostics PSY302	Course Content is not yet available, as the course is still in the process of being planned.	Fall
	Business Psychology I PSY311	Course Content is not yet available, as the course is still in the process of being planned.	Fall

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BSc Program - Course Overview (Courses taught in English)

Faculty Group	Course	Course Content	Term
Psychology (PSY)	Business Psychology II PSY312	Course Content is not yet available, as the course is still in the process of being planned.	Fall
	Psychological Research Methods I PSY331	Course Content is not yet available, as the course is still in the process of being planned.	Fall
	Psychological Research Methods II PSY332	Course Content is not yet available, as the course is still in the process of being planned.	Fall
	Psychological Research Project PSY341	Course Content is not yet available, as the course is still in the process of being planned.	Spring
	Project Seminar PSY401	Course Content is not yet available, as the course is still in the process of being planned.	Spring
	Work Psychology PSY411	Course Content is not yet available, as the course is still in the process of being planned.	Spring and Fall
	Organizational Psychology PSY412	Course Content is not yet available, as the course is still in the process of being planned.	Spring and Fall
	Marketing Communication PSY421	Course Content is not yet available, as the course is still in the process of being planned.	Spring and Fall
	Consumer Psychology PSY422	Course Content is not yet available, as the course is still in the process of being planned.	Spring and Fall
	Managing Diversity PSY431	Course Content is not yet available, as the course is still in the process of being planned.	Spring and Fall
	Managing Organizational Change PSY432	Course Content is not yet available, as the course is still in the process of being planned.	Spring and Fall

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BSc Program - Course Overview (Courses taught in German)

Faculty Group	Course	Course Content	Term
Management (MGMT)	Finance Function Challenges MGMT442	<p>In the second part of the module, students acquire comprehensive insights into the portfolio of tasks in the finance function from a practice-oriented viewpoint. Students highlight examples of numerous research studies to understand the bundle of tasks of the CFO. Moreover, Professor Ernst illustrates many specific aspects from his own experience: he served as CFO of Deutsche Post AG from 1992 to 2007, and currently holds the position of President of the German Financial Reporting Enforcement Panel (FREP). Beyond that, he is a member of the supervisory board of several leading companies.</p> <p>"Finance Function Challenges" also provides students with opportunities to discuss in class, both with the lecturer and your peers. In this context, students develop short presentations regarding problems of the finance function in break-out sessions during the lectures.</p>	Spring and Fall
General Studies (GEN)	Ethics: Management based on ethical values GEN306	<p>The course will introduce students into different approaches of business ethics. Basic anthropological, philosophical and theological questions are discussed. Human values (human dignity, solidarity, subsidiarity, sustainability and justice) are worked out. Possibilities how these values could be taken into consideration in management decisions and what should be done in case of difficulties and limitations will be discussed. Based on stakeholder analysis ethical conflict cases and challenges are discussed and ethical principles are applied.</p>	Spring
	Ethics: In Praxi-Seminar "Business Leadership and Civic Spirit" GEN307	<p>Part 1: Common welfare from a political science perspective; Part 2: Business leadership from a business ethics perspective</p> <p>This unique seminar will be supervised by two outstanding lecturers responsible for working with the students on the intersection of business leadership and common welfare. The two lecturers will represent a combination of entrepreneurial personality and scientific rigor to ensure that students will benefit from their practical experiences and theoretical knowledge. It is intended to highlight aspects of business ethics from a practical perspective supplemented by political science analyses of the phenomenon of common welfare.</p>	Spring
	Strategic Brand Management - the applied power of soft values GEN427	<p>The lecture presents a definition of values and explains which decisions are responsible for the development of values and therefore the formation of the image and identity of a brand. Students and lecturer also question how the management team should deal with soft values, which not only have a direct impact on the social environment but also strongly influence the success of the company. And of course - how gut feeling could be backed by scientific methodology. As a matter of course this lecture cannot fully cover all aspects of personal development of future executives, which is crucial in dealing with soft values, but it is the goal of this lecture to train the value-creating processes in three consecutive steps (cognition - development - decision) with the help of a concrete case study.</p> <p>This course tries to combine basic methodological knowledge of value-based business- and brand-administration with case studies right from the beginning. Thus, participants do not only see themselves confronted with the methodological development of brand strategies but will be challenged to take real branding decisions. As far as it is possible, the second part of this course consists of a visit from a manager who reports on his personal experience handling soft values in his daily management routine. The third part of the course is a teamwork that asks participants to come up with a new brand strategy for a brand of their choice. Afterwards each team will give a presentation on the brand strategy in front of the course. Technical approach, internal discussion of values, creative strategy development and distinctness of the branding as well as the presentation itself will be basis for the grading of this lecture and demand the commitment of each participant.</p>	Spring

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BSc Program - Course Overview (Courses taught in German)			
Faculty Group	Course	Course Content	Term
General Studies (GEN)	Perform Yourself! Media and Presentation Coaching: Personal Presence! GEN438	Topics covered: Various exercises for the self-presentation in front of the microphone or/and in front of the telecamera; Exercises for the rhetoric and media appearance - with Camera analysis; Trainings on the action and reaction between the management and public interface, between business decisions and their medial communication; Introduction to the basics of the camera work and technique	Fall
	Business Mediation GEN450	In business, conflicts in and between companies are daily bread. Often they are characterized by legal claims, sometimes by mere bossiness or hidden conflicts. This can obscure the essentials. After all, behind most conflicts lie entrepreneurial, economic or personal interests. With the possibilities of business mediation, such conflicts can be analyzed at an early stage and resolved in a way that is fair to the interests at stake, cost-effective and time-saving. Business aspects have priority in business mediation. Thinking in terms of legal claims is initially left out, but remains as an alternative in the event that an amicable solution cannot be reached. The advantages of mediation over court proceedings are future-oriented solutions, conservation of resources, planning security and the confidentiality of conflict handling. Cultural differences can also be overcome in mediation. In mediation, the conflicting parties are accompanied and supported by a mediator as an independent and neutral third party in resolving the specific conflict. Mediation is now well established in business life and represents an effective alternative to the one-way street of a court dispute. It emphasizes the parties' own responsibility instead of delegating the conflict to the judge. The lecturers are experienced business mediators and in this seminar they bridge the gap between theory and practice. They focus on skills (the art of mediation) together with practical knowledge instead of an exclusively theoretical approach. To this end, numerous role plays are also conducted to give students the opportunity to experience and practice the practice of business mediation.	Spring
Law (LAW)	Foundations of Business Taxation LAW301	The aim of the course Fundamental in Business Tax Law is to give an introduction to the income tax, local business tax and corporate income tax in Germany and their respective legal application. Eventually, students will be able to comprehend taxation of enterprises and to assess tax implications of entrepreneurial activity. The course content comprises, for example: Introduction to tax regimes and systems; Income taxation; Types of income; Methods of determining profits; Tax computation; Local business tax; Corporate income tax	Spring
	Labor Law LAW302	Labor law primarily concerns the special rights of employees, even if some jurisdictions exert direct influence on the economic system. Systematically, one may differentiate between individual labor law, collective labor law and (public) health and safety law. Focus of the course will be on individual contracts between employers and employees. However, first the students will get familiar with the legal and collective (in particular, collective agreements and industrial relations) determinants and conditions of employment. Later the focus will be on statement, content and termination of an employment contract as a specific form of a service contract. International labour law is treated at least in its structural principles according to EU regulations. Finally, the sense or nonsense of corporate restructuring based on employment legislation will be discussed in more detail.	Fall
	Law of the Capital Markets LAW303	The course will unfold the complexity of modern capital markets. The main focus lies on different market participants (issuers; investors; intermediaries as financial analysts and rating agencies) and enforcement-concepts (supervision by national authorities; administrative penalties; private enforcement). The course covers disclosure obligations stipulated by capital markets law concerning inside information, director' dealings, transparency of major shareholdings and financial instruments. Further, market manipulation and insider dealing will be discussed as well as certain market participants such as banks, financial analysts, credit rating agencies and investment firms. Finally, competences of national and European supervisory authorities will be covered.	Spring and Fall
	Restructuring of Companies LAW304	Topics covered: 1. Determining the Appropriate Business Organization; 2. Transformation of a Sole Proprietorship or a Partnership into a Limited Liability Company; 3. Corporate Finance and Corporate Governance of a Limited Liability Company; 4. Transformation of a Limited Liability Company into a Stock Corporation; 5. Entry of Investors, Capital Measures; 6. The Law of Affiliated Enterprises; 7. Corporate Governance Code; 8. Corporate Restructuring and Recapitalization; 9. Corporate Insolvency Reorganization	Spring

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