



BACHELOR

General Management

Course Overview

Guest Students

Fall Term 2019

Last Update: July 2019

Module with all Courses - Year 1	ECTS	Module or Course Selection	Course Size	Page
Finance & Accounting I	6	complete module		4
Finance 1				
Bookkeeping & Accounting				
Quantitative Methods I	6	complete module		8
Statistics				
Mathematics 1				
Basics of Marketing Management and Planning	6	complete module		12
Basic Principles of Marketing				
Fundamentals of Consumer Behaviour				
Business Law I	3	complete module		16
Introduction to Business Law				
Digital Skills I	3	complete module		19
Digital Skills Using Excel				

Module with all Courses - Year 2	ECTS	Module or Course Selection	Course Size	Page
Economics II	6	complete module		22
Economics of the Firm				
Macroeconomics				
Finance & Accounting III	6	complete module		27
Introduction to Management Accounting				
Corporate Finance and Valuation				
Operations	6	complete module		31
Operations Management				
Supply Chain Management				
Strategic Management	6	complete module		35
Strategic Management				
Entrepreneurship and Innovation	6	complete module		39
Essentials of Entrepreneurship				
Innovation Management 1				
Intercultural Competence	3	complete module		44
Intercultural Competence			limited	

Module with all Courses - Year 3	ECTS	Module or Course Selection	Course Size	Page
Managing People	6	complete module		47
Leadership and People Management				
Human Resource Management				
Economics IV	3			52
Law and Economics	3	single course	limited	
Real Estate Economics	3	single course	limited	
Management Decision Making	3	single course	limited	
Advanced Corporate Finance (elective)	6	complete module		58
Strategic Corporate Finance			limited	
Venture Valuation			limited	
Banking and Capital Markets (elective)	6	complete module		62
Money, Banking, and Financial Markets			limited	
Capital Markets: Institutions, Pricing and Risk Management			limited	
Brand Management Operations and Market Communication (elective)	6	complete module		65
Brand Management Operations			limited	
Market Communication			limited	
Entrepreneurship (elective)	6	complete module		70
Essentials of Entrepreneurship			limited	
Innovative Entrepreneurship			limited	
The EU as a Business Hub - All You need to know as an European Entrepreneur (elective)	6	complete module		74
International Business Taxation			limited	
European Business Taxation			limited	
Real Estate Principles (elective)	6	complete module		79
Fundamentals of Real Estate Development			limited	
Real Estate Valuation			limited	
Strategy Consulting (elective)	6	complete module		83
Advanced Framework in Strategy			limited	
Consulting Workshop			limited	
Studium Universale IV	2	complete module		88
Economics Decision Theory			limited	

Name of Module:	Finance and Accounting I	Module No. M-FAC1-001
Module Owner:	Prof. Rasa Karapandza, PhD	

Contact:	rasa.karapandza@ebs.edu
Programme/-s of Study:	Bachelor in Business Studies (BSc)
Specialisation/Major:	-
Mandatory/Elective:	Mandatory
Semester:	Fall Term, Semester 1
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	None
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> • After successful completion of this module students will be able to value stock, bonds, forward contracts and firms. • After successful completion of this module students will be able to understand a commercial balance sheet and a profit and loss statement. • After the completion of this module students will be able to transform real life business transactions in an apt accounting equivalent. <p>On successful completion of this module graduates understand technology and its impact on both individuals and organisations (LO 3)</p> <ul style="list-style-type: none"> • Students will learn how to use Bloomberg terminals and will pass Bloomberg’s certification. • Students will learn how to value technology companies and will deal with cases ova valuing firms, corporations as well as tech startups. • Students will get familiar with e-learning technology since part of the course will be delivered as an interactive book with recorded lectures. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning process (LO 7)</p> <ul style="list-style-type: none"> • By solving exercises and discussing applications of the theory studied in class, and by following recorded lectures students will be able to independently solve problems and direct their own learning process. • General principles, e.g. the German accounting principles according to the German Commercial Code will be critically overthought by the view on Digitalisation.

	<ul style="list-style-type: none"> • After completion of the module the necessity of accounting is clear and helps the students solving critical aspects of financial accounting in practice. <p>Graduates will have the foundation for becoming a responsible leader in an uncertain rapidly changing world</p> <p>On successful completion of this module graduates can identify business opportunities (LO 9)</p> <ul style="list-style-type: none"> • By learning how to value corporations, businesses and startup, as well as stocks and bonds, students will learn to spot underpriced investment opportunities. • By learning principles of NPV and IRR students will be able to distinguish good from bad investment projects. • By understanding how to measure risk and uncertainty students will be able to classify various investment opportunities by their riskiness. • By understanding the importance of bookkeeping and accounting for a company or single sales person, the students will identify the advantage of these institutions for leading a business. • By identifying business opportunities in an changing working world the stable principles of bookkeeping and accounting help as guidance and need to be proven in respect of the digital change. 																
<p>Relation to other Programmes/Modules:</p>	<p>Programmes: This module is not applicable for other programmes.</p> <p>Modules: The module lays the foundation for the Finance and Accounting modules in semester 2 and 3 and for the electives in the specialization Finance. This module covers basic finance, accounting and bookkeeping knowledge that is necessary to obtain by every business school graduate and thus relates to all other courses including other fields, like marketing, entrepreneurship or strategy.</p>																
<p>Workload Allocation:</p>	<p>180 h total student's workload, thereof:</p> <table border="1" data-bbox="488 1279 1066 1512"> <tr> <td>Classes</td> <td>37,5 h</td> </tr> <tr> <td>Tutorials</td> <td>10,5 h</td> </tr> <tr> <td>Pre-reading</td> <td>10,0 h</td> </tr> <tr> <td>Exams & exam prep</td> <td>122,0 h</td> </tr> </table>	Classes	37,5 h	Tutorials	10,5 h	Pre-reading	10,0 h	Exams & exam prep	122,0 h								
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<p>Grading:</p>	<p>180 Examination Points</p> <table border="1" data-bbox="488 1655 1461 1977"> <thead> <tr> <th>Kind of Examination</th> <th>Related Course</th> <th>Points</th> <th>Team Grading (TG) / Individual Grading (IG)</th> </tr> </thead> <tbody> <tr> <td>Written Exam</td> <td>Finance 1</td> <td>90</td> <td>IG</td> </tr> <tr> <td>Written Exam</td> <td>Bookkeeping & Accounting</td> <td>60</td> <td>IG</td> </tr> <tr> <td>Mid-term Evaluated Exercise</td> <td>Bookkeeping & Accounting</td> <td>30</td> <td>IG</td> </tr> </tbody> </table>	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)	Written Exam	Finance 1	90	IG	Written Exam	Bookkeeping & Accounting	60	IG	Mid-term Evaluated Exercise	Bookkeeping & Accounting	30	IG
Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)														
Written Exam	Finance 1	90	IG														
Written Exam	Bookkeeping & Accounting	60	IG														
Mid-term Evaluated Exercise	Bookkeeping & Accounting	30	IG														
<p>Information on Papers, Allocation of Subjects & Groups, Homework etc.:</p>	<p>Cases to each class will be provided in time. For the Finance 1 course homework is provided at the end of each of the first four chapters of the book.</p>																

1. Course:	Finance 1	Course No.	L-FUN1-142
Instructor/-s:	Prof. Rasa Karapandza, PhD		

Guest Speaker/-s:	None
Contact:	Rasa.karapandza@ebs.edu
ECTS:	3
Number of Sessions:	14
Language:	English
Course Description:	<p>Capital Markets and Investments:</p> <p>The primary goal of the Investments part of this course is to introduce students to the principles of valuation and capital market theory. The course concentrates on developing the tools needed to analyze the financial decisions firms face. Lectures, readings and homework introduce financial markets and financial market terminology; discounting and present value analysis; capital budgeting; asset valuation; the historical behavior of security returns, diversification and portfolio theory. The following topics are covered in great detail:</p> <ul style="list-style-type: none"> • Finance and the financial manager & present values, the objectives of the firm, and corporate governance • How to calculate present values • Valuing bonds • The value of common stocks • Why net present value leads to better investment decisions than other criteria? • Making investment decisions with the net present value rule • Introduction to the risk, return, and the opportunity cost of capital • Risk and return • Capital budgeting and risk • The big picture & overview of net present value & other evaluation methods, overview of valuing bonds, stocks and portfolio theory <p>Decision Theory and Behavioral Finance:</p> <p>The Decision Theory as part of the course comes up with logical and empirical analysis of rational or intended rational decision behavior. We will focus on the prescriptive part of the classical decision theory and answer the question how decision-makers are supposed to decide. Students will learn to transfer the decision-maker's 'objectives' to a consistent 'target system' and to define essential elements and connections of a decision situation in formalized language, in order to derive the rational decision as a logical implication. Stuffed with such a basic model of decision theory students will deal with different situation factors - namely decisions under certainty, uncertainty, and risk. Short case studies will add zest to the course to enable the students to make their own rational decisions. The course covers in details the following topics:</p> <ul style="list-style-type: none"> • Introduction; basis model • Decisions under certainty • Decisions under uncertainty

	<ul style="list-style-type: none"> • Decisions under risk <p>The course will also give a brief overview to behavioral finance and will give an overview of descriptive decision making – i.e. not how decisions should be made, but how they are really made in the reality.</p>
Required Readings:	Investments, an e-book written by Prof. Rasa Karapandza
Further Recommended Readings:	Brealey, R. A, Myers, S.C.,& Allen F. (2008). Principles of Corporate Finance (9th ed.or later). McGraw-Hill.
Pedagogy:	Lectures accompanied with recorded online lectures integrated into an e-book together with practice problems and their solutions in an inverted classroom.

2. Course:	Bookkeeping & Accounting	Course No.	L-ACT1-062
Instructor/-s:	Prof. Dr. Adrian Cloer		

Guest Speaker/-s:	None
Contact:	adrian.cloer@ebs.edu; steuern@ebs.edu
ECTS:	3
Number of Sessions:	11 lectures + 7 tutorials
Language:	English
Course Description:	<p>This course will introduce the students to the system of double entry bookkeeping and the importance of financial accounting in practice. Students will learn about German accounting principles according to the German Commercial Code (HGB). Thus, they will develop a basic understanding of balance sheets and profit and loss statements. The goal of the course is to enable the students to transform real life business transactions in an apt accounting equivalent.</p> <p>Furthermore, the students are familiarized with aspects of bank law in the context of accounting. Finally, the later prospects of work in the field of accounting are discussed, in particular the role as a trusted business advisor of a certified public accountant.</p> <p>The chair will provide vocabulary lists in English and text excerpts with relevant technical accounting vocabulary relevant for the course. Students are expected to acquire the knowledge in self-studies.</p>
Required Readings:	<p>Bookkeeping for Dummies, Lita Epstein.</p> <p>Accounting for Dummies, Lita Epstein.</p> <p>German GAAP English Translation (will be handed to the students in PDF format via CampusNet).</p>
Further Recommended Readings:	-
Pedagogy:	Lectures, case discussions and tutorials.

Name of Module:	Quantitative Methods I	Module No.	M-MET1-027
Module Owner:	Dr. Clemens Buchen		

Contact:	clemens.buchen@ebs.edu
Programme/-s of Study:	Bachelor in Business Studies (BSc)
Specialisation/Major:	-
Mandatory/Elective:	Mandatory
Semester:	Fall Term, Semester 1
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	The students are expected to master high-school algebra and have an understanding of pre-calculus. In particular, a good working knowledge of solving equations (linear and quadratic) and inequalities, an understanding of functions and graphs and basic logic is required for this module.
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> • Upon completion of the module, students will have a thorough understanding of calculus in general and of optimization methods in an economic context. Graduates will be able to formalize basic economic questions, independently give solutions and provide interpretation. Students are familiar with basic statistics concepts and applications. They will therefore be prepared to grasp tools and concepts used in further economics and finance courses. <p>On successful completion of this module graduates understand technology and its impact on both individuals and organisations (LO 3)</p> <ul style="list-style-type: none"> • Students are exposed to discussion on the implication of using statistical tools like excel and tableau for real-world business decisions. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6)</p> <ul style="list-style-type: none"> • By running empirical analysis with statistical software, students need to show how to extract relevant information by using the appropriate statistical model. • Studying optimization techniques allows students to become familiar with basic tools of model thinking. This allows graduates to understand which pieces of information are important in a decision-making process. <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning process (LO 7)</p> <ul style="list-style-type: none"> • By solving test bank questions as well as homeworks, tutorials and the final exam, student are able to independently solve problems and direct their own learning process. Solving online problem sets provides students with

	immediate feedback and directions for further learning.																				
Relation to other Programmes/Modules:	<p>Programmes: The module is not applicable for other programmes.</p> <p>Modules: The module provides the basis for quantitative and logic-oriented courses in economics and finance. It is a direct precursor for the modules Quantitative Methods II, Economics I and Economics II, in which mathematical tools are applied to help develop formal skills in economic reasoning.</p>																				
Workload Allocation:	<p>180 h total student's workload, thereof:</p> <table border="1"> <tr> <td>Classes</td> <td>34,5 h</td> </tr> <tr> <td>Tutorials</td> <td>25,5 h</td> </tr> <tr> <td>Pre-reading & wrap-up</td> <td>49,0 h</td> </tr> <tr> <td>Preparing exercises</td> <td>36,5 h</td> </tr> <tr> <td>Exam and exam preparation</td> <td>34,5 h</td> </tr> </table>	Classes	34,5 h	Tutorials	25,5 h	Pre-reading & wrap-up	49,0 h	Preparing exercises	36,5 h	Exam and exam preparation	34,5 h										
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Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)																		
Written Exam	Statistics	90	IG																		
Written Exam	Mathematics 1	60	IG																		
Evaluated Exercise 1	Mathematics 1	15	IG																		
Evaluated Exercise 2	Mathematics 1	15	IG																		
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	<p>Students' own reading of the textbooks is essential for succeeding in class. Similarly, working through the assignments is absolutely indispensable. Tutorials in small groups will be held after the theory classes and cover both exercises from the assignment sheet and selected review questions from the textbook. Tutorials require active participation from the students' part. In addition, in Mathematics I, the online companion coursework (MyMathLab) is actively managed and supported in order to provide additional tests and allow students' frequent self-assessment of their progress. Furthermore MyMathLab serves as platform for the Online Tests. Therefore all students have to be registered in the respective course.</p>																				

1. Course:	Statistics	Course No.	L-MET1-001
Instructor/-s:	Dr. Purija Abassi, Karoline Bax, Constantin Lisson		

Guest Speaker/-s:	None
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Contact:	puriya.abassi@gmail.com
ECTS:	3
Number of Sessions:	9 lectures + 10 tutorials
Language:	English
Course Description:	<p>The course introduces students to the fundamentals of descriptive statistics and the theory of probability as basics for inference statistics and introductory econometrics. The application of statistical methods as well as the competent analysis and interpretation of economic data is essential for the economic practice. Students exercise the lecture materials in tutorials and learn to apply statistical methods to real data by using Excel and Tableau. Economic interpretation and the discussion of the results are an integral part of the lecture.</p> <ul style="list-style-type: none"> • Sampling Schemes • Descriptive Statistics • Methods to Visualize Data • Fundamentals of Probability Theory • Discrete Random Variables: Bernoulli, Binomial, Poisson • Continuous Random Variables: Gaussian, t-Student • The Central Limit Theorem <p>After successful completion, students are able to conduct simple statistical analysis and can interpret various measures correctly.</p>
Required Readings:	Weiss, N.A. (2012). Introductory Statistics (9 th ed.). San Francisco et al., Pearson.
Further Recommended Readings:	<p>Siegel, A.F. (2012). Practical Business Statistics, Sixth Edition, AP.</p> <p>Spiegel, M. R., Schiller, J., & Srinivasan R. A. (2000). Probability and Statistics (2nd ed.), New York.</p> <p>Dalgaard, P. (2008). Introductory Statistics with R, 2nd ed., Springer.</p>
Pedagogy:	Lecture, Tutorial, Exercises with Excel/Tableau to improve digital skills and develop real-world statistical models capable of dealing with uncertainty and limited data availability. On-line quizzes will be performed in real-time in class by using SLIDO. Students will not be evaluated, but immediate feedback will be available.

2. Course:	Mathematics 1	Course No.	L-MET1-049
Instructor/-s:	Dr. Clemens Buchen		

Guest Speaker/-s:	None
Contact:	clemens.buchen@ebs.edu
ECTS:	3
Number of Sessions:	14 lectures + 7 tutorials
Language:	English
Course Description:	This course provides an introduction to basic calculus and its applications to

	economics and other disciplines. Upon completion, students master basic differentiation rules, have an understanding of functions both in one and many dimensions and are familiar with methods to tackle unconstrained optimization problems in one and many dimensions. In addition, students are able to formalize basic economic questions and use the tools to provide answers and interpretation.
Required Readings:	Sydsaeter, K., Hammond, P., Strom, A., & Carvajal, A. (2016). Essential Mathematics for Economic Analysis (5th ed.). Prentice Hall, including access code to MyMathLab.
Further Recommended Readings:	-
Pedagogy:	Lectures, tutorials, online platform.

Name of Module:	Basics of Marketing Management and Planning	Module No.	M-MKT1-037
Module Owner:	Prof. Dr. Sven Henkel		

Contact:	anne-sophie.riegger@ebs.edu
Programme/-s of Study:	Bachelor in Business Studies (BSc)
Specialisation/Major:	-
Mandatory/Elective:	Mandatory
Semester:	Fall Term, Semester 1
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	Students should prepare for the module by consulting the recommended readings prior to the start of the respective course.
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> The course “Basic Principles of Marketing” provides students with insights into the underlying concepts related to marketing management and lays a foundation for relevant marketing knowledge. The second course “Fundamentals of Consumer Behaviour” focuses on the customer as a variable in the marketing context. Through teaching the underlying academic theories and enabling a practical application of the gained knowledge this module ensures successful future utilization of theories, principles and methods in a business context. <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> The support of theoretical learnings through the applied case study enables students to directly transfer their knowledge to practice within the scope of the course and facilitates future transfer through gained experience. In their essay, the students learn how to work academically on a managerial problem and address proposed issues based on the relevant literature. <p>Graduates will be capable of working in an international environment</p> <p>On successful completion of this module graduates demonstrate good written and oral communication skills in English (LO 4)</p> <ul style="list-style-type: none"> Within the case study, the project as well as the written exam, students prove their English communication to prepare the assignments, present their knowledge and demonstrate their gained skills. <p>On successful completion of this module graduates are capable of working in multicultural teams (LO 5)</p> <ul style="list-style-type: none"> Within the scope of a small case study, the students will be randomly allocated to teams. Due to the multicultural student body, the teams will be culturally diverse. The students as a group learn how to tackle a real-life problem derived from a managerial setting and apply the learned concepts to find a solution.

	<p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning process (LO 7)</p> <ul style="list-style-type: none"> • Students will face uncertain conditions and challenging contents, particularly in their case study project. Due to the independent completion of their project, students will be required to direct their own progress and solve the upcoming challenges. Consequently, they'll be adequately equipped to transfer their knowledge to future challenges. <p>Graduates will have the foundation for becoming a responsible leader in an uncertain rapidly changing world</p> <p>On successful completion of this module graduates can identify business opportunities (LO 9)</p> <ul style="list-style-type: none"> • Within the scope of this module, the students will be educated on the relevant skillset to assess and evaluate business opportunities under uncertain and challenging conditions. After completion of this module, students can comprehend requirements of and opportunities in marketing. Further, they will be aware of developments within the increasingly digitalized marketing field and be able to apply elaborated constructs by setting them into practical contexts. Consequently, they will be equipped to tackle potential challenges in the respective academic and managerial field. 								
<p>Relation to other Programmes/Modules:</p>	<p>Programmes: This module is not applicable for other programmes.</p> <p>Modules: The module provides the basis not only for the further marketing specialization in the bachelor programme for example for the course #Brandmanagement and #Communication but also for modules such as "Sales Management & Interactive Marketing" as well as "Product Management & Services Marketing" in the master programme.</p>								
<p>Workload Allocation:</p>	<p>180 h total student's workload, thereof:</p> <table border="1" data-bbox="485 1361 1177 1662"> <tr> <td>Classes</td> <td>42 h</td> </tr> <tr> <td>Pre-reading & wrap up</td> <td>35 h</td> </tr> <tr> <td>Presentation & preparation</td> <td>37 h</td> </tr> <tr> <td>Exam preparation & exam</td> <td>66 h</td> </tr> </table>	Classes	42 h	Pre-reading & wrap up	35 h	Presentation & preparation	37 h	Exam preparation & exam	66 h
Classes	42 h								
Pre-reading & wrap up	35 h								
Presentation & preparation	37 h								
Exam preparation & exam	66 h								

Grading:	180 Examination Points:			
	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)
	Written Exam	Basic Principles of Marketing	60	IG
	Project	Basic Principles of Marketing	30	TG
	Essay	Fundamentals of Consumer Behaviour	30	IG
	Written Exam	Fundamentals of Consumer Behaviour	60	IG
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	Details on and deadlines for relevant examinations, topic distribution and group allocations will be announced prior to the first session via CampusNet.			

1. Course:	Basic Principles of Marketing	Course No.	L-MKT1-062
Instructor/-s:	Prof. Dr. Sven Henkel / NN		

Guest Speaker/-s:	Tba
Contact:	anne-sophie.riegger@ebs.edu
ECTS:	3
Number of Sessions:	14
Language:	English
Course Description:	<p>This introductory course will expose students to the fundamental principles of marketing, covering market definition, marketing planning, and cornerstones of marketing realization. Students develop a holistic understanding of marketing and market orientation in B2C as well as B2B industries.</p> <p>Initially, the basic terminology and philosophy of marketing will be introduced. This includes insights into the critical aspects of marketing strategy. In the following, the conceptual phases of the marketing planning process will be discussed and consolidated in a marketing planning framework. Thereby, the means towards analyzing as well as evaluating marketing situations will be addressed. Finally, the basic principles of marketing realization covering the 4P of marketing (price, product, promotion, place) and related services aspects will be discussed, providing participants with a solid fundament for planning, making and executing marketing decisions. In this context, different marketing mix variables will give the academic anchor for practical applications. Consequently, students will be educated towards selecting and executing adequate strategic approaches to marketing decision making.</p> <p>Based on the elaborate discussion of theoretical constructs in the field of marketing strategy, the students will lay the necessary groundwork for an informed decision-making process in the area of marketing. Afterwards, the gained insights are challenged against the background of real-life cases. The approach confronts students with uncertain conditions and thereby enables them to gain first experience in handling unknown tasks and tests their ability to deal with the complexity managerial decision-making. The practical application within the scope of the group project allows for the transfer of theoretical knowledge to a real, managerial problem and thereby confronts</p>

	participants with the complexity of a real-life scenario and consequently prepares for future challenges.
Required Readings:	Homburg, C., Kuester S. & Krohmer H. (2016). Marketing Management: A Contemporary Perspective, Second Edition, McGraw Hill.
Further Recommended Readings:	Tomczak T., Kuss A. & Reinecke S. (2018). Strategic Marketing: Market-Oriented Corporate and Business Unit Planning, 1st Edition, Springer Gabler. Homburg, C. (2016). Marketingmanagement. Strategie, Instrumente, Umsetzung, Unternehmensführung. 6th Edition, Springer Gabler. (German).
Pedagogy:	Lecture, group project, cases to be discussed in class.

2. Course:	Fundamentals of Consumer Behaviour	Course No.	L-MKT1-063
Instructor/s:	NN		

Guest Speaker/s:	Tba
Contact:	anne-sophie.riegger@ebs.edu
ECTS:	3
Number of Sessions:	14
Language:	English
Course Description:	<p>This introductory course will provide participants with a basic understanding of customer behavior theories and phenomena. The students will be familiarized with the irrational consumer torn between homo oeconomicus and brand lover.</p> <p>Based on established psychological theories students will gain an understanding of the psychological predisposition of customers. Along the customer journey approach, students will be introduced to relevant constructs and supporting mechanisms. Individual traits, the search for information and the resulting decision-making process of customers will be discussed and analyzed. Finally, based on the customer journey approach, pain point, and touchpoint analysis, the students learn how to construct a holistic marketing experience by localizing, addressing, and convincing a target group adequately.</p>
Required Readings:	Solomon, M. (2014). Consumer Behavior – Buying, Having, and Being. Vol. 10. Upper-Saddled River.
Further Recommended Readings:	Tomczak, T., Kuss, A. & Reinecke, S. (2018). Strategic Marketing: Market-Oriented Corporate and Business Unit Planning, 1st Edition, Springer Gabler. Homburg, C., Kuester, S. & Krohmer, H. (2016). Marketing Management: A Contemporary Perspective, Second Edition, McGraw Hill. Verhoef, P. C., Lemon, K. N., Parasuraman, A., Roggeveen, A., Tsiros, M. & Schlesinger, L. A. (2009). Customer experience creation: Determinants, dynamics and management strategies. Journal of retailing, 85 (1), 31-41.
Pedagogy:	Lecture, academic essay.

Name of Module:	Business Law I	Module No.	M-LAW1-009
Module Owner:	Prof. Dr. Daniel Klocke, LL.M.oec.		

Contact:	daniel.klocke@ebs.edu
Programme/-s of Study:	Bachelor in Business Studies (BSc)
Specialisation/Major:	-
Mandatory/Elective:	Mandatory
Semester:	Fall Term, Semester 1
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	3
Prerequisites:	None
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> • This learning objective will be achieved through case studies and the application of legal knowledge. <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> • By solving leading cases the students will learn to transfer to comparable cases. <p>Graduates will be capable of working in an international environment</p> <p>On successful completion of this module graduates demonstrate good written and oral communication skills in English (LO 4)</p> <ul style="list-style-type: none"> • The graduates will discuss cases in class and have to pass a written exam in English language. • The students will be introduced to an international legal terminology that is used worldwide. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6)</p> <ul style="list-style-type: none"> • The solving of cases obliges the students to consider both sides/both parties. Therefore they need to let loose of their own argumentation and develop a critical approach. • The balance of competing interests makes need for a convincing argumentation. <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning process (LO 7)</p> <ul style="list-style-type: none"> • By solving cases in class the graduates will get experience to solve new cases and transfer knowledge. This will grant them the ability to solve cases independently.

Relation to other Programmes/Modules:	<p>Programmes: This module is not applicable for other programmes.</p> <p>Modules: This general introduction lays the foundations to participate in all advanced lectures, such as Business Law II.</p>											
Workload Allocation:	<p>90 h total student's workload, thereof:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Classes</td> <td style="width: 30%;">21 h</td> </tr> <tr> <td>Follow up reading</td> <td>28 h</td> </tr> <tr> <td>Exam & exam preparation</td> <td>41 h</td> </tr> </table>				Classes	21 h	Follow up reading	28 h	Exam & exam preparation	41 h		
Classes	21 h											
Follow up reading	28 h											
Exam & exam preparation	41 h											
Grading:	<p>90 Examination Points</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;">Kind of Examination</th> <th style="width: 20%;">Related Course</th> <th style="width: 10%;">Points</th> <th style="width: 40%;">Team Grading (TG) / Individual Grading (IG)</th> </tr> </thead> <tbody> <tr> <td>Written Exam</td> <td>Introduction to Business Law</td> <td>90</td> <td>IG</td> </tr> </tbody> </table>				Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)	Written Exam	Introduction to Business Law	90	IG
Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)									
Written Exam	Introduction to Business Law	90	IG									
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	<p>Students will be granted a detailed script and need to follow up the assigned reading material.</p>											

1. Course:	Introduction to Business Law	Course No.	L-LAW1-047
Instructor/-s:	Prof. Dr. Daniel Klocke, LL.M.oec		

Guest Speaker/-s:	None
Contact:	daniel.klocke@ebs.edu
ECTS:	3
Number of Sessions:	14
Language:	English
Course Description:	<p>The sessions will be aligned as following:</p> <ol style="list-style-type: none"> 1. Lecture: introduction to the German law 2. Lecture: general principles of German law 3. Lecture: key actors in German business law 4. Lecture: the commercial register and the firm 5. Lecture: the conclusion of a contract 6. Lecture: the invalidity of legal transactions 7. Lecture: representation 8. Lecture: consumer protection 9. Lecture: the breach of contract 10. Lecture: the sale of goods 11. Lecture: the sale of goods 12. Lecture: legal obligations 13. Lecture: property 14. Lecture: security rights

Required Readings:	None
Further Recommended Readings:	Robbers. An Introduction to German Law, Sixth edition.
Pedagogy:	Lecture, case discussions.

Name of Module:	Digital Skills I	Module No.	M-BIS1-013
Module Owner:	Prof. Dr. Arne Buchwald		

Contact:	arne.buchwald@ebs.edu						
Programme/-s of Study:	Bachelor in Business Studies (BSc)						
Specialisation/Major:	-						
Mandatory/Elective:	Mandatory						
Semester:	Fall Term, Semester 1						
Module Duration:	1 Semester						
Frequency:	Yearly						
ECTS:	3						
Prerequisites:	None						
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> Students will be able to use Excel software for analyzing data and, thereby, coming up with meaningful recommendations for business practice. <p>On successful completion of this module graduates understand technology and its impact on both individuals and organisations (LO 3)</p> <ul style="list-style-type: none"> Students will grasp a better understanding of structuring and analyzing data using modern software technology. <p>Graduates will have well-developed critical thinking skills On successful completion of this module graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6)</p> <ul style="list-style-type: none"> Understanding, analyzing and interpreting data using Excel software technology is at the core of the module and, thereby, the module directly contributes to the fulfillment of this LO. 						
Relation to other Programmes/Modules:	<p>Programmes: this module is not applicable for other programmes.</p> <p>Modules: Digital Skills II – IV; Real Estate Finance.</p>						
Workload Allocation:	90 h total student’s workload, thereof: <table border="1" data-bbox="485 1738 1062 1951"> <tr> <td>Classes</td> <td>21 h</td> </tr> <tr> <td>Preparing and solving exercises</td> <td>29 h</td> </tr> <tr> <td>Exam & exam preparation</td> <td>40 h</td> </tr> </table>	Classes	21 h	Preparing and solving exercises	29 h	Exam & exam preparation	40 h
Classes	21 h						
Preparing and solving exercises	29 h						
Exam & exam preparation	40 h						

Grading:	90 Examination Points			
	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)
	Class Participation	Digital Skills using Excel	30	IG
	Evaluated Exercise	Digital Skills using Excel	30	TG
	Project	Digital Skills using Excel	30	IG
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	Students need to prepare each lecture by preparing the assigned reading material. The group exercises and group compositions are communicated to students in the beginning of the course.			

1. Course:	Digital Skills using Excel	Course No.	L-BIS1-021
Instructor/-s:	Martin Adam		

Guest Speaker/-s:	None
Contact:	martin.adam@myebs.edu
ECTS:	3
Number of Sessions:	14
Language:	English
Course Description:	<p>In a rapidly changing, uncertain world, managers need to be able to procure, analyze and evaluate relevant data for decision making. Profound MS Excel skills are an important requirement for most contemporary professions.</p> <p>Upon completion of the course, the students will be able to autonomously solve many real-life problems that typically occur in daily business. Students will build skills sought after in companies from all industries. In their professional career, they will be able to generate novel insights through effective and professional use of Excel.</p> <p>Sessions will cover the following topics:</p> <ul style="list-style-type: none"> ● The graphical user interface, tips and tricks to increase productivity using MS Excel ● Workbooks, worksheets, tables, printing, and security basics ● Formulas, data types, and basic and advanced type functions ● Sorting, filtering, outlining, and pivot tables ● Charts, diagrams and graphical representations ● Conditional formatting, and data tools ● Lookups, and match functions ● Advanced cell referencing techniques and Excel-native data processing ● Introduction of pivot tables ● Reviewing and working with multiple persons in sharing mode ● Advanced data tools, trend and scenario analysis ● Advanced and three-dimensional charts, spark lines

	<ul style="list-style-type: none"> • Algorithmic and structured approaching of real-life scenarios • Working with graphics, controls, and developer tools • Basics of macro programming
Required Readings:	<p>Walkenbach, J. (2010). Excel 2010 Bible. Indianapolis: Wiley.</p> <p>Winston, W. (2016). Microsoft Excel Data Analysis and Business Modeling. Microsoft Press.</p>
Further Recommended Readings:	<p>Bildner, C. (2010a). Microsoft Excel 2010 Basiswissen: Begleitheft für Excel-Einsteiger. Passau: readersplanet.</p> <p>Bildner, C. (2010b). Microsoft Excel 2010 Aufbauwissen einschließlich VBA-Einführung. Passau: readersplanet.</p> <p>GCFLearnFree (2012). Excel 2010. www.gcflearnfree.org. Tutorials available for PC, Android and iPhone.</p>
Pedagogy:	Workshops, interactive training, evaluated exercises, In-class lectures, and computer lab sessions.

Name of Module:	Economics II	Module No. M-ECO1-008
Module Owner:	Prof. Dr. Jenny Kragl	

Contact:	jenny.kragl@ebs.edu
Programme/-s of Study:	Bachelor in Business Studies (BSc)
Specialisation/Major:	-
Mandatory/Elective:	Mandatory
Semester:	Fall Term, Semester 3
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	<p>Modules Quantitative Methods I + II, Economics I</p> <p>Students who have not attended these modules are referred to the following textbooks:</p> <ul style="list-style-type: none"> • Sydsaeter, K., Hammond, P., Strom, A., & Carvajal, A. (2016). Essential Mathematics for Economic Analysis (5th ed.). Prentice Hall • Varian, H. (2014). Intermediate Microeconomics: A Modern Approach (9 ed.). New York: W.W. Norton. • Weiss, Neil A. (2011). Introductory Statistics (9th Edition), Pearson.
Contribution to Programme Learning Goals and Objectives	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> • For students of business administration it is of utmost importance to grasp the economic foundations and be able to apply economic tools on their own. This enables them to develop the ability of abstract and structured reasoning that is essential to master uncertainty in any business context. • In the courses of this module, students study the implications of imperfect competition and market failure from a microeconomic perspective and are introduced to the basic macroeconomic concepts. In particular, students learn to what extent market imperfections bring about specific institutions and organizations and how government interventions can help overcome adverse implications of market imperfections and thus raise overall welfare in the society. <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> • After completion of the module students are acquainted with the economic reasons why and when firms and organizations exist and know how to identify the important aspects and problems regarding efficient management strategies from a microeconomic point of view. Moreover, from a macroeconomic perspective, they are able to understand the main implications of government interventions, in the form of regulation, fiscal and monetary policy. Students are provided with the knowledge relevant to assess the foregoing policies' effects on the different actors in the economy.

	<p>On successful completion of this module graduates understand technology and its impact on both individuals and organisations (LO 3)</p> <ul style="list-style-type: none"> • Students learn how technology influences economic dynamics and how it contributes to economic growth. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6)</p> <ul style="list-style-type: none"> • Upon completion of the module, students will be able to apply the basic economic reasoning and insights to management and work practice. The micro- and macroeconomic methods studied allow students to select, interpret and critically evaluate information collected within and outside organizations and develop meaningful solutions to business and management problems. <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning process (LO 7)</p> <ul style="list-style-type: none"> • By solving exercises and discussing applications of the theory studied in class, students are able to independently solve problems and direct their own learning process. <p>Graduates will have the foundation for becoming a responsible leader in an uncertain rapidly changing world</p> <p>On successful completion of this module graduates can identify business opportunities (LO 9)</p> <ul style="list-style-type: none"> • By learning how to anticipate and understand strategic interaction of participants in markets and firms, students can better identify and evaluate business opportunities and make better management decisions. 								
<p>Relation to other Programmes/Modules:</p>	<p>Programmes: The module is not applicable for other programmes.</p> <p>Modules: This module builds on the module Economics I and carries on the introduction into the fundamental concepts of economic thinking on both the microeconomic and macroeconomic level. More specifically, it extends students' knowledge about the Neoclassical Model of Competitive Markets. While the foregoing model does not allow studying organizations and firms explicitly, the module Economics II introduces models and concepts suitable to investigate the existence, functioning, and boundaries of the firm. In addition to these microeconomic concepts, students learn to apply macroeconomic concepts on the aggregate level in the economy and between economies. This knowledge serves as a foundation for many of the specific areas in business studied in subsequent modules. Students can apply their knowledge from Economics II to more specialized courses in economics, management, entrepreneurship, marketing, and finance in their specializations in the final year.</p>								
<p>Workload Allocation:</p>	<p>180 h total student's workload, thereof:</p> <table border="1" data-bbox="483 1832 986 2022"> <tr> <td>Classes</td> <td>42 h</td> </tr> <tr> <td>Literature reading & wrap-up</td> <td>48 h</td> </tr> <tr> <td>Exercises & homework</td> <td>48 h</td> </tr> <tr> <td>Exam & exam preparation</td> <td>42 h</td> </tr> </table>	Classes	42 h	Literature reading & wrap-up	48 h	Exercises & homework	48 h	Exam & exam preparation	42 h
Classes	42 h								
Literature reading & wrap-up	48 h								
Exercises & homework	48 h								
Exam & exam preparation	42 h								

Grading:	180 Examination Points			
	Kind of Examination	Related Courses	Points	Team Grading (TG) / Individual Grading (IG)
	Written Exam	Economics of the Firm	90	IG
	Written Exam	Macroeconomics	90	IG
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	For all lectures, students are provided with exercises and homework that they are expected to regularly work on independently or in small groups. These tasks will not be graded but selected exercises will be discussed in class.			

1. Course:	Economics of the Firm	Course No. L-ECO2-003
Instructor/-s:	Prof. Dr. Jenny Kragl	

Guest Speaker/-s:	None
Contact:	jenny.kragl@ebs.edu
ECTS:	3
Number of Sessions:	14
Language:	English
Course Description:	<p>In the neoclassical theory of competitive markets (Economics I), the firm is a "black box" described as a production function. The main objective of the course is to open the black box. After completing the course, students will be acquainted with the most important economic concepts to explain the existence, functioning, organization, and management of modern firms. They will be sensitized for the management challenges within and between firms.</p> <p>After reviewing the neoclassical theory of competitive markets, the course is based on the recent developments of the new institutional economics, which focuses on the performance of firms as complex organizations. Students will become familiar with some of the dominant approaches to the economic theory of the firm such as the economics of transaction costs (Coase, Williamson), the economics of incomplete contracts and property rights (Hart, Holmström, Spence, Tirole), and the agency theory (Fama, Jensen and Meckling). Studying the aforementioned theories allow students to better understand transactions and productive relationships within and between firms. Focusing on a variety of different characteristics of economic transactions and relationships, students will become aware of the implications for the optimal organization and management of firms. More specifically, students will become familiar with concepts such as transaction costs, informational asymmetry, agency relations, moral hazard, adverse selection, incomplete contracts, asset specificity, the hold-up problem, and incentive mechanisms. Moreover, by studying some basic concepts of game theory and bargaining, students will be able to better understand the strategic interactions in firms and markets.</p> <p>After having successfully completed the course, students will know why – from economic point of view, firms exist, why (and when) they may outperform the market, and why the particular mode of organization and management matters. Thus, students gain knowledge and skills they need for all further business analyses. The different views on organizations provided and the techniques studied enhances</p>

	students' ability to recognize conflict of interest and motivation problems, critically evaluate observed business context, and develop reasonable solution strategies.
Required Readings:	<p>There is no single textbook for the course at the required level. All important concepts and models are included in the lecture slides and will be discussed in class in detail. The class material is mainly based on the textbooks listed below.</p> <ul style="list-style-type: none"> • Brickley J., Smith C.W., & Zimmerman J.L. (2007). Managerial Economics & Organizational Architecture, McGraw-Hill. Ch. 10, 15. • Hart O. (1995). Firms, Contracts and Financial Structure, Clarendon Lectures in Economics, Oxford University Press, Ch. 1. • Milgrom, P., & Roberts J. (1992). Economics, Organization and Management, Prentice Hall. Ch. 2, 3. • Roberts, J. (2004). The Modern Firm: Organizational Design for Performance and Growth, Clarendon Lectures in Management Studies, Oxford University Press, Ch. 3, 4. • Varian, H. (2014). Intermediate Microeconomics: A Modern Approach (9 ed.). New York: W.W. Norton. • Watson, J. (2007). Strategy: An Introduction to Game Theory, W.W. Norton & Co. Ch. 21.
Further Recommended Readings:	Some readings may be articles out of current journals. These academic research papers will be announced in class and provided if appropriate and relevant.
Pedagogy:	Lectures, exercises, and classroom discussion. Students are advised to attend the lectures, take notes, and participate actively. Students are provided with regular exercises and homework that they are expected to work on independently or in small groups. Some class meetings will be devoted to the discussion of selected exercises. Students are expected to come prepared with their solutions.

2. Course:	Macroeconomics	Course No. L-ECO2-004
Instructor/-s:	Prof. Dr. Jan-Christoph Rülke	

Guest Speaker/-s:	None
Contact:	jan-christoph.ruelke@ebs.edu
ECTS:	3
Number of Sessions:	14
Language:	English
Course Description:	<p>After completing this course students have a profound understanding of the relationships between key macroeconomic variables. Topics include the goods market, the money market as well as the foreign exchange and the labour market. Students gain an understanding of how to apply economic models to the specific market circumstances and how to use the total derivative to calculate the effect of exogenous shocks on the economic system.</p> <p>The second part of the course adds the labour market to the goods and the financial market in order to highlight the interaction of aggregate demand and aggregate supply. This allows a discussion of the medium-run effects of fiscal and monetary policies as well as supply shocks and the subsequent dynamics. This leads to the so-called Phillips curve, which helps to understand the trade-off between</p>

	<p>unemployment and inflation. The subsequent of the course discusses long-term developments in the economy and, thereby, gives an introduction to growth theory.</p> <p>Finally, the course deals with the recent macroeconomic debate on inflation and deflation risks as well as the debt problem and adequate policy strategies.</p>
Required Readings:	Gärtner, M. (2016). <i>Macroeconomics</i> , 4th edition, FT Prentice Hall, London.
Further Recommended Readings:	<p>Blanchard, O., & Johnson, D. R. (2017). <i>Macroeconomics – Global Edition</i>, 7th Edition, Pearson Prentice Hall, New Jersey.</p> <p>Mankiw, N.G., & Taylor, M. (2017). <i>Macroeconomics – European Edition</i>, 4th Edition, Worth Publishers, New York.</p>
Pedagogy:	Lectures, case studies, interactive tutorials, videos on current economic trends.

Name of Module:	Finance and Accounting III	Module No. M-FAC2-004
Module Owner:	Prof. Niels Dechow, PhD	

Contact:	niels.dechow@ebs.edu
Programme/-s of Study:	Bachelor in Business Studies (BSc)
Specialisation/Major:	-
Mandatory/Elective:	Mandatory
Semester:	Fall Term, Semester 3
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	<p>Finance & Accounting I and II, Quantitative Methods I and II</p> <p>Students who have not attended our prerequisites can find requisite knowledge</p> <p>For the Finance courses in:</p> <p>Weiss, N. A. (2008). Introductory Statistics (8th ed.). San Francisco et al.: Pearson</p> <p>Brealey, R. A., Myers, S.C., & Allen F. (2008). Principles of Corporate Finance 9th ed.). McGraw-Hill.</p> <p>For the Accounting course in:</p> <p>Needles, B.E., Powers, M., & Crosson, SV (2014): Principles of Accounting – International 12th Edition (or current version). South-Western Cengage Learning.</p>
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions.</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> By solving exercises and discussing applications of the theories introduced in class, students are able independently to solve calculative problems in fields as diverse as management accounting, corporate finance and real estate valuation <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> Students will understand the diversity necessary to handle challenges in relation to the valuation, the financial structuration and internal optimization of issues relating to the cost of offering services, manufacturing products, making short-term decisions regarding relative contribution margins and detecting variability in internal operations. <p>Graduates will be capable of working in an international environment.</p> <p>On successful completion of this module graduates are capable of working in multicultural teams (LO 5)</p> <ul style="list-style-type: none"> On successful completion of the module students will appreciate that there is no lingua franca integrating finance and (managerial) accounting. Whilst making use of some of the same financial data, each of the disciplines contained in this module have very different uses, some of which are rooted in cultural differences. Certainly, it will be appreciated on both sides that

	<p>“one cost system is insufficient” to run modern organizations. Yet, the implications drawn respectively in Europe and the US may differ significantly. Moreover, in approaching each region as different markets, it is evident that these are characterized by different risk-return profiles. By consequence there is no unilateral Best Practice to be adopted in accounting and finance.</p> <p>Graduates will have well-developed critical thinking skills.</p> <p>On successful completion of this module graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6)</p> <ul style="list-style-type: none"> Students engaging with the variety of disciplines contained by this module will learn that internal accounting data typically do not matter much, when doing a market-based valuation. Vice versa, whilst the financing of an entity may presuppose healthy accounts, in most cases financing knowledge will not in any way enable students and managers to make relevant decision regarding products, services and customers, least the internal optimization of firms. The module offers students an introduction to method that facilitate a diverse range of decisions to be taken prior to the purchase, during the acquisition and in the ongoing asset management optimization. <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning processes (LO 7)</p> <ul style="list-style-type: none"> Whilst this learning objective already has been addressed in the above introduction, it remains to be emphasized that students completing this module successfully will have been taught to approach and solve – on their own – the assignments set during the courses. The diversity of exercises spanning a wide range of very diverse types of problems will enable students to confidently approach similar problems, whether in the context of exams or practice. Emphasizing 360 degree accountability students will experience that doing more rather than less improves their ability to associate unknown with known issues enabling them to transform matters of concern into matters of fact. 												
<p>Relation to other Programmes/Modules:</p>	<p>Programmes: This module is not applicable for other programmes.</p> <p>Modules: Finance & Accounting I and II, Quantitative Methods I and II.</p>												
<p>Workload Allocation:</p>	<p>180 h total student’s workload, thereof:</p> <table border="1" data-bbox="485 1489 1064 1671"> <tr> <td>Classes</td> <td>42 h</td> </tr> <tr> <td>Cases and literature reading</td> <td>48 h</td> </tr> <tr> <td>Exam & exam preparation</td> <td>90 h</td> </tr> </table>	Classes	42 h	Cases and literature reading	48 h	Exam & exam preparation	90 h						
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<p>Grading:</p>	<p>180 Examination Points</p> <table border="1" data-bbox="485 1765 1463 2049"> <thead> <tr> <th>Kind of Examination</th> <th>Related Course</th> <th>Points</th> <th>Team Grading (TG) / Individual Grading (IG)</th> </tr> </thead> <tbody> <tr> <td>Written Exam</td> <td>Introduction to Management Accounting</td> <td>90</td> <td>IG</td> </tr> <tr> <td>Written Exam</td> <td>Corporate Finance and Valuation</td> <td>90</td> <td>IG</td> </tr> </tbody> </table>	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)	Written Exam	Introduction to Management Accounting	90	IG	Written Exam	Corporate Finance and Valuation	90	IG
Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)										
Written Exam	Introduction to Management Accounting	90	IG										
Written Exam	Corporate Finance and Valuation	90	IG										

Information on Papers, Allocation of Subjects & Groups, Homework etc.:	-
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1. Course:	Introduction to Management Accounting	Course No. L-ACT1-010
Instructor/-s:	Geoffrey K. Write	

Guest Speaker/-s:	None
Contact:	macc@ebs.edu
ECTS:	3
Number of Sessions:	14
Language:	English
Course Description:	This course introduce to the ways that accounting information is used for profitability analysis, planning and control. Different types of planning and costing techniques are introduced to differentiate between strategic, tactical and operational levels of control.
Required Readings:	Current Edition of: Drury, C: Management and Cost Accounting. Cengage Learning. Success depends crucially on student's own textbook work (alongside active class participation). Textbook work is facilitated through an online platform providing access to relevant (practice) tests. Points obtained in online tests count towards the final grade. To participate in online exercises, self-assessments and tests all students must individually register online by the ID obtained when acquiring the textbook. EBS students may be granted a special discount on the text book. Check Campusnet for relevant information prior to course begin.
Further Recommended Readings:	TBA
Pedagogy:	Lectures, Real World Views, Caselets, Online Exercises and Tests.

2. Course:	Corporate Finance and Valuation	Course No. L-FIN2-002
Instructor/-s:	Prof. Dr. Ferdinand Mager, Prof. Jan Mutl, PhD	

Guest Speaker/-s:	Tba
Contact:	ferdinand.mager@ebs.edu, jan.mutl@ebs.edu
ECTS:	3
Number of Sessions:	14
Language:	English
Course Description:	The Corporate Finance and Valuation course takes a valuation perspective covering

	<p>capital budgeting, valuation, capital structure policy, and financial management. This course addresses also the fundamentals and specific challenges in real estate. Students become acquainted with both theoretical and applied concepts in Finance. They learn a theoretical framework to analyze financial problems in a structured manner.</p> <p>One session will be on Standards of Practice (Ethics) in line with the Chartered Financial Analyst Curriculum.</p> <p>For students not opting for the Finance or Real Estate Track it is the respective capstone unit.</p>
Required Readings:	<p>Brealy, R. A., Myers, S. C., & Allen, F. (2011). Principles of Corporate Finance (10th ed.). Boston: McGraw-Hill, selected chapters.</p> <p>Standard of Practice Handbook, selected paragraphs, http://www.cfapubs.org/doi/pdf/10.2469/ccb.v2014.n4.1</p>
Further Recommended Readings:	<p>Burrough, B., & Helyar, B. (1990). Barbarians at the Gate (1st ed.). New York: Harper & Row</p>
Pedagogy:	<p>Lecture and cases.</p>

Name of Module:	Operations	Module No. M-SCM2-026
Module Owner:	Prof. Dr. David A. Wuttke	

Contact:	david.wuttke@ebs.edu
Programme/-s of Study:	Bachelor in Business Studies (BSc)
Specialisation/Major:	-
Mandatory/Elective:	Mandatory
Semester:	Fall Term, Semester 3
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	Quantitative Methods I and II (or equivalent)
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> • By studying online units in a blended-learning based course, students will understand fundamental ideas inherent to modern approaches to operations management, such as lean management and supply chain coordination. • Due to participating in corresponding simulations, students will be forced to transfer their knowledge and apply it to a realistic business context to suggest improvements • By means of in-depth in-class case study discussions, students will understand the fundamental concepts, opportunities and risks of buying in a professional purchasing and supply management context, and will see how these theoretical principles may be applied to real businesses. <p>On successful completion of this module graduates understand technology and its impact on both individuals and organisations (LO 3)</p> <ul style="list-style-type: none"> • Discussing state of the art approaches such as industry 4.0, students will see how those technologies affect processes and thus impact individuals. • By means of a lean simulation, students will witness implications of lean management. They will observe how radical changes (Kaikaku) not only shape uncertainty and affect processes but also how those affect the people working for a transforming organization. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6)</p> <ul style="list-style-type: none"> • Students prepare each class using the online material. The material is then discussed in greater depth during class thereby training student's critical thinking ability. • Due to preparing each class through online material (blended learning), students are forced to actively participate in flipped classroom sessions. They will be required to push the boundaries of their knowledge by transferring ideas to more complex cases. Through the flipped classroom

	<p>idea they will be directly guided by the instructor who enables them to excel.</p> <ul style="list-style-type: none"> By working on case studies in the classroom and by applying concepts, students will learn to critically reflect and compare firms. <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning processes (LO 7)</p> <ul style="list-style-type: none"> Requiring students to prepare each classroom session, students will be forced to manage their own learning process. This gives strong, intrinsic motivation to study continuously during the semester as opposed to simply for the exam. By regular (informal) feedback throughout the entire semester, students can observe where they stand and improve their learning process. <p>Graduates will have the foundation for becoming a responsible leader in an uncertain rapidly changing world</p> <p>On successful completion of this module graduates are able to recognise and discuss the ethical dilemmas inherent in many business decisions and take a stand (LO 8)</p> <ul style="list-style-type: none"> By discussing risks and opportunities inherent in low cost country sourcing and supplier squeezing, students will become aware such inherent issues. They will be familiar with modern ethical and responsible approaches to managing suppliers. 								
<p>Relation to other Programmes/Modules:</p>	<p>Programmes: This module is not applicable for other programmes.</p> <p>Modules:</p> <p>Relation to strategy: Operations and supply chain strategy are inherently linked to the overall strategy of a firm especially to the module strategic management.</p> <p>Relation to finance: Operations directly affects both, EBIT and working capital. Understanding the operations-finance link is crucial to value operational improvements. It is especially related to the Finance and Accounting module in semester 3.</p>								
<p>Workload Allocation:</p>	<p>180 h total student's workload, thereof:</p> <table border="1" data-bbox="485 1413 1062 1653"> <tr> <td>Classes</td> <td>42 h</td> </tr> <tr> <td>Cases and literature reading</td> <td>21 h</td> </tr> <tr> <td>Presentation & preparation</td> <td>21 h</td> </tr> <tr> <td>Exam & exam preparation</td> <td>96 h</td> </tr> </table>	Classes	42 h	Cases and literature reading	21 h	Presentation & preparation	21 h	Exam & exam preparation	96 h
Classes	42 h								
Cases and literature reading	21 h								
Presentation & preparation	21 h								
Exam & exam preparation	96 h								
<p>Grading:</p>	<p>180 Examination Points</p> <table border="1" data-bbox="485 1749 1465 1901"> <thead> <tr> <th>Kind of Examination</th> <th>Related Course</th> <th>Points</th> <th>Team Grading (TG) / Individual Grading (IG)</th> </tr> </thead> <tbody> <tr> <td>Written Exam</td> <td>Complete Module</td> <td>180</td> <td>IG</td> </tr> </tbody> </table>	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)	Written Exam	Complete Module	180	IG
Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)						
Written Exam	Complete Module	180	IG						
<p>Information on Papers, Allocation of Subjects & Groups, Homework etc.:</p>	<p>All further instruction (related to access to online courses etc.) will be provided about 2-3 weeks prior to the start of the module.</p>								

1. Course:	Operations Management	Course No. L-SCM2-043
Instructor/-s:	Prof. Dr. David A. Wuttke	

Guest Speaker/-s:	None
Contact:	david.wuttke@ebs.edu
ECTS:	3
Number of Sessions:	14
Language:	English
Course Description:	<p>Firms seek to maximize profits by selling goods/services at a price above their production costs. Often easier said than done - in particular in times of rapid change and uncertainty. Firms need to translate their profit-maximizing strategies into specific actions.</p> <p>Operations and Supply Chain Management is concerned with both aspects of profit creation. In this module, graduates will learn how the minimization of production costs can be achieved, for instance, through the reduction of inventory, increased machine utilization, avoidance of waste, superior production technology, strategic sourcing, and supply chain coordination. Moreover, students will understand that operations has direct impact on service perceived by the customer, realized through shorter waiting times, more product variety, and higher service levels.</p> <p>This course covers operations management primarily using an internal focus on value added activities. Specifically, it will cover the following topics:</p> <ul style="list-style-type: none"> ● Strategy, inventory, and the role of uncertainty ● Finance and operations interface: return on invested capital (ROIC) ● Capacity management and process analysis ● Economic order quantity model ● Newsvendor model ● Forecasting ● Batch-and-queue production systems ● Lean operations ● Industry 4.0
Required Readings:	Online units must be studied before each session. Further instructions and access will be provided in time.
Further Recommended Readings:	<p>Cachon, G., & Terwiesch, C. (2009). Matching Supply with Demand: An Introduction to Operations Management. McGraw Hill.</p> <p>Jacobs, F.R., & Chase, R.B. (2014). Operations and Supply Chain Management (14th Global ed.). McGraw-Hill.</p> <p>Nahmias, S. (2005). Production and Operations Analysis (5th ed.). McGraw-Hill.</p> <p>Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2003). Designing & Managing the Supply Chain (2nd ed.). Boston.</p> <p>Womack, J.P., & Jones, D.I. (2003). Lean Thinking: Banish Waste And Create Wealth In Your Corporation. Simon & Schuster UK; New Ed edition (7 July 2003).</p>
Pedagogy:	<p>Operations Management will be taught through blended learning in combination with a flipped classroom. Several cases shall be discussed and simulations conducted.</p> <ul style="list-style-type: none"> ● blended learning ● flipped classroom ● case discussions ● business simulation

2. Course:	Supply Chain Management	Course No. L-SCM2-044
Instructor/-s:	Prof. Dr. Julia Hartmann	

Guest Speaker/-s:	None
Contact:	julia.hartmann@ebs.edu
ECTS:	3
Number of Sessions:	14
Language:	English
Course Description:	<p>This course covers operations management primarily using an <i>external</i> focus on value added activities. That is, by looking into the supply chain rather than single firms. Specifically, it will cover the following topics:</p> <ul style="list-style-type: none"> ● Purchasing and business strategy ● Supply categories and industrial buying behavior ● Strategic outsourcing and risk management ● Supply management process <ul style="list-style-type: none"> – Supplier selection – Supplier development – Supplier assessment ● Negotiation and contract management ● Quality management, audits and certification ● Supply market research ● Environmental and social considerations in supply chain management ● Customer service management
Required Readings:	<p>Chopra, S., & Meindl, P. (2013). Supply Chain Management. Strategy, Planning, and Operation (5 ed.). Pearson: Essex, UK.</p> <p>Monczka, R.M., Handfield R.B., & Giunipero, L. C. (2015). Purchasing and Supply Chain Management. South Western, USA.</p> <p>Johnson, P.F, Leenders, M., & Flynn, A. (2015). Purchasing and Supply Management (15th Ed.). McGraw Hill, USA.</p> <p>van Weele, A. (2014). Purchasing and Supply Chain Management (6th Ed.). Cengage Learning Emea, UK.</p>
Further Recommended Readings:	Will be announced in class
Pedagogy:	Lectures, case studies.

Name of Module:	Strategic Management	Module No. M-STR2-088
Module Owner:	Prof. Dr. Christian Landau	

Contact:	christian.landau@ebs.edu
Programme/-s of Study:	Bachelor in Business Studies (BSc)
Specialisation/Major:	-
Mandatory/Elective;	Mandatory
Semester:	Fall Term, Semester 3, Spring Term, Semester 4 (International Dual Degree)
Module Duration:	1 Semester
Frequency:	Twice a year
ECTS:	6
Prerequisites:	None
Contribution to Programme Learning Goals and Objectives:	<p>In time of uncertainty and change, the ability to think and act is of key importance. The module provides students with an introduction to strategic management. Strategic thinking and acting is of increasing importance for individuals and organizations to master technological and societal change and cope with the uncertainty created by such developments. The module introduces students to the fundamental and well established theories and tools of strategic managements as well as recent developments in the field on strategy making in dynamic environments.</p> <p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module, graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> • Students are introduced to the fundamental theories and tools as well as contemporary approaches of Strategic Management. This includes business and corporate strategy as well as fundamentals of international strategy. Students are familiarized with important theories such as industrial economics, the resource-based view, institutional theory, transaction cost, stakeholder theory etc. and their application in the respective areas of strategy making. <p>Graduates will be capable of working in an international environment</p> <p>On successful completion of this module, graduates demonstrate good written and oral communication skills in English (LO 4)</p> <ul style="list-style-type: none"> • Students analyse a case study and present their results to practice oral English communication skills. • Students write an essay to practice written English communication skills. <p>On successful completion of this module, graduates are capable of working in multicultural teams (LO 5)</p> <ul style="list-style-type: none"> • Students conduct their case study analysis and presentation in multi-cultural teams.

	<p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module, graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6)</p> <ul style="list-style-type: none"> • Students get to know scientifically-based tools for the analysis of strategic problems. <p>Graduates will have the foundation for becoming a responsible leader in an uncertain rapidly changing world</p> <p>On successful completion of this module, graduates are able to recognise and discuss the ethical dilemmas inherent in many business decisions and take a stand (LO 8)</p> <ul style="list-style-type: none"> • Case studies discussed in class contain trade-offs and ethical dilemmas. • Students are familiarized with the concept of the triple bottom line and how to take it into consideration when making strategic decisions. <p>On successful completion of this module, graduates are able to handle conflicts constructively (LO 10)</p> <ul style="list-style-type: none"> • As part of their work in groups students experience the nature of (intercultural) conflicts and how to handle such situations. 																
<p>Relation to other Programmes/Modules:</p>	<p>Programmes: This module is not applicable for other programmes.</p> <p>Modules: The module represents a mandatory module within the programme and set the basis for the specialisation in Strategy & Management Consulting.</p>																
<p>Workload Allocation:</p>	<p>180 h total student's workload, thereof:</p> <table border="1" data-bbox="485 1205 1062 1503"> <tr> <td>Classes</td> <td>42 h</td> </tr> <tr> <td>Cases and literature reading</td> <td>42 h</td> </tr> <tr> <td>Essay writing</td> <td>18 h</td> </tr> <tr> <td>Presentation & preparation</td> <td>18 h</td> </tr> <tr> <td>Exam & exam preparation</td> <td>60 h</td> </tr> </table>	Classes	42 h	Cases and literature reading	42 h	Essay writing	18 h	Presentation & preparation	18 h	Exam & exam preparation	60 h						
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<p>Grading:</p>	<p>180 Examination Points</p> <table border="1" data-bbox="485 1653 1465 1915"> <thead> <tr> <th>Kind of Examination</th> <th>Related Course</th> <th>Points</th> <th>Team Grading (TG) / Individual Grading (IG)</th> </tr> </thead> <tbody> <tr> <td>Written Exam</td> <td>Strategic Management</td> <td>90</td> <td>IG</td> </tr> <tr> <td>Essay</td> <td>Strategic Management</td> <td>45</td> <td>IG</td> </tr> <tr> <td>Presentation</td> <td>Strategic Management</td> <td>45</td> <td>TG</td> </tr> </tbody> </table>	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)	Written Exam	Strategic Management	90	IG	Essay	Strategic Management	45	IG	Presentation	Strategic Management	45	TG
Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)														
Written Exam	Strategic Management	90	IG														
Essay	Strategic Management	45	IG														
Presentation	Strategic Management	45	TG														
<p>Information on Papers, Allocation of Subjects & Groups, Homework etc.:</p>	<p>Students are assigned to groups of 5-6 students at the beginning of the module. Within these groups students have to prepare a presentation of a case study analysis. Furthermore, students write an individual essay about a specific topic of strategic management. For each session students have to prepare a case study and required readings.</p>																

1. Course:	Strategic Management	Course No.
Instructor/-s:	Prof. Dr. Christian Landau	

Guest Speaker/-s:	The course contains two guest speeches by practitioners about business and corporate strategy, respectively.
Contact:	christian.landau@ebs.edu
ECTS:	6
Number of Sessions:	28
Language:	English
Course Description:	Strategic Management will introduce students to the rationale and the main theories of strategic management and equip them with tools to manage strategy at various levels. It covers topics of business and corporate level strategy. International aspects are addressed at both levels. Emphasis is placed on a theoretically sound, but pragmatic concept of strategic planning along the strategy process which can be regarded as the cornerstone of a comprehensive approach to strategic management. The instruments presented in this course are important to understand and solve strategic problems. Special emphasis is set on concepts to manage in dynamic and uncertain environment within the section on the process of strategy making using, for example by discussing scenario techniques, and within the section on business level strategy, which covers frameworks such as disruptive innovation. In this context, also strategy concepts for digital environments such as multisided-platforms are discussed. The students also get to know possibilities and limitations of strategy implementation. Theoretical discussion will be enriched by practical examples, as the course will be based on a combination of lectures and case studies. Guest speakers are integrated and students are asked to reflect their learnings in written assignments.
Required Readings:	Rothaermel, F. (2013). Strategic Management: Concepts and Cases. New York: McGraw-Hill.
Further Recommended Readings:	Porter, M. (1987). From competitive advantage to corporate strategy. Harvard Business Review, May-June, 43-43. Porter M. (1996). What is strategy? Harvard Business Review, November, 61-78. Campbell, A., Goold, M. & Alexander, M. (1995). Corporate Strategy: The quest for parenting advantage. Harvard Business Review, March-April, 120-132. Grant, R. (1996). The resource-based theory of competitive advantage: implications for strategy formulation. California Management Review, 33(3), 114-135. Porter, M. (2008). The five forces that shape strategy. Harvard Business Review, January, 78-93. Boulding, W. & Christen, M. (2001). First-mover disadvantages. Harvard Business Review, September, 20-21. Kim, W. & Mauborgne, R. (2004). Blue ocean strategy. Harvard Business Review, October, 76-84. Bower, J. & Christensen, C. (1995). Disruptive technologies. Harvard Business Review, January-February, 43-53. Christensen, C. & Johnsons, D. (2002). Foundations for growth: how to identify and build disruptive new businesses. Sloan Management Review, 43(3), 22-31. Markides, C. (1997). Strategic innovation. Sloan Management Review, 38(3), 9-23.

	Porter, M. (2001). Strategy and the internet. Harvard Business Review. March, 62-78.
Pedagogy:	Lectures, guest lectures, case studies, exercises, presentation.

Name of Module:	Entrepreneurship and Innovation	Module No. M-ESH2-004
Module Owner:	Prof. Katrin Burmeister-Lamp	

Contact:	Katrin.burmeister-lamp@ebs.edu
Programme/-s of Study:	Bachelor in Business Studies (BSc)
Specialisation/Major:	-
Mandatory/Elective:	Mandatory
Semester:	Fall Term, Semester 3
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	None
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module, graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> • Guest lecturers will give real-life insights into practical application and implementation of theories and procedures. • The students apply the theories, principles and methods taught in class in group exercises and the exam. <p>On successful completion of this module, graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> • Guest lecturers present their first-hand experiences to the students and show how the theory is linked to real-world problems. By discussions students will actively participate and can address potential lacks of understanding. • In small groups the guest lecturer will confront the students with real problems from their business life and give feedback on their decisions. <p>Graduates will be capable of working in an international environment</p> <p>On successful completion of this module, graduates are capable of working in multicultural teams (LO 5)</p> <ul style="list-style-type: none"> • In class exercises and case-studies foster teamwork. The groups are assigned by the lecturer, with special regard to a multi-cultural composition. • The students will learn theoretical concepts on team-building and founding a company. This enables them to reflect their own behavior in team work, which prepares them for the work life. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module, graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6)</p> <ul style="list-style-type: none"> • Students critically discuss state of the art research in entrepreneurship and innovation management. This enables them to interpret meaningful results using scientific methods. • In order to pass the final exam successfully students need to interpret and

	<p>transfer information that was given during the course.</p> <p>On successful completion of this module, graduates are able to independently solve problems and direct their own learning processes (LO 7)</p> <ul style="list-style-type: none"> • By solving exercises and discussing applications of the theory studied in class, students are able to independently solve problems and direct their own learning process. <p>Graduates will have the foundation for becoming a responsible leader in an uncertain rapidly changing world.</p> <p>On successful completion of this module, graduates can identify business opportunities (LO 9)</p> <ul style="list-style-type: none"> • By learning from real-life examples students acquire the skill to identify business opportunities in the real world, instead of mere models and frameworks. • Drivers of market, technology and internal uncertainty are explained and tools and skills are taught to react to these uncertainties or even exploit them by creating a new venture. 												
<p>Relation to other Programmes/Modules:</p>	<p>Programmes: This module is not applicable for other programmes</p> <p>Modules:</p> <ul style="list-style-type: none"> • This module prepares for the specialization in Entrepreneurship & Start up in the 5th and 6th semester. The basic knowledge and frameworks taught in this course are essential for entrepreneurs in order to exploit opportunities by recognizing technology, market and customer trends in an uncertain, dynamic environment. • In the module Corporate Entrepreneurship students will apply their skills learned in this course in the context of established companies. • In the module Technology & Start-up students will apply their skills learned in this course to the challenging context of starting a high-tech startup. • Today, entrepreneurs need to be able to make decisions in all subject areas, which demands also a repertoire of digital skills from the entrepreneur. Hence, the modules « Digital Skills I » and « Digital Skills II » are important for future entrepreneurs. 												
<p>Workload Allocation:</p>	<p>180 h total student's workload, thereof:</p> <table border="1" data-bbox="475 1464 1054 1704"> <tr> <td>Classes</td> <td>27 h</td> </tr> <tr> <td>Pre-reading & wrap up</td> <td>40 h</td> </tr> <tr> <td>Exercises and homework</td> <td>33 h</td> </tr> <tr> <td>Exam & exam preparation</td> <td>80 h</td> </tr> </table>	Classes	27 h	Pre-reading & wrap up	40 h	Exercises and homework	33 h	Exam & exam preparation	80 h				
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<p>Grading:</p>	<p>180 Examination Points</p> <table border="1" data-bbox="475 1845 1444 2110"> <thead> <tr> <th>Kind of Examination</th> <th>Related Course</th> <th>Points</th> <th>Team Grading (TG) / Individual Grading (IG)</th> </tr> </thead> <tbody> <tr> <td>Written Exam</td> <td>Essentials of Entrepreneurship</td> <td>75</td> <td>IG</td> </tr> <tr> <td>Evaluated Exercises</td> <td>Complete Module</td> <td>30</td> <td>TG</td> </tr> </tbody> </table>	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)	Written Exam	Essentials of Entrepreneurship	75	IG	Evaluated Exercises	Complete Module	30	TG
Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)										
Written Exam	Essentials of Entrepreneurship	75	IG										
Evaluated Exercises	Complete Module	30	TG										

	Written Exam	Innovation Management 1	75	IG
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	The groups for in-class exercises and homework are randomly assigned by the lecturer at the beginning of the module. The groups will be the same for the whole module. The exercises cover current issues in entrepreneurship and innovation theory and practice.			

1. Course:	Essentials of Entrepreneurship	Course No. L-STR3-069
Instructor/-s:	Prof. Dr. Katrin Burmeister-Lamp	

Guest Speaker/-s:	2-3 successful entrepreneurs present their entrepreneurial journey
Contact:	tom.orben@ebs.edu
ECTS:	3
Number of Sessions:	14
Language:	English
Course Description:	<p>In “Essentials of Entrepreneurship” students learn issues face by starting a new venture. The course teaches the basic tools, requirements, chances and risks of entrepreneurship in theory but also embeds those tools into practice by offering students the opportunity to bring their own ideas into practice while working together with students from other institutes to experience an interdisciplinary working platform. That way students gain important entrepreneurial knowledge and skills as well as entrepreneurial attitude.</p> <p>From the process of foundation, over behavioral guidelines, to financial applications, the course encapsulates the entire spectrum. Therefore, the course ventures key questions surrounding Entrepreneurship, such as: What are fundamental requirements? What types are there? Which positions does it offer? What are the driving forces of successful predecessors? What insights can we gain from failure of others? How do we cope with uncertainty?</p> <p>Uncertainty takes a special role in Entrepreneurship. At the core of Entrepreneurship are new business opportunities, which base on unrealized potentials or contingencies. These arise from trends such as changing customer behavior or new technologies. Following Knight (1921) and Schumpeter (1942), Entrepreneurship takes place in an environment that is characterized by true uncertainty.</p> <p>The course is constructed to alternate between theoretical and practical phases, allowing students to integrate their individual judgment, hence sharpen their skills in evaluating opportunities. Furthermore, the course will cover three leading elements:</p> <ul style="list-style-type: none"> • General theory and concepts of entrepreneurship • Human factors such as the entrepreneurial personality and team processes • Origination and detection of opportunities • Strategic execution through a business model, business plan or lean approaches • Marketing and finance planning • Entrepreneurial ecosystem including venture capital, business incubator

	<ul style="list-style-type: none"> Agile project management tools <p>After successful completion of the module, students will have a profound knowledge of concepts on entrepreneurship and venture foundation. Moreover, through hands-on experience, participants will have developed a repertoire of skills and capabilities needed to build up and sustain a new venture.</p>
Required Readings:	<p>Bygrave, W., & Zacharakis, A. (2011). <i>Entrepreneurship</i>, Second Edition, New Jersey: John Wiley and Sons</p> <p>Katz, R., & Green, R. P. (2013). <i>Entrepreneurial Small Business</i> (4rd ed.). International Edition, McGraw-Hill, Chapters: 4, 5, 6, 7, 8.</p> <p>Sarasvathy, S. D. (2001). Causation and effectuation: Toward a theoretical shift from economic inevitability to entrepreneurial contingency. <i>Academy of Management Review</i>, 26(2), 243–263.</p>
Further Recommended Readings:	<p>Hisrich, R., Peters, M., & Shepherd, D. (2010). <i>Entrepreneurship</i>. Boston: McGraw-Hill/Irwin.</p> <p>Timmons, J., & Spinelli, S. (2008). <i>New Venture Creation</i>. Boston: McGraw-Hill/Irwin.</p> <p>Byers, T. H., Dorf, R. C., & Nelson, A. J. (2010). <i>Technology Ventures: From Idea to Enterprise</i> (3rd ed.). Boston: McGraw-Hill/Irwin.</p>
Pedagogy:	Lecture, case discussion, videos (TEDx, Youtube), group- and homework, guest lectures.

2. Course:	Innovation Management 1	Course No. L-STR2-157
Instructor/-s:	Dr. Volker Nestle, Dr. Jan Christoph Munck	

Guest Speaker/-s:	Tbd
Contact:	christoph.munck@ebs.edu
ECTS:	3
Number of Sessions:	14
Language:	English
Course Description:	<p>Business today has become an uncertain, rapidly changing, and volatile environment. Innovation is a critical business differentiator and has become widely recognized as a key to competitive success. Beyond the success of an individual innovation, this course will assess the significance of innovation in an economical discussion.</p> <p>The course “Innovation Management” also teaches the core concepts how companies can manage innovations basing a competitive advantage and ensuring sustaining success. The objective of innovation management is to increase the value of a company through a novel combination of means and purposes.</p> <p>This module conveys basic principles of innovation management. These comprise strategic aspects, operational innovation processes and innovations developed by inter-company cooperations/networks. Foundational concepts, typical activities, possibilities of usage of different methods and key success factors are shown in the course. After completion of the course, students should be able to describe innovation strategies, the basic innovation process and its management, control and performance measurement challenges; and devise a methodology for the study and management of innovative and creative practices. Furthermore, students should know how to apply basic innovation management tools in practice.</p>

	<p>The course will provide a thorough overview about principles and theories of innovation management:</p> <ul style="list-style-type: none"> ● Foundations of innovation: <ul style="list-style-type: none"> ○ Sources of innovation ○ Types and pattern of innovation ○ Standards battles and design dominance ○ Timing of entry ● Formulating and Measuring Innovation Strategy <ul style="list-style-type: none"> ○ Defining the organization's strategic direction ○ Setting up an innovation scorecard ● Implementing Innovation Strategy <ul style="list-style-type: none"> ○ Innovation portfolio management ○ Choosing innovation projects ○ Managing the new product development process ○ Organizing for innovation ○ Managing innovation teams ○ Collaboration strategies
Required Readings:	<p>The course is based on materials presented in most standard textbooks. The following background reading is required:</p> <p>Schilling, M. A. (2017). Strategic Management of Technological Innovation, 5th edition. McGraw-Hill Education.</p>
Further Recommended Readings:	<p>Tidd, J., & Bessant, J. (2013). Managing Innovation: Integrating Technological, Market and Organizational Change, 5th edition. John Wiley & Sons: Chichester.</p> <p>Christensen, C. M. (1997). The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail. Boston, Mass.: Harvard Business School Press.</p> <p>Dodgson, M., Gann, D., & Salter, A. (2008). The Management of Technological Innovation. Oxford University Press: Oxford.</p>
Pedagogy:	Lecture, case discussions, videos (Youtube), group- and homework, guest lectures

Name of Module:	Intercultural Competence	Module No.	M-PDV-025
Module Owner:	Dr. Abiola Sarnecki		

Contact:	abiola.sarnecki@ebs.edu
Programme/-s of Study:	Bachelor in Business Studies (BSc)
Specialisation/Major:	-
Mandatory/Elective:	Mandatory
Semester:	Fall Term, Semester 3
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	3
Prerequisites:	None
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> By introducing students to different cultural frameworks and theories and practical tools students will be equipped with analytical frameworks to analyze and understand the behavior of colleagues and partners in various international contexts. <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> Upon completion of the course, students will have developed their cross-cultural awareness (including self-awareness), skills, and practices in order to prepare them for their future role as employees and managers in a multicultural environment. Students will discuss how to apply these concepts to topical management issues such as change management. <p>Graduates will be capable of working in an international environment On successful completion of this module graduates are capable of working in multicultural teams (LO 5)</p> <ul style="list-style-type: none"> Activities showing how to communicate effectively across cultures and classroom activities highlighting how to build and work in global teams enable students to be able to work in and manage global teams <p>Graduates will have well-developed critical thinking skills On successful completion of this module graduates are able to independently solve problems and direct their own learning processes (LO 7)</p> <ul style="list-style-type: none"> By analyzing academic papers and writing a reflection paper in which they reflect on what they have learned during the course, students will be able to work independently and direct their own learning processes.

	<p>Graduates will have the foundation for becoming a responsible leader in an uncertain rapidly changing world</p> <p>On successful completion of this module graduates are able to handle conflicts constructively (LO 10)</p> <ul style="list-style-type: none"> • Activities and discussions on how to communicate effectively in an international context will equip students to be able to handle conflicts constructively. 																				
<p>Relation to other Programmes/Modules:</p>	<p>Programmes: This module is not applicable for other programmes.</p> <p>Modules: Leadership, Advanced Organizational Behavior.</p>																				
<p>Workload Allocation:</p>	<p>90 h total student's workload, thereof:</p> <table border="1" data-bbox="485 710 1348 949"> <tr> <td>Classes</td> <td>21 h</td> </tr> <tr> <td>Reflection paper</td> <td>9 h</td> </tr> <tr> <td>Group presentation & preparation</td> <td>30 h</td> </tr> <tr> <td>Exam & exam preparation</td> <td>30 h</td> </tr> </table>	Classes	21 h	Reflection paper	9 h	Group presentation & preparation	30 h	Exam & exam preparation	30 h												
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<p>Grading:</p>	<p>90 Examination Points</p> <table border="1" data-bbox="485 1072 1442 1523"> <thead> <tr> <th>Kind of Examination</th> <th>Related Course</th> <th>Points</th> <th>Team Grading (TG) / Individual Grading (IG)</th> </tr> </thead> <tbody> <tr> <td>Presentation</td> <td>Intercultural Competence</td> <td>10</td> <td>TG</td> </tr> <tr> <td>Peer Group Evaluation</td> <td>Intercultural Competence</td> <td>10</td> <td>IG</td> </tr> <tr> <td>Reflection Paper</td> <td>Intercultural Competence</td> <td>10</td> <td>IG</td> </tr> <tr> <td>Written Exam</td> <td>Intercultural Competence</td> <td>60</td> <td>IG</td> </tr> </tbody> </table>	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)	Presentation	Intercultural Competence	10	TG	Peer Group Evaluation	Intercultural Competence	10	IG	Reflection Paper	Intercultural Competence	10	IG	Written Exam	Intercultural Competence	60	IG
Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)																		
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Reflection Paper	Intercultural Competence	10	IG																		
Written Exam	Intercultural Competence	60	IG																		
<p>Information on Papers, Allocation of Subjects & Groups, Homework etc.:</p>	<p>Students will be required to give a 10 minute presentation of an academic paper on one of the topics we discuss in class. Students will have to go online to search for an article from a peer-reviewed academic journal in the area of global HR and international business. The choice of paper will be discussed with and approved by the instructor. Presentations will be done in groups which will be allocated by the instructor. Presentation grades will be a combination of a group grade and an individual grade. The individual grade will be calculated based on peer reviews by team members.</p> <p>The reflection paper will be a 2-3 page paper where students will be asked to reflect on what they have learned in the course. The reflection paper is not a repetition of the theory learned in class, but should be a reflection of the individual key learning points and how these would influence students' attitudes and behavior in the future. Students will be required to hand in an electronic copy via dropbox, which will be set up by the instructor. Students will also be required to submit a hard copy to the students' office.</p>																				

1. Course:	Intercultural Competence	Course No. L-PDV2-022
Instructor/-s:	Dr. Abiola Sarnecki, Prof. Dr. Richard Raatzsch	

Guest Speaker/-s:	Tbd (an expatriate working in Europe)
Contact:	abiola.sarnecki@ebs.edu
ECTS:	3
Number of Sessions:	14
Language:	English
Course Description:	<p>In the course students will learn about historic aspects of culture and how culture influences politics and ethics.</p> <p>The course will also include topics such as the typology of national cultures (Hofstede's dimensions, Trompenaars, Lewis, GLOBE), organizational culture in multicultural settings, cultural intelligence, communicating across cultures, managing and working in multicultural and virtual teams, negotiating globally, multinational decision making, dealing with uncertainty in international negotiation and decision-making, leading globally, motivating across cultures, and the impact of culture on management issues such as organizational change and mergers & acquisitions.</p> <p>Course readings will include practitioner and academic journal articles. In addition to learning through readings and lectures, students are expected to participate actively in class exercises and discussions.</p>
Required Readings:	The required readings will be articles out of current journals. These readings will be published in the session plan in due time before the semester starts.
Further Recommended Readings:	None
Pedagogy:	Lectures, class activities, case discussions, presentations – online research of academic articles, videos, multimedia case study/simulation.

Name of Module:	Managing People	Module No. M-STR3-024
Module Owner:	Dr. Abiola Sarnecki	

Contact:	Abiola.sarnecki@ebs.edu
Programme/-s of Study:	Bachelor in General Management
Specialisation/Major:	-
Mandatory/Elective:	Mandatory
Semester:	Fall Term, Semester 5
Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	<p>Management and Organizational Behavior</p> <p>Students who have not attended the module can find the respective knowledge in:</p> <p>Robbins, S. P, Coulter, M. (2009). Management (10th ed) New Jersey: Pearson Education (or a later version)</p> <p>Robbins, S. P., Judge, T. A. (2009). Organizational Behavior, 13th edition, Englewood Cliffs (or a later version)</p>
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> • By analyzing and solving cases and exercises and preparation of presentation, students learn and practice how to effectively lead and influence others. • Through the various exercises, students develop their knowledge, skills and capabilities required to lead themselves and other people. <p>On successful completion of this module graduates understand technology and its impact on both individuals and organisations (LO 3)</p> <ul style="list-style-type: none"> • By discussing the multiple ways in which digitalization, digital tools and data analytics impact HRM and leadership, the module will advance students' understanding of the impact of technology on individuals and organizations. <p>Graduates will be capable of working in an international environment</p> <p>On successful completion of this module graduates demonstrate good written and oral communication skills in English (LO 4)</p> <ul style="list-style-type: none"> • Through the presentations, learning journals, debates, and problem sets (all in English) discussed during the classes, the students will have improved their presentation, discussion, writing skills, and analytical skills. <p>Graduates will have well-developed critical thinking skills</p>

	<p>On successful completion of this module graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6)</p> <ul style="list-style-type: none"> • Through the exercises and cases used throughout the module, the students are able to critically evaluate the roles of HRM and leadership in organizations. • In the presentations and learning journals, students relate theoretical models, concepts and theory to real-life examples. Thereby students develop an understanding of both the value and the limits of the models and concepts studied. <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning processes (LO 7)</p> <ul style="list-style-type: none"> • By solving exercises, preparing presentations in teams and applying theoretical concepts to real-life cases representing complex situations, students are able to independently solve problems and direct their own learning process. <p>Graduates will have the foundation for becoming a responsible leader in an uncertain rapidly changing world</p> <p>On successful completion of this module graduates are able to handle conflicts constructively (LO 10)</p> <ul style="list-style-type: none"> • By discussing HRM cases and leadership interactions involving multiple stakeholders and different possible courses of action, students will develop awareness of their values and what it takes to act with integrity and to balance at times competing demands they will face. • This module provides students with an understanding of how to handle the multifaceted leadership challenges in organizations. The main focus of the module is on managing and leading rapidly changing and multinational organizations from the human perspective. • During the course Leadership specific leadership challenges such as leading change, global leadership and the functioning of executive teams are examined through theory and case studies. 										
<p>Relation to other Programmes/Modules:</p>	<p>Programmes: The module is not applicable for other programmes.</p> <p>Modules: The module builds specifically on the Module Management and Organizational Behavior and more generally on strategy courses.</p>										
<p>Workload Allocation:</p>	<p>180 h student’s workload, thereof:</p> <table border="1" data-bbox="520 1671 1120 1919"> <tr> <td>Classes</td> <td>36 h</td> </tr> <tr> <td>Reading</td> <td>34 h</td> </tr> <tr> <td>Presentation preparation</td> <td>20 h</td> </tr> <tr> <td>Journals and Exercises</td> <td>50 h</td> </tr> <tr> <td>Exam and Exam preparation</td> <td>40 h</td> </tr> </table>	Classes	36 h	Reading	34 h	Presentation preparation	20 h	Journals and Exercises	50 h	Exam and Exam preparation	40 h
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Grading:	180 Examination Points			
	Kind of Examination	Related course	Points	Team Grading (TG)/ Individual Grading (IG)
	Class Participation	Leadership	10	IG
	Learning Journal	Leadership	10	IG
	Evaluated Exercises	Leadership	40	TG
	Presentation	HRM	30	TG
	Learning Journal	HRM	30	IG
	Written Exam	Complete module	60	IG
Information on Grading in the coursePapers, Allocation of Subjects & Groups, Homework etc.:	<p>Class Participation in Leadership consists of attendance and engagement: Students are encouraged to attend all sessions and be actively involved in small group activities along with class-wide discussions. Participation is required and will be graded. Details on criteria will be communicated in the first session of each course.</p> <p>The Leadership class is organized into divisions and departments. Exercises and various activities in each class are performed by one division consisting of four different “departments”. More details will be provided at the beginning of the course.</p> <p>The objective of the learning journal (course Leadership) is to give students an opportunity to reflect and develop their leadership skills. Students are expected to maintain a journal to be completed after each class session. The purpose of the journal is to allow students to also reflect on course content with respect to personal development. Identification of strengths and areas of improvement related to leadership skills is encouraged. The journal allows students to recognize the ways in which they can enhance their ability to be an effective manager. At the conclusion of the course, on the day of the final class, students are required to summarize their personal learning journals in a 1-page, single-spaced essay. Attendance and involvement during class sessions is necessary to produce a quality essay. Students are also expected to briefly present their leadership journal on the day of the final class.</p> <p>For the HRM course, each student is expected to write an individual learning diary/journal based on assigned materials and contribute to a group presentation. Detailed instructions will be explained at the beginning of the course.</p>			

1. Course:	Leadership and People Management	Course No. L-STR3-071
Instructor/-s:	Prof. Myriam Bechtoldt, PhD	

Guest Speaker/-s:	Tba
Contact:	Prof. Myriam Bechtoldt (myriam.bechtoldt@ebs.edu)
ECTS:	3
Number of Sessions:	12
Language:	English
Course Description:	<p>The objective of this course is to provide students with the knowledge, skills, and analytical capabilities central to leadership. During the course the following topics are covered:</p> <ul style="list-style-type: none"> • the evolvement of leadership theories, • the dynamics between leaders and followers (communication, trust, justice etc), • the specific challenges of leading teams and leading in complex environments, • the importance of personal master and self-leadership and • the importance of leadership development and leadership assessment in the corporate world. <p>By the end of the course the successful student should be able to:</p> <ol style="list-style-type: none"> 1. Name and explain major approaches to the study and practice of leadership 2. Make presentations on leadership concepts and theories 3. Lead a small group to complete a project 4. Use and interpret leadership self-assessments.
Required Readings:	Humphrey, R. H. (2014). Effective Leadership. Theory, Cases, and Applications. Los Angeles: Sage.
Further Recommended Readings:	Tba
Pedagogy:	Classroom activities will include student presentations, case discussions, small group discussions, and exercises. Out of class activities will include class preparation.

2. Course:	Human Resource Management	Course No. L-STR3-072
Instructor/-s:	Dr. Abiola Sarnecki	

Guest Speaker/-s:	Tba
Contact:	Abiola.sarnecki@ebs.edu
ECTS:	3
Number of Sessions:	12
Language:	English
Course Description:	This course introduces students to the principles of human resource management, the benefits and key functions of strategic human resource management and how the principles can be applied for effective organization and governance.□The perspective taken is that of a manager using HRM theory, knowledge, and models to obtain a more motivated and effective workforce. Topics include: Strategic Human Resources Management and relationship to overall strategy, human resources planning, recruiting and selecting including interviewing candidates, training and orientation, approaches to motivating, evaluating, and rewarding employee performance, communicating performance feedback, compensation strategies including executive compensation and benefits, and health and safety and related risk factors. Fraud and the Fraud Triangle may be introduced. Course readings will include practitioner and academic journal articles. In addition to learning through readings and lectures, students are expected to participate actively in class exercises and discussion, including several case studies.
Required Readings:	-
Further Recommended Readings:	-
Pedagogy:	Interactive lectures

Name of Module:	Economics IV	Module No. M-ECO3-018
Module Owner:	Prof. Dr. Jenny Kragl	

Contact:	jenny.kragl@ebs.edu
Programme/-s of Study:	Bachelor in General Management
Specialisation/Major:	-
Mandatory/Elective:	Mandatory
Semester:	Full-Time: Fall Term, Semester 5
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	3
Prerequisites:	<p>Economics I, II and III</p> <p>Students who have not attended these modules can find the respective knowledge in:</p> <ul style="list-style-type: none"> • Sydsaeter, K., Hammond, P. J., & Strom, A. (2012). Essential Mathematics for Economic Analysis (4 ed.). Harlow: Pearson Education. • Varian, H. (2014). Intermediate Microeconomics: A Modern Approach (9 ed.). New York: W.W. Norton. • Blanchard, O., Johnson, D. R. (2013). Macroeconomics – Global Edition, 6th Edition, Pearson Prentice Hall, New Jersey, 2013. • Mankiw, G. (2009). Macroeconomics, 7th edition, New York. • Putterman, L., Krozsnier, R. (2008). The Economic Nature of the Firm, 2nd ed. Cambridge University Press. • Brickley J., Smith, C.W., and J.L. Zimmerman (2007). Managerial Economics & Organizational Architecture, McGraw-Hill.
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> • Students develop a thorough understanding of the most important economic theories in different fields of study such as health care, management, international economics, and real estate and learn how to apply these concepts in practice. • On successful completion of the course Law and Economics students are able to apply economic methods to real problems of 'law in action'. Students will understand the legal aspects of individual and firms behavior. <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> • Students learn to apply the economic concepts provided in the first- and second-year courses to relevant fields of business studies and society. • In evaluated exercises or presentations, the students train their ability to apply their knowledge to real-life problems.

	<ul style="list-style-type: none"> The courses enable students to understand the impact of individual decision-making on their business environment and other economic actors. <p>Graduates will be capable of working in an international environment</p> <p>On successful completion of this module graduates demonstrate good written and oral communication skills in English (LO 4)</p> <ul style="list-style-type: none"> Through oral and written exercises in multicultural teams, students develop their communication skills. <p>On successful completion of this module graduates are capable of working in multicultural teams (LO 5)</p> <ul style="list-style-type: none"> Students prepare presentations or solve exercises in small groups that typically consist of members of at least two nationalities. This facilitates intense interaction and a joint learning experience of students with diverse backgrounds and experience. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6)</p> <ul style="list-style-type: none"> By the study and application of economic concepts in different contexts, students develop structured and logical thinking that helps them to identify and analyse management challenges in various business contexts. Students learn how to use quantitative methods to analyse business strategies. Supported by the foundations of economic reasoning, students will derive meaningful answers to legal constraints on management decisions. <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning processes (LO 7)</p> <ul style="list-style-type: none"> By reading the course material and solving exercises individually or in groups, students are able to independently solve problems and direct their own learning process. 										
<p>Relation to other Programmes/Modules:</p>	<p>Programmes: The module is not applicable for other programmes.</p> <p>Modules: The module builds upon the basic knowledge in economics provided in the first- and second-year mandatory courses. Applying and extending the methods from Economics I – III, the courses focus on specific topics in business, economics, and society and student can choose according to their interest. The module strengthens and emphasizes economic reasoning by providing various real-world applications. Moreover, the application of scientific economic tools prepares students for further education in Master Programmes.</p>										
<p>Workload Allocation:</p>	<p>90 h total student’s workload, thereof:</p> <table border="1" data-bbox="485 1787 1064 1995"> <tr> <td>Classes</td> <td>18 h</td> </tr> <tr> <td>Pre-reading and wrap-up</td> <td>20 h</td> </tr> <tr> <td>Exercises and homework</td> <td>18 h</td> </tr> <tr> <td>Group work/presentations</td> <td>16 h</td> </tr> <tr> <td>Exam and exam preparation</td> <td>18 h</td> </tr> </table>	Classes	18 h	Pre-reading and wrap-up	20 h	Exercises and homework	18 h	Group work/presentations	16 h	Exam and exam preparation	18 h
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<p>Grading:</p>	<p>90 Examination Points:</p> <table border="1" data-bbox="485 322 1407 978"> <thead> <tr> <th>Kind of Examination</th> <th>Related Course</th> <th>Points</th> <th>Team Grading (TG) / Individual Grading (IG)</th> </tr> </thead> <tbody> <tr> <td>Presentation</td> <td>Law & Economics</td> <td>30</td> <td>TG</td> </tr> <tr> <td>Written Exam</td> <td>Law & Economics</td> <td>60</td> <td>IG</td> </tr> <tr> <td>Evaluated Exercise</td> <td>Real-Estate Economics</td> <td>30</td> <td>TG</td> </tr> <tr> <td>Written Exam</td> <td>Real-Estate Economics</td> <td>60</td> <td>IG</td> </tr> <tr> <td>Presentation</td> <td>Management Decision Making</td> <td>20</td> <td>TG</td> </tr> <tr> <td>Evaluated Exercise</td> <td>Management Decision Making</td> <td>10</td> <td>IG</td> </tr> <tr> <td>Written Exam</td> <td>Management Decision Making</td> <td>60</td> <td>IG</td> </tr> </tbody> </table>	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)	Presentation	Law & Economics	30	TG	Written Exam	Law & Economics	60	IG	Evaluated Exercise	Real-Estate Economics	30	TG	Written Exam	Real-Estate Economics	60	IG	Presentation	Management Decision Making	20	TG	Evaluated Exercise	Management Decision Making	10	IG	Written Exam	Management Decision Making	60	IG
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Written Exam	Management Decision Making	60	IG																														
<p>Information on Papers, Allocation of Subjects & Groups, Homework etc.:</p>	<p>In the beginning of the courses, students will receive assignments to be worked on in groups. The groups will be formed at the beginning of the course.</p> <p>Lecture and assignments in small groups. Lecture material is available online. Presentations are based on academic papers. Student presentations may be delivered during the lectures or take place in a separate block session.</p> <p>Students elect one out of the courses listed below.</p>																																

2. Course:	Law & Economics	Course No. L-ECO3-015
Instructor/-s:	Elena Jarocinska, PhD	

Guest Speaker/-s:	None
Contact:	elena.jarocinska@ebs.edu
ECTS:	3
Number of Sessions:	12
Language:	English
Course Description:	<p>Law and economics is currently one of the fastest-growing interdisciplinary subjects. It uses standard economic tools to explain laws and legal institutions. Law and economics asks such questions as: “When is private ownership efficient?”; “What is the optimal patent term?”; “How to design remedies for breach of contract?” or “What is the best way to regulate accidents?”.</p> <p>This course introduces students to the fundamentals of law and economics. We will cover the four key areas of law: property law, contract law, liability law, legal process and criminal law.</p> <p>Prior knowledge of specific legal fields or methods employed is not required, as there will be a short review of concepts where necessary.</p> <p>This course enables the students to study law questions from the economic perspective. After having successfully completed this course, students will</p> <ul style="list-style-type: none"> • Understand basic economic concepts that are used in Law and economics, e.g. the Coase theorem, transaction costs, efficiency; • be able to not simply mix economic and law knowledge, but to apply economic methods to real problems of ‘law in action’; • be able to combine the law and the economic perspective, • understand the importance of interdisciplinary thinking, • improve their presentation and discussion skills by preparing their own presentations on academic papers related to the topics of the course.
Required Readings:	Cooter, R., Ulen, T. (2014). Law and Economics (6 th ed.). Pearson New International Edition (or earlier editions)
Further Recommended Readings:	Miceli, T. (2008) The Economic Approach to Law, 2d Edition. Posner, R. (2007) An Economic Analysis of Law. 7th Edition
Pedagogy:	Lecture and student presentations in small groups.

3. Course:	Real-Estate Economics	Course No. L-REM3-020
Instructor/-s:	Prof. Dr. Jan Mutl, PhD	

Guest Speaker/-s:	None										
Contact:	jan.mutl@ebs.edu										
ECTS:	3										
Number of Sessions:	12										
Language:	English										
Course Description:	<p>The real estate economics course provides a basic understanding of economic forces that affect the real estate markets. The aim is to provide students with theoretical tools to understand how real estate markets function and interact with the rest of the economy, as well as the ability to interpret the role of real estate in events such as the recent financial crises in 2008.</p> <p>The course will consist of the following components:</p> <table border="0"> <tr> <td>1. Introduction to Real Estate Markets</td> <td>(1 x 90 min)</td> </tr> <tr> <td>2. Urban Economics</td> <td>(2 x 90 min)</td> </tr> <tr> <td>3. Microeconomic Analysis of Property Markets</td> <td>(3 x 90 min)</td> </tr> <tr> <td>4. Macroeconomic Analysis of Property Markets</td> <td>(3 x 90 min)</td> </tr> <tr> <td>5. Case Studies Presentations</td> <td>(3 x 90 min)</td> </tr> </table>	1. Introduction to Real Estate Markets	(1 x 90 min)	2. Urban Economics	(2 x 90 min)	3. Microeconomic Analysis of Property Markets	(3 x 90 min)	4. Macroeconomic Analysis of Property Markets	(3 x 90 min)	5. Case Studies Presentations	(3 x 90 min)
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4. Macroeconomic Analysis of Property Markets	(3 x 90 min)										
5. Case Studies Presentations	(3 x 90 min)										
Required Readings:	Miller, N., Geltner, D. (2007). Commercial Real Estate: analysis and investments, 2 nd ed., Thomson South-Western.										
Further Recommended Readings:	DiPasquale, D., Wheaton, W.C. (1996) Urban Economics and Real Estate Markets, Prentice Hall. Rottke, N.B., Voigtländer, M. (2011). Immobilienwirtschaftslehre, Band II: Immobilienökonomie, Köln: Immobilien Manager Verlag.										
Pedagogy:	Lectures and case studies										

4. Course:	Management Decision Making	Course No. L-ECO3-039
Instructor/-s:	Dr. Peter Wachendorff	

Contact:	pw@pmwachendorff.de
ECTS:	3
Number of Sessions:	12
Language:	English
Course Description:	The privately owned company is the success model of the Western world. It is little short of a miracle how effective, profitable, innovative, and well organized modern companies are. This success is based on the decisions made by a group of people running the company; the managers. On the one hand, decision theory aims at providing us with the basics on how these decisions are derived. On the other hand, many management decision models have been developed to support managers in

	<p>their decisions on organization, strategy, innovation, development, motivation, quality, efficient processes, power and discipline.</p> <p>Ensuring efficient managerial decision making in companies is of utmost importance for entrepreneurs in general and start-ups in particular. In the initial phase of starting a new business an entrepreneurial decision-making logic shows positive effects on performance. The entrepreneurial logic is characterized by experimentation and flexibility. As the venture is growing a more managerial logic is necessary to successfully make decisions. Planning and goal orientation are getting more important to lead the complex organization. Furthermore, to achieve funds from stakeholders a managerial approach inspires trust in the founder's skills.</p> <p>This course connects decision theory and management decision models. It enables students understand the big tasks of management and how they can be achieved in an efficient way. Students learn the concepts of management decision models, their connection to decision theory, major management principles and their importance for organization and decision making in companies. Thereby, they become familiar with both theory-based and practical methods for strategic decision making.</p>
<p>Required Readings:</p>	<p>Liker, J. (2004). <i>The Toyota Way</i>, McGraw Hill. Kaplan, R.S., (1996). <i>The Balanced Scorecard</i>, Harvard University School Press.</p>
<p>Further Recommended Readings:</p>	<p>Cooper, R.G. (2011). <i>Winning at New Products</i>, Basic Books. Deming, W.E., (1982). <i>Out of the Crisis</i>, MIT Press.</p> <p>Laraia, A. C., Moody, P.E., (1999). <i>The Kaizen Blitz: Accelerating Breakthroughs in Productivity and Performance</i>, John Wiley & Sons.</p> <p>Niccolo Machiavelli (2004): <i>The Art of War and the Prince</i> (2004), Pan Macmillan.</p> <p>St. Benedict of Nursia (2012): <i>The Rule of St. Benedict</i>, Aziloth Books.</p>
<p>Pedagogy:</p>	<p>The course comprises lectures and student presentations in small typically international groups of 3-4 members. Parts of the lectures will follow the flipped classroom approach. Some lectures will have specific pre-reading tasks and foster open discussions and discourses. Lectures are based on slideshow presentations with video elements.</p>

Name of Module:	Advanced Corporate Finance	Module No. M-FIN3-053
Module Owner:	Prof. Ulrich Hommel, PhD.	

Contact:	ulrich.hommel@ebs.edu
Programme/-s of Study:	Bachelor in General Management
Specialisation/Major:	-
Mandatory/Elective:	Elective
Semester:	Fall Term, Semester 5
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	Investments I, II and Finance III (Corporate Finance)
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO1)</p> <ul style="list-style-type: none"> • By attending lectures and completing assignments, students will have gained an understanding of the core theories, principles, and methods of corporate finance and will have shown an ability to apply that knowledge to analyse problems relating to venture valuation, financial portfolios and instruments. <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> • By completing realistic, relevant, and challenging assignments in class, students will have demonstrated the ability to draw upon their knowledge in a practical context. <p>Graduates will be capable of working in an international environment</p> <p>On successful completion of this module graduates demonstrate good written and oral communication skills in English (LO 4)</p> <ul style="list-style-type: none"> • By completing written assignments and finance-specific presentations, students will have demonstrated good communication skills. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6)</p> <ul style="list-style-type: none"> • Through their work on real-life venture valuation cases, students will have learned to identify and evaluate relevant information using spreadsheet modelling methods to derive meaningful answers. <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning processes (LO7)</p> <ul style="list-style-type: none"> • By working independently to solve loosely-bounded problems, students will

	<p>have demonstrated their ability to direct their own learning process.</p> <p>Graduates will have the foundation for becoming a responsible leader in an uncertain rapidly changing world</p> <p>On successful completion of this module graduates are able to recognise and discuss the ethical dilemmas inherent in many business decisions and take a stand (LO 8)</p> <ul style="list-style-type: none"> • By contributing to in-class discussions and through their work on real-world problems, students will have demonstrated the ability to recognize ethical dilemmas and will possess the skills and confidence to articulate their opinions on such matters. • Students become acquainted with how a corporate finance function is institutionalized and how the finance function is linked to company strategy formulation and, thereby, product as well as financial market dynamics. 																								
<p>Relation to other Programmes/Modules:</p>	<p>Programmes: The module is not applicable for other programmes.</p> <p>Modules: The module builds on the valuation techniques covered in the basic corporate finance course (3rd semester). The module covers conceptual linkages to corporate strategy.</p>																								
<p>Workload Allocation:</p>	<p>180 h total student’s workload, thereof:</p> <table border="1" data-bbox="485 972 1043 1218"> <tr> <td>Classes</td> <td>36 h</td> </tr> <tr> <td>Pre-reading & wrap up</td> <td>33 h</td> </tr> <tr> <td>Exercises</td> <td>35 h</td> </tr> <tr> <td>Case studies & Presentations</td> <td>76 h</td> </tr> </table>	Classes	36 h	Pre-reading & wrap up	33 h	Exercises	35 h	Case studies & Presentations	76 h																
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<p>Grading:</p>	<p>180 Examination Points</p> <table border="1" data-bbox="485 1330 1482 1823"> <thead> <tr> <th>Kind of Examination</th> <th>Related Course</th> <th>Points</th> <th>Team Grading (TG) / Individual Grading (IG)</th> </tr> </thead> <tbody> <tr> <td>Class Participation</td> <td>Strategic Corporate Finance</td> <td>15</td> <td>TG</td> </tr> <tr> <td>Essay</td> <td>Strategic Corporate Finance</td> <td>50</td> <td>IG</td> </tr> <tr> <td>Oral Exam</td> <td>Strategic Corporate Finance</td> <td>25</td> <td>TG</td> </tr> <tr> <td>Class Participation</td> <td>Venture Valuation</td> <td>15</td> <td>IG</td> </tr> <tr> <td>Case Study</td> <td>Venture Valuation</td> <td>75</td> <td>TG</td> </tr> </tbody> </table>	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)	Class Participation	Strategic Corporate Finance	15	TG	Essay	Strategic Corporate Finance	50	IG	Oral Exam	Strategic Corporate Finance	25	TG	Class Participation	Venture Valuation	15	IG	Case Study	Venture Valuation	75	TG
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Class Participation	Strategic Corporate Finance	15	TG																						
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Case Study	Venture Valuation	75	TG																						
<p>Information on Papers, Allocation of Subjects & Groups, Homework etc.:</p>	<p>For Strategic Corporate Finance course, student work will involve literature analysis, interaction with practitioners, case study analysis and group presentations throughout the teaching period. Students assemble a learning journal as part of their coursework.</p> <p>For the Venture Valuation course, students will be given a real-life valuation case involving the structuring of a LBO transaction in teams. Each team will analyze the case and present its case solution on the presentation day.</p>																								

1. Course:	Strategic Corporate Finance	Course No. L-FIN3-082
Instructor/-s:	Prof. Ulrich Hommel, PhD	

Guest Speaker/-s:	Tbd
Contact:	ulrich.hommel@ebs.edu/menglong.nan@ebs.edu
ECTS:	3
Number of Sessions:	12
Language:	English
Course Description:	<p>Part I of the module takes a more holistic view of corporate finance and studies the linkage between corporate strategy and the financing of companies. Issues to be discussed are:</p> <ol style="list-style-type: none"> a. the organization of the finance function, specifically the expansion of the CFO's responsibilities within a corporate organization; b. the linkage between corporate strategy and corporate financing, especially in the context of creating and managing corporate risk exposures; c. the relationship between risk management and resilience management; d. the impact of market dynamics on a company's financial policy (product as well as financial markets); e. choosing the portfolio of financing sources with special reference to alternative financing options (e.g. private equity, hedge funds, ABS); f. the management of investors (in the context of shareholder activism and venture contracting); g. interaction (and potential tradeoffs) between capital market orientation in corporate financing and corporate social responsibility.
Required Readings:	Seville, Erica (2017) Resilient Organizations, Kogan. Additional required readings will be specified in the syllabus.
Further Recommended Readings:	Will be announced in due time
Pedagogy:	Lecture, Group Discussions, Presentations

2. Course:	Venture Valuation	Course No. L-FIN3-083
Instructor/-s:	Maximilian W. Weißenrieder	

Guest Speaker/-s:	None
Contact:	menglong.nan@ebs.edu

ECTS:	3
Number of Sessions:	12
Language:	English
Course Description:	<p>Part II of the module focuses on corporate valuation techniques and applications. The course consists of three sessions, a two-day interactive lecture session and a case-study session. During the two-day interactive lecture session, students will be introduced to valuation techniques used to value businesses as well as the corresponding Excel modeling techniques. Students will subsequently work on a real-life valuation case involving the structuring of an integrated financial business plan and subsequent valuation. Each student will complete the financial model and valuation during the session and submit their .xls-files at the end via USB stick. While working on the case, structured mentoring will help students to master the challenge.</p> <p>Upon successful completion, students should have gained the practical knowledge and skills required for valuing companies. They should have gained a detailed overview of valuation techniques used in corporate finance and how to apply them in a real-life case context. As part of the assessment, participants will build and operate a valuation model from scratch. In addition, students will get an overview of the M&A advisory sector. They will be introduced to global M&A markets and key industry trends. ,</p> <p>The number of students admitted to this course is strictly limited to a maximum of 30.</p>
Required Readings:	<p>Damodaran, A. (2012) Investment Valuation, Wiley,</p> <p>Further course materials will be distributed via campusnet</p>
Further Recommended Readings:	Further readings may be assigned during the course.
Pedagogy:	Lecture. Case Study

Name of Module:	Banking and Capital Markets	Module No. M-FIN3-006
Module Owner:	Prof. Jan Mutl, PhD	

Contact:	puriya.abbassi@gmail.com
Programme/-s of Study:	Bachelor in General Management (BSc)
Specialisation/Major:	-
Mandatory/Elective:	Elective
Semester:	Fall Term, Semester 5 or Spring Term, Semester 6
Module Duration:	1 Semester
Frequency:	Half-yearly
ECTS:	6
Prerequisites:	Module Economics III, Course Macroeconomics Students who have not attended the course, can find the respective knowledge in: Gärtner, M. (2009). Macroeconomics, Pearson Education
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> This module makes students acquainted to the major issues in the financial system concerning banking, other financial institutions and financial markets by providing a solid understanding of the functioning of the different types of financial markets and financial institutions. It provides and explains to the students the most relevant theories of financial intermediation and related issues so that they are able to apply them in a business decision making context. <p>On successful completion of this module graduates understand technology and its impact on both individuals and organisations (LO 3)</p> <ul style="list-style-type: none"> The module provides the students the quantitative tools that are necessary to perform risk analyses. Furthermore, this module provides students with the main concepts in banks' risk management and discusses the role of central banks in particular and the financial sector in general. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6)</p> <ul style="list-style-type: none"> After the completion of the module students will understand the functioning of the various financial markets and institutions, know about their interrelation, are acquainted with the main principles of financial management of banks and are aware of the implications of a changing regulatory framework. The students will be equipped with the necessary theoretical as well as quantitative tool to assess the impact of changing environment in the context of a risk analysis.

Relation to other Programmes/Modules:	<p>Programmes: The module is not applicable for other programmes.</p> <p>Modules: Builds on the learning of the mandatory course Macroeconomics. The module belongs to the rather strong area of Finance and is related to other electives in Finance like f. ex. International Financial Management.</p>														
Workload Allocation:	<p>180 h total student's workload, thereof:</p> <table border="1" style="width: 100%;"> <tr> <td>Classes:</td> <td>36 h</td> </tr> <tr> <td>Cases Studies & Presentations:</td> <td>70 h</td> </tr> <tr> <td>Reading & Exercises:</td> <td>44 h</td> </tr> <tr> <td>Exam & Exam Preparation:</td> <td>30 h</td> </tr> </table>			Classes:	36 h	Cases Studies & Presentations:	70 h	Reading & Exercises:	44 h	Exam & Exam Preparation:	30 h				
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Grading:	<p>180 Examination Points :</p> <table border="1" style="width: 100%;"> <thead> <tr> <th>Kind of Examination</th> <th>Related Course</th> <th>Points</th> <th>Team Grading (TG) / Individual Grading (IG)</th> </tr> </thead> <tbody> <tr> <td>Presentation</td> <td>Complete module</td> <td>90</td> <td>TG</td> </tr> <tr> <td>Written Exam</td> <td>Complete module</td> <td>90</td> <td>IG</td> </tr> </tbody> </table>			Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)	Presentation	Complete module	90	TG	Written Exam	Complete module	90	IG
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Presentation	Complete module	90	TG												
Written Exam	Complete module	90	IG												
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	<p>Project groups are assigned in the first lectures. The students will work in the groups on a take-home project and will present the results.</p>														

1. Course:	Money, Banking, and Financial Markets	Course No. L-FIN3-047
Instructor/-s:	Dr. Puriya Abbassi	

Guest Speaker/-s:	Tba
Contact:	puriya.abbassi@gmail.com
ECTS:	3
Number of Sessions:	12
Language:	English
Course Description:	<p>After attending this course students have a detailed overview of the financial system and its functions. They will have a clear understanding of the function of the major financial markets, banks and other financial intermediaries in lending and borrowing. Student learn about the different types of banks and banking activities, and the structure of the banking sector. The course makes students also acquainted to the functions and roles of central banks and of the legal and regulatory framework governing the financial system.</p>
Required Readings:	Mishkin, F. S., Eakins, S. G. (2008). Financial Markets and Institutions (6 th international ed.). Amsterdam: Addison-Wesley Longman.

Further Recommended Readings:	Howells, P., Bain, K. (2008). The Economics of Money, Banking and Finance, (4 th ed.). Prentice Hall. Fabozzi, F. J., Modigliani, F., Jones F. J. (2009). Foundations of Financial Markets and Institutions (4 th ed.). Pearson Education.
Pedagogy:	Lecture

2. Course:	Capital Markets: Institutions, Pricing and Risk Management Course No. L-FIN3-009
Instructor/-s:	Dr. Puriya Abbassi

Guest Speaker/-s:	Tba
Contact:	puriya.abbassi@gmail.com
ECTS:	3
Number of Sessions:	12
Language:	English
Course Description:	This course focuses on return and risk and their sources. Students will learn to measure and manage the risks a modern FI is facing while performing their core businesses in broader financial markets. After completion, students will be able to relate ways in which the managers of modern FIs can expand return with a managed level of risk to achieve the best, or most favorable, return-risk outcome for FI owners. The course is highly quantitative and model-based in many of its core areas.
Required Readings:	Saunders, A., Cornett, M Financial Markets and Institutions: A Modern Perspective. (6 th ed.). Irwin: McGraw-Hill.
Further Recommended Readings:	Grinnblatt, M., Titman, S. (1998). Financial Markets and Corporate Strategy. McGraw-Hill. Hull, J. (2007). Risk Management and Financial Institutions (1 st ed.). Pearson. MacKinlay, A. C. (1997). Event Studies in Economics and Finance. Journal of Economic Literature 35, 13-39.
Pedagogy:	Lecture

<p>Name of Module: Brand Management Operations and Market Communication Module No. M-MKT3-027</p> <p>Module Owner: Prof. Dr. Roland Mattmüller</p>

Contact:	roland.mattmueller@ebs.edu
Programme/-s of Study:	Bachelor in General Management
Specialisation/Major:	-
Mandatory/Elective:	Elective
Semester:	Fall Term, Semester 5
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	None
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> • The module is offered in collaboration with partner companies, who supplement the lecture with real business cases, which the students will work on. Students learn to apply strategic brand management strategies when innovating new products, apply multi- and omnichannel management tools to enhance customer engagement with the respective products. • Students can apply a consumer focus when introducing new products to an existing product line, chose effective communication channels and apply appropriate communication skills when exchanging ideas with company representatives. <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> • Students are provided with necessary concepts and frameworks regarding communicational tools, which companies would also use to get in touch with their customers. • During the course students can apply their ideas on real-life business cases and directly transfer their knowledge into practice, when collaborating with partner companies to solve the business challenges. <p>Graduates will be capable of working in an international environment</p> <p>On successful completion of this module graduates demonstrate good written and oral communication skills in English (LO 4)</p> <ul style="list-style-type: none"> • Students can demonstrate good written and oral communication skills in English by working within internationally diverse teams, presenting their results during presentations and writing a written exam at the end of the module.

	<ul style="list-style-type: none"> Moreover, after completion of the module students improve their presentation skills and exercise themselves in giving constructive feedback <p>On successful completion of this module graduates are capable of working in multicultural teams (LO 5)</p> <ul style="list-style-type: none"> Students take part in a business game and work on different case studies within different and cultural diverse teams. The case studies challenge students to develop innovative products and develop solutions in teams. Students can work in teams to develop business and marketing plans for their innovative ideas. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning processes (LO 7)</p> <ul style="list-style-type: none"> Based on the business game and case studies give to the students within the module, students will improve their critical thinking skills, develop own ideas to solve real-life business challenges and develop solutions independently as well as within their groups. Students can independently solve problems and direct their own learning process by engaging in the different exercise and discussions during class and within their teams. <p>Graduates will have the foundation for becoming a responsible leader in an uncertain rapidly changing world</p> <p>On successful completion of this module graduates can identify business opportunities (LO 9)</p> <ul style="list-style-type: none"> Students are knowledgeable in the fields of managing brands and communication strategies and understand the important requirements and challenges of both areas. They can make profound managerial decisions with respect to strategic and operational marketing activities. <p>The module "Brandmanagement and -Communication" has the objective of providing a detailed overview of two very important fields of marketing, namely Brand management and Market Communication. The module covers these two fields and embeds relevant topics of Brandmanagement and Market Communication in economical contexts.</p>								
<p>Relation to other Programmes/Modules:</p>	<p>Programmes: This module is not applicable for other programmes.</p> <p>Modules: The elective is related to the marketing modules in semester 1 and 3</p>								
<p>Workload Allocation:</p>	<p>180 h total student’s workload, thereof:</p> <table border="1" data-bbox="464 1760 1061 1960"> <tr> <td>Classes</td> <td>24 h</td> </tr> <tr> <td>Wrap up</td> <td>45 h</td> </tr> <tr> <td>Presentation preparation</td> <td>75 h</td> </tr> <tr> <td>Exam and exam preparation</td> <td>36 h</td> </tr> </table>	Classes	24 h	Wrap up	45 h	Presentation preparation	75 h	Exam and exam preparation	36 h
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Grading:	180 Examination Points			
	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)
	Presentation I	Brand Management Operations	60	TG
	Presentation II	Market Communication	60	TG
	Written Exam	Complete module	60	IG
Information on Papers, Allocation of Subjects & Groups, Homework etc.	<p>The course Brand Management Operations requires students to identify a white spot in the market, develop an innovative product and prepare a business plan including an appropriate marketing procedure for the product launch. The results of this task will be presented including different aspects of the business plan. Each group will present their ideas.</p> <p>In the course Market Communication students are taught traditional and new communication concepts and asked to develop innovative and disruptive communication ideas for practical case examples from partner companies.</p>			

1. Course:	Brand Management Operations	Course No.	L-MKT3-046
Instructor/-s:	Prof. Dr. Roland Mattmüller / Linda Rinke		

Guest Speaker/-s:	Various representatives of the company Henkel AG & Co. KGaA
Contact:	linda.rinke@ebs.edu
ECTS:	3
Number of Sessions:	12
Language:	English
Course Description:	<p>Within the course, Brand Management Operations students are introduced to brand management and a business game provided by Henkel. The business game focuses on innovation, creativity, and business know-how. Students will team-up as part of the business game to develop a business plan for a new, imaginary product for one of Henkel's brands, which must be created by the students themselves. The students will then present their brand extension ideas to the lecturer, who will select the top groups to showcase their brand extension ideas in front of representatives of Henkel.</p> <p>Additionally, the course Brand Management Operations includes an introductory part, during which theoretical and practical knowledge in the field of concept writing and managing brands will be presented to the students. These introductory sessions will recap basic and deep-grounded concepts and theories that help students understand customer feedback to promotion impulses and provide them with the necessary 'toolbox' enabling them to act as brand managers for their fictive product.</p> <p>After completion, students know the importance of brands for strategic and operative marketing. Through this course, they learn how to exploit consumer psychological responses to different branding approaches and get to know the strategic options to</p>

	market brands. Furthermore, they become acquainted with the development of a business plan which contributes to the students' formation of management skills with respect to strategic and operational Brand Management. Additionally, the group work trains students in being able to inspire their team members, deliver results beyond expectations and act professionally in front of top management company representatives.
Required Readings:	<p>Cravens, D. W., & Piercy, N. (2006). Strategic marketing (Vol. 7). New York: McGraw-Hill.</p> <p>Kapferer, J. N. (2012). The new strategic brand management: Advanced insights and strategic thinking. Kogan page publishers.</p> <p>Kotler, P., & Gertner, D. (2002). Country as brand, product, and beyond: A place marketing and brand management perspective. Journal of brand management, 9(4), 249-261.</p> <p>Mattmueller, R., & Boettcher, F. (2017). Orientation Phases in Marketing and the Integrated Process-Oriented Marketing Approach - An introduction. Institut fuer Marketing-Management und -Forschung e.V.</p> <p>Schmitt, B. H., & Rogers, D. L. (2008). Handbook on Brand and Experience Management. Edward Elgar.</p> <p>Verhoef, P. C., Lemon, K. N., Parasuraman, A., Roggeveen, A., Tsiros, M., & Schlesinger, L. A. (2009). Customer experience creation: Determinants, dynamics and management strategies. Journal of retailing, 85(1), 31-41.</p>
Further Recommended Readings:	<p>Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media. Business horizons, 53(1), 59-68.</p> <p>Kotler, P., & Pfoertsch, W. (2006). B2B brand management. Springer Science & Business Media.</p> <p>Mattmueller, R., & Zuberer, J. (2017). Strategic Business Fields. Institut fuer Marketing-Management und -Forschung e.V.</p> <p>Neslin, S. A., Grewal, D., Leghorn, R., Shankar, V., Teerling, M. L., Thomas, J. S., & Verhoef, P. C. (2006). Challenges and opportunities in multichannel customer management. Journal of Service Research, 9(2), 95-112.</p>
Pedagogy:	Lecture, Business Game, Case Study Group Work.

2. Course:	Market Communication	Course No.	L-MKT2-003
Instructor/-s:	Prof. Dr. Roland Mattmüller / Linda Rinke		

Guest Speaker/-s:	Guest Lecturers of different partner companies
Contact:	linda.rinke@ebs.edu
ECTS:	3
Number of Sessions:	12
Language:	English
Course Description:	<p>The course Market Communication aims at providing students with an understanding and appreciation of customer-cantered communication measures.</p> <p>Areas of study include:</p>

	<ul style="list-style-type: none"> - Introduction to Market Communication - Theoretical Frameworks and Communication Concepts - Forms of Market Communication - Managing Market Communication - Advertising Design - The lectures will be separated into theoretical basics and practical insights, provided by well-known practitioners from the field. Further, students will have to show their ability to strategically develop and design marketing communication measures, which will be presented (Presentation II).
<p>Required Readings:</p>	<p>Belch, G. E., & Belch, M. A. (2004). <i>Advertising and Promotion: An Integrated Marketing Communications Perspective</i>, 6 Th. New York: NY: McGraw-Hill.</p> <p>Chernev, A. (2014). <i>Strategic marketing management</i>. Cerebellum Press.</p> <p>De Pelsmacker, P., Geuens, M., & Van den Bergh, J. (2007). <i>Marketing communications: A European perspective</i>. Pearson education.</p> <p>Kitchen, P. J., & Burgmann, I. (2010). <i>Integrated marketing communication</i>. John Wiley & Sons, Ltd.</p> <p>Mattmüller, M. & Boettcher, F. (2010). <i>Orientation phases in marketing and the Integrated Process-Oriented Marketing Approach: An introduction</i>. Unpublished working paper.</p> <p>Masterson, R., & Pickton, D. (2010). <i>Marketing: an introduction</i>. Sage Publications.</p> <p>Verhoef, P. C., Kannan, P. K., & Inman, J. J. (2015). From multi-channel retailing to omni-channel retailing: introduction to the special issue on multi-channel retailing. <i>Journal of retailing</i>, 91(2), 174-181.</p> <p>Wilmschurst, J., & Mackay, A. (2002). <i>The fundamentals and practice of marketing</i>. Routledge.</p> <p>Wilson, R. M., & Gilligan, C. (2012). <i>Strategic marketing management</i>. Routledge.</p>
<p>Further Recommended Readings:</p>	<p>De Pelsmacker, P., Geuens, M., & Anckaert, P. (2002). Media context and advertising effectiveness: The role of context appreciation and context/ad similarity. <i>Journal of Advertising</i>, 31(2), 49-61.</p> <p>Geuens, M., De Pelsmacker, P., & Fasseur, T. (2011). Emotional advertising: Revisiting the role of product category. <i>Journal of Business Research</i>, 64(4), 418-426.</p> <p>Hennig-Thurau, T., Malthouse, E. C., Frieger, C., Gensler, S., Lobschat, L., Rangaswamy, A., & Skiera, B. (2010). The impact of new media on customer relationships. <i>Journal of service research</i>, 13(3), 311-330.</p> <p>Klewes, J., Popp, D., & Rost-Hein, M. (2017). Digital Transformation and the Challenges for Organizational Communications: An Introduction. In <i>Out-thinking Organizational Communications</i> (pp. 1-6). Springer International Publishing.</p> <p>Stauss, B. (2000). Using new media for customer interaction: a challenge for relationship marketing. In <i>Relationship marketing</i> (pp. 233-253). Springer Berlin Heidelberg.</p>
<p>Pedagogy:</p>	<p>Lecture, Case Studies, Presentations, Group Work.</p>

Name of Module:	Entrepreneurship	Module No. M-STR3-003
Module Owner:	Prof. Dr. Katrin Burmeister-Lamp	

Contact:	Katrin.burmeister-lamp@ebs.edu
Programme/-s of Study:	Bachelor in General Management
Specialisation/Major:	-
Mandatory/Elective:	Elective
Semester:	Fall Term, Semester 5 or Spring Term, Semester 6
Module Duration:	1 Semester
Frequency:	Bi-yearly
ECTS:	6
Prerequisites:	None
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> • Guest lecturers will give real-life insights into practical application and implementation of theories and procedures. • The students apply the theories, principles and methods taught in class in group and individual exercises. <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> • Guest lecturers present their first-hand experiences to the students and show how the theory is linked to real-world problems. By discussions students will actively participate and can address potential lacks of understanding. • In small group works the guest lecturer will confront the students with real problems from their business life and give feedback on their decisions. <p>Graduates will be capable of working in an international environment</p> <p>On successful completion of this module graduates are capable of working in multicultural teams (LO 3)</p> <ul style="list-style-type: none"> • In class exercises and case-studies foster teamwork.. • The students will learn theoretical concepts on founding a company. This enables them to reflect their own behavior in team work, which prepares them for the work life. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning processes (LO 4)</p> <ul style="list-style-type: none"> • By solving exercises and discussing applications of the theory studied in class, students are able to independently solve problems and direct their

	<p>own learning process.</p> <p>Graduates will have the foundation for becoming a responsible leader in an uncertain rapidly changing world</p> <p>On successful completion of this module graduates can identify business opportunities (LO 5)</p> <ul style="list-style-type: none"> • By learning from practical frameworks and real-life examples students acquire the skill to identify business opportunities Drivers of market, technology and internal uncertainty are explained and tools and skills are taught to react to these uncertainties or even exploit them by creating a new venture. <p>On successful completion of this module graduates are able to handle conflicts constructively (LO 6)</p> <ul style="list-style-type: none"> • Team work is the essential part in this course. The students learn about the Tuckman’s model of team work. • Furthermore, the organization of the group is done highly autonomously, while there is always the chance to ask the supervisor for moderation on conflicts too. . 												
<p>Relation to other Programmes/Modules:</p>	<p>Programmes: The module is not applicable for other programmes.</p> <p>Modules: Due to the interdisciplinary of the module it relates to a large number of modules in the Bachelor programme, as f. ex. Marketing I and II, Finance III, Managing People, the business law courses in the modules ACT I and II. Additionally, the module is complementary to and complements other electives of the programme, f. ex. Innovation Management, Marketing of Brands and Services.</p>												
<p>Workload Allocation:</p>	<p>180 h total student’s workload, thereof:</p> <table border="1" data-bbox="485 1200 1082 1397"> <tr> <td>Classes</td> <td>27 h</td> </tr> <tr> <td>Pre-reading & wrap up</td> <td>18 h</td> </tr> <tr> <td>Exercise & Homework</td> <td>15 h</td> </tr> <tr> <td>Group work</td> <td>120 h</td> </tr> </table>	Classes	27 h	Pre-reading & wrap up	18 h	Exercise & Homework	15 h	Group work	120 h				
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<p>Grading:</p>	<p>180 Examination Points:</p> <table border="1" data-bbox="485 1541 1407 1796"> <thead> <tr> <th>Kind of Examination</th> <th>Related Course</th> <th>Points</th> <th>Team Grading (TG) / Individual Grading (IG)</th> </tr> </thead> <tbody> <tr> <td>Project</td> <td>Essentials of Entrepreneurship</td> <td>50</td> <td>IG</td> </tr> <tr> <td>Presentation</td> <td>Innovative Entrepreneurship</td> <td>130</td> <td>TG</td> </tr> </tbody> </table>	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)	Project	Essentials of Entrepreneurship	50	IG	Presentation	Innovative Entrepreneurship	130	TG
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Project	Essentials of Entrepreneurship	50	IG										
Presentation	Innovative Entrepreneurship	130	TG										
<p>Information on Papers, Allocation of Subjects & Groups, Homework etc.:</p>	<p>The groups for in-class exercises, homework, the project and presentation are randomly assigned by the lecturer at the beginning of the module. The groups will be the same for the whole module. The project and presentation are linked to each other. Students will at the end of the course present their results in a final event. The work is mainly done outside the class, enriched by small in-class exercises. Details on the presentation format and submission to be announced by the lecturer.</p>												

1. Course:	Essentials of Entrepreneurship	Course No. L-STR3-159
Instructor/-s:	Prof. Dr. Katrin Burmeister-Lamp	

Guest Speaker/-s:	1-2 successful entrepreneurs
Contact:	katrin.burmeister-lamp@ebs.edu
ECTS:	3
Number of Sessions:	9
Language:	English
Course Description:	<p>In “Essentials of Entrepreneurship” students learn the basic tools, requirements, chances and risks of entrepreneurship in theory. However, the course also embeds those tools into practice by offering students the opportunity to apply the tools to either their own ideas or to real-life challenges of startups.</p> <p>Thereby students acquire entrepreneurial knowledge and skills as well as entrepreneurial attitude.</p> <p>From the process of foundation, over behavioral guidelines, to financial applications, the course encapsulates the entire spectrum. Therefore, the course ventures key questions surrounding Entrepreneurship, such as: What are fundamental requirements? What types of entrepreneurship are there? What are the driving forces of successful entrepreneurs? What insights can we gain from failure of others? How do we cope with uncertainty?</p> <p>Uncertainty takes a special role in Entrepreneurship. At the core of Entrepreneurship are new business opportunities, which base on unrealized potentials or contingencies. These arise from trends such as changing customer behavior or new technologies. Following Knight (1921) and Schumpeter (1942), Entrepreneurship takes place in an environment that is characterized by true uncertainty.</p> <p>The course is constructed to alternate between theoretical and practical phases, allowing students to integrate their individual judgment, hence sharpen their skills in evaluating opportunities. Furthermore, the course will cover the following leading elements:</p> <ul style="list-style-type: none"> • General theory and concepts of entrepreneurship • Human factors such as the entrepreneurial personality and team processes • Origination, detection and evaluation of opportunities of opportunities • Exploitation of opportunities through effectuation, business modelling and lean approaches • Entrepreneurial Marketing and finance • After successful completion of the module, students will have a profound knowledge of concepts on entrepreneurship and venture foundation. Moreover, through hands-on experience, participants will have developed a repertoire of skills and capabilities needed to build up and sustain a new venture .
Required Readings:	will be announced in class
Further Recommended Readings:	<p>Aulet, B. (2013): Disciplined Entrepreneurship, Hoboken (NJ): John Wiley & Sons, Inc.</p> <p>Reis, E. (2017): The lean-startup approach, Currency Publisher.</p> <p>Osterwalder & Pigneur (20). Business model generation, Wiley.</p> <p>Gruber, M. & Tal, S. (2017): Where to play, Harlow, UK: FT Publishing</p>

Pedagogy:	Lecture, Case discussion, Practical experience (project)
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2. Course:	Innovative Entrepreneurship	Course No. L-STR3-070
Instructor/-s:	Prof. Dr. Katrin Burmeister-Lamp	

Guest Speaker/-s:	1-2 successful entrepreneurs
Contact:	ekatrin.burmeister-lamp@ebs.edu
ECTS:	3
Number of Sessions:	9
Language:	English
Course Description:	<p>The second course aims on deepening the knowledge about entrepreneurship and on bringing the theory into practice by examples of innovative entrepreneurs as well as coaching sessions on the students' group projects. The entrepreneurial deep dive focuses on specific aspects of innovative entrepreneurship (including traditional manufacturing and service companies as well as technology, IT and internet business).</p> <p>Well-known company founders, entrepreneurs and managers covering a wide range of industry will introduce to students their concepts of innovative strategies and management, growth and leadership.</p>
Required Readings:	will be announced in class
Further Recommended Readings:	<p>Aulet, B. (2013): Disciplined Entrepreneurship, Hoboken (NJ): John Wiley & Sons, Inc.</p> <p>Reis, E. (2017): The lean-startup approach, Currency Publisher.</p> <p>Osterwalder & Pigneur (20). Business model generation, Wiley.</p> <p>Gruber, M. & Tal, S. (2017): Where to play, Harlow, UK: FT Publishing</p>
Pedagogy:	Lecture, Guest speakers, Business Angel Challenge

Name of Module:	The EU as a Business Hub	Module No. M-LAW3-022
	– All You need to know as an European Entrepreneur	
Module Owner:	Prof. Dr. Adrian Cloer	

Contact:	adrian.cloer@ebs.edu; steuern@ebs.edu
Programme/-s of Study:	Bachelor in General Management
Specialisation/Major:	-
Mandatory/Elective:	Elective
Semester:	Fall Term, Semester 5
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	Required literature will be announced after final enrolment to the course.
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> • By solving complex and real life case studies and discussing applications of the theory studied in class, students are able to directly transfer the theoretical knowledge to practice. <p>Graduates will be capable of working in an international environment</p> <p>On successful completion of this module graduates demonstrate good written and oral communication skills in English (LO 4)</p> <ul style="list-style-type: none"> • Good written and oral communication skills in English will be facilitated by various case studies, presentations and speaker sessions all held in English. Furthermore students will be familiarized with tax related technical terms. <p>On successful completion of this module graduates are capable of working in multicultural teams (LO 5)</p> <ul style="list-style-type: none"> • During the course programme students will meet other students from different countries and work with them in groups. As the students are obliged to prepare and discuss case studies within those groups, they will learn to work within multicultural teams and how to deal with this working environment. Since they will present and discuss their research outcomes in front of the rest of the class they will enhance their team spirit. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6)</p> <ul style="list-style-type: none"> • On successful completion of this course graduates will understand the enormous impact of taxation on cross border investments and will gain a profound and thorough understanding of the fundamentals of cross

	<p>border taxation in an international and european context.</p> <ul style="list-style-type: none"> • With this knowlegde graduates are able to critically evaluate and intepret the consequences of an investment from a fiscal perspective. They are able to apply their knowledge to solve real-life cases by applying scientific methods of European and International business tax law. <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning processes (LO 7)</p> <ul style="list-style-type: none"> • By working individually or in small groups on complex cross border tax and finance related case studies, students will learn how to solve problems independently and how to direct their own learning process. <p>Graduates will have the foundation for becoming a responsible leader in an uncertain rapidly changing world</p> <p>On successful completion of this module graduates are able to handle conflicts constructively (LO 10)</p> <ul style="list-style-type: none"> • Within the course, students will improve their presentation skills. Presentation skills do not only encompass a formal powerpoint presentation, but also speaking technique, team work and the capability to present a given topic in an easy-to-understand fashion. • Students will learn how to deal with criticism of practioners, who often have a divergent opinion. The students will learn to not only accept and appreciate this criticism, but also adapt and consider it in further presentations. 																
<p>Relation to other Programmes/Modules:</p>	<p>Programmes: This module is not applicable for other programmes.</p> <p>Modules: To participate at the module, it might be advantageous to have a basic understanding of taxation. However, it is not mandatory to pass this course. There are links between the Controlling and Accounting electives of semester 5 and 6.</p> <p>It is possible to participate as a “visitor” in the course. This means that the respective visiting participant is not required to give a presentation or write the exam, but is able to attend all classes as well as the excursion to Brussels, including the different workshops.</p>																
<p>Workload Allocation:</p>	<p>180 h total student´s workload, thereof:</p> <table border="1" data-bbox="485 1485 1083 1883"> <tr> <td>Lectures</td> <td>40 h</td> </tr> <tr> <td>Self Study after lectures</td> <td>50 h</td> </tr> <tr> <td>Preparation of Presentation</td> <td>20 h</td> </tr> <tr> <td>Student Presentations</td> <td>10 h</td> </tr> <tr> <td>Workshop on European Tax Law</td> <td>5 h</td> </tr> <tr> <td>Excursion</td> <td>10 h</td> </tr> <tr> <td>Preparation for Exercise</td> <td>10 h</td> </tr> <tr> <td>Preparation for final exam</td> <td>35 h</td> </tr> </table>	Lectures	40 h	Self Study after lectures	50 h	Preparation of Presentation	20 h	Student Presentations	10 h	Workshop on European Tax Law	5 h	Excursion	10 h	Preparation for Exercise	10 h	Preparation for final exam	35 h
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<p>Grading:</p>	<p>180 Examination Points</p> <table border="1" data-bbox="485 322 1436 573"> <thead> <tr> <th data-bbox="485 322 778 416">Kind of Examination</th> <th data-bbox="778 322 1007 416">Related Course</th> <th data-bbox="1007 322 1118 416">Points</th> <th data-bbox="1118 322 1436 416">Team Grading (TG) / Individual Grading (IG)</th> </tr> </thead> <tbody> <tr> <td data-bbox="485 416 778 495">Presentation</td> <td data-bbox="778 416 1007 495">Complete module</td> <td data-bbox="1007 416 1118 495">90</td> <td data-bbox="1118 416 1436 495">IG</td> </tr> <tr> <td data-bbox="485 495 778 573">Oral Exam</td> <td data-bbox="778 495 1007 573">Complete module</td> <td data-bbox="1007 495 1118 573">90</td> <td data-bbox="1118 495 1436 573">IG</td> </tr> </tbody> </table>	Kind of Examination	Related Course	Points	Team Grading (TG) / Individual Grading (IG)	Presentation	Complete module	90	IG	Oral Exam	Complete module	90	IG
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Presentation	Complete module	90	IG										
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<p>Information on Papers, Allocation of Subjects & Groups, Homework etc.:</p>	<p>Since most investment decisions in a business environment are tax driven, it is almost indispensable for students to gain a profound understanding of the fundamentals of cross – border taxation in an international – and european context. In total this course provides an unique mix of the most important tax, finance and legal issues to set up and run an enterprise in the EU. Within this course students will learn that taxation plays a crucial role in structuring financial products and investing internationally. The students will learn to analyze, qualify, and quantify the tax burden in cross-border investments, which will enable them to take on a more sophisticated and critical view regarding business and investment decisions. The students will be introduced to the OECD Model Convention, which is the basis for most double tax treaties in Europe. Furthermore, the students will gain deeper insights in the principles of taxation in the European Union against the background that the optimisation of tax payments is vital for companies, since tax burdens significantly differ across Member States. Students will gain an understanding how large MNEs like Google, Amazon and Apple could significantly reduce their tax burden, by exploiting the differences between the national tax systems across EU member states. On the other side they will also learn how the EU is intensifying its fight against efficient tax structuring by implementing measures against tax evasion.</p> <p>To bridge theory and practice the students will have the opportunity to study European Taxation during a five-day workshop in the heart of Europe – in Brussels. Each student should account for a contribution of around 350 EUR. The fee has to be paid immediately after enrollment. Since the costs are based on fee estimation from previous semesters, minor additional payments could be required. In case participants, cannot afford the required fee payment, the Chair of Business Taxation and International Tax Law offers the possibility to apply for funding under the condition that credible evidence is provided.</p> <p>The course includes several classroom sessions in Wiesbaden with an introduction to the basic fundamentals of tax law. The workshops will be held in Brussels, which do not only cover tax issues but also the politics and history of Belgium and the EU. During the workshops, the students will present research outcomes within the scope of International and European Taxation, which they previously solved in groups.</p> <p>In order to pass the module, it is necessary to pass all two parts of the examination. The presentation of the case studies in Brussels has to be given in English language.</p> <p>All students are required to accept the Code of Conduct for group trips provided by the Chair. The lecturer reserves the right to include observations of inappropriate social behavior in the awarding of the final grade. The students are expected to participate actively in the group work, engage in discussions, and respect the schedule of the workshop in Brussels. Further, inappropriate social behavior will not be accepted.</p> <p>Even though the timetable is subject to change at short notice, the workshop is planned to take place as follows:</p> <p>Several classroom sessions in September at EBS.</p> <p>Five days in October outside the EBS.</p>												

	The course is limited to 20 students. The chair will select the participants by asking for documents (englisch CV, motivational statement and a code of conduct) they need to hand in. The chair will send those documents to each student at the beginning of the course. Students need to comply with the deadline given with the information to hand in the documents! The course fee accounts for approx. 350 EUR to cover the costs of the excursion to Brussels.
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1. Course:	International Business Taxation	Course No. L-LAW3-026
Instructor/-s:	Prof. Dr. Adrian Cloer	

Guest Speaker/-s:	-
Contact:	adrian.cloer@ebs.edu
ECTS:	3
Number of sessions	4
Language:	English
Course Description:	Within several class room sessions in Wiesbaden the lecturer will give an introduction to the basic principles of cross-border taxation. The introductory sessions will help students to solve the research questions which they have to present in Brussels. The scope of the course includes investments in Non-EU or Non-EEA states. The system and structure of double tax treaties will be taught on the basis of the OECD-Model Convention. The goal is to enable the students to analyse cross-European transactions from a tax perspective in order to calculate tax burdens for investment decisions.
Required Readings:	Will be announced after the final course enrollment by Email.
Pedagogy:	Mixture of lecture (10%), case discussions (30%), seminar (30%), workshop (20%), Tutorial (10%)

2. Course:	European Business Taxation	Course No. L-LAW3-027
Instructor/-s:	Prof. Dr. Adrian Cloer	

Guest Speaker/-s:	Speakers of the European Commission, Tax practitioners from Germany and Belgium
Contact:	adrian.cloer@ebs.edu
ECTS:	3
Number of Sessions:	24 (Block course in Brussels/Belgium)
Language:	English
Course Description:	The course objective is to realize the enormous impact of European Law on

	<p>investment decisions, particularly in the field of taxation. Emphasis is on the premises given by the European Court of Justice and the European Directives with a focus on the parent-subsidiary directive, interest directive and the interest-and-royalties directive. Furthermore students will learn about recent developments on level of the EU against efficient tax structuring of MNEs.</p> <p>The goal is to enable the students to analyse cross-European transactions from a tax perspective in order to calculate tax burdens. The course will be held in English language during a five-day excursion to Brussels. The excursion includes study sessions, a workshop with a multinational auditing company in Brussels, a visit to the European Commission and European Council, an excursion to a former concentration camp, sightseeing in the city of Brussels, and socializing. Research questions will be handed out before the excursion, which the students have to prepare and present in small groups during the study sessions. Practitioners will accompany the excursion and give the students the chance to get an insight into the daily business of tax advisors.</p>
Required Readings:	Will be announced after the final course enrollment by Email.
Pedagogy:	Mixture of lecture (10%), case discussions (30%), seminar (30%), workshop (20%), Tutorial (10%)

Name of Module:	Real Estate Principles	Module No. M-REM3-002
Module Owner:	Prof. Dr. Kerstin Hiska Hennig	

Contact:	Kerstin.Hennig@ebs.edu / assistenten@ebs-remi.de
Programme/-s of Study:	Bachelor in General Management
Specialisation/Major:	-
Mandatory/Elective:	Elective
Semester:	Fall Term, Semester 5
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	6
Prerequisites:	None
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> The module Real Estate Principles aims at providing students with a thorough understanding of real estate development, urban planning and development theories, the fundamentals of real estate law and national and international valuation approaches. Students will get deeper insights into the reciprocal relationships and influences between real estate valuation, real estate law, urban planning and real estate development. <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> Throughout the course site visits and field trips to leading German real estate companies are organized by the institute. In this way students become more aware and enthusiastic about the real estate area. Many of the classes are held by external real estate practitioners and professionals, which convey real life applications of the theory learned from the textbooks. <p>Graduates will be capable of working in an international environment</p> <p>On successful completion of this module graduates are capable of working in multicultural teams (LO 5)</p> <ul style="list-style-type: none"> This module requires working in coordination within teams. Exchange students from different partner universities participate in a collaborative environment to finalize a case study. Because of the live course character attending all lectures during the semester is mandatory. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning processes (LO 7)</p> <ul style="list-style-type: none"> The thorough focus on the development of various property types is reflected in presentations of well-regarded practitioners and case studies.

	<p>They enable the students to work with a focus on the value-creation of real estate projects as well as to structure the required steps in the process.</p> <ul style="list-style-type: none"> After completion of the module students are able to understand the basics of real estate decision making. 																
Relation to other Programmes/Modules:	<p>Programmes: The module is not applicable for other programmes.</p> <p>Modules: The module is embedded in the real estate education at EBS and is the first of three elective modules in real estate in the Bachelor programme. The other modules are Real Estate Investments and Finance as well as Real Estate Innovation and Entrepreneurship. They are complemented by the elective course Real Estate Economics (as part of Economics IV). There is a relation to other Finance modules in the Bachelor programme esp. Finance III. Furthermore, it is a sound basis for the Master of Science in Real Estate at EBS.</p>																
Workload Allocation:	<p>180 h total student's workload, thereof:</p> <table border="1"> <tr> <td>Lectures</td> <td>27 h</td> </tr> <tr> <td>Preparation and Wrap up</td> <td>54 h</td> </tr> <tr> <td>Case Studies</td> <td>99 h</td> </tr> </table>	Lectures	27 h	Preparation and Wrap up	54 h	Case Studies	99 h										
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Case Study	Complete module	80	TG														
Class Room Participation	Complete module	20	IG														
Written Exam	Complete module	80	IG														
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	<p>A case study on development and valuation is handed out which has to be prepared within 4 weeks.</p>																

1. Course:	Fundamentals of Real Estate Development	Course No. L-REM3-002
Instructors:	Prof. Dr. Kerstin Hiska Hennig / Prof. John Glascock	

Guest Speaker:	Tba
Contact:	assistenten@ebs-remi.de
ECTS:	3
Number of Sessions:	9
Language:	English
Course Description:	The course Fundamentals of Real Estate Development aims at introducing students

	<p>to the development of different types of real property as well as urban planning and development theories. The students will learn to appreciate the importance of location, its surroundings and their joint development as well as to apply these in feasibility studies.</p> <p>The first session will be a half-day excursion serves as the kick-off event in order to introduce the students to the real estate industry.</p> <p>After completion of the course, students are able to judge a commercial property (office, retail) itself from the point of view of functionality as well as its urban context and how it fits to it (feasibility analysis).</p> <p><u>Part 1 (3x 90 Minutes):</u> Development of Office and Retail Space</p> <p><u>Part 2 (3x 90 Minutes):</u> Urban Planning and Development</p> <p><u>Part 3 (3x 90 Minutes):</u> Feasibility Analysis</p>
Required Readings:	<p>Graaskamp, J. A. (1991). Fundamentals of real estate development, Graaskamp on Real Estate, pp. 228-265.</p> <p>Miles, M. E., Berens, G., Eppli, M. J. Weiss, M. A. (2007). Real Estate Development: Principles and Process (4rd ed.). Washington D.C., Urban Land Institute, Chapt. 1, 3, 10, 12, 16, 17.</p>
Further Recommended Readings:	<p>Ewald, W., Bragg J. (2005) Trammell Crow: A Legacy of Real Estate Innovation, Washington D.C.: Urban Land Institute.</p> <p>Marmot, A., & Eley, J. (2000). Office Space Planning: Designs for Tomorrow's Workplace, New York City: McGraw-Hill Professional.</p> <p>Peiser, R. B., Frej, A. B. (2003) Professional Real Estate Development, The ULI Guide to the Business (2nd ed.). Washington D.C.: Urban Land Institute.</p> <p>Poorvu, W. J., Cruikshank, J. L. (1999). The Real Estate Game: The Intelligent Guide To Decisionmaking And Investment. New York City: Free Press.</p>
Pedagogy:	Lecture, excursion, group work, case study

2. Course:	Real Estate Valuation	Course No. L-REM3-003
Instructor/-s:	Prof. Dr. Alexander Goepfert / Prof. Dr. Kerstin Hiska Hennig	

Guest Speaker/-s:	None
Contact:	assistenten@ebs-remi.de
ECTS:	3
Number of Sessions:	9
Language:	English
Course Description:	<p>The course Real Estate Valuation aims to introduce students to national real estate valuation approaches as well as to the fundamentals of tenant law. Students will get deeper insights into basics of valuation (German Verkehrswert, Fair Market Value, Mortgage Lending Value) and the different valuation methodologies. Furthermore, the data necessary for real estate valuations (location, quality) and their influence on valuation results will be discussed.</p> <p>After completion, students know how to apply valuation methods (income, sales</p>

	<p>comparison as well as cost approach) in a German context. This serves as basis for the decision making process in real estate investment and finance.</p> <p><u>Part 1 (5x 90 Minutes):</u> Real Estate Valuation</p> <p><u>Part 2 (4x 90 Minutes):</u> Fundamentals of Tenant Law</p>
Required Readings:	Adair, A., Downie, M.L., McGrea,S.I (2003). European Valuation Practice, Taylor & Francis eLibrary
Further Recommended Readings:	<p>Usinger, W., Schneider H.-J. (2009). Real Property in Germany. Legal and Tax Aspects of Development and Investment (7th ed.). Frankfurt/M: Knapp.</p> <p>Adair, A., Downie, M.L., McGreal, S., Vos, G. (1996). European Valuation Practice. London: Routledge Chapman & Hall.</p> <p>Baum, A., Crosby, N. (2007). Property Investment Appraisal, London/Boston: Blackwell Publ.</p>
Pedagogy:	Lecture, case study, group work

Name of Module:	Strategy Consulting	Module No. M-STR3-006
Module Owner:	Dr. Shalini Rogbeer, PhD	

Contact:	shalini.rogbeer@ebs.edu
Programme/-s of Study:	Bachelor in General Management
Specialisation/Major:	-
Mandatory/Elective:	Elective
Semester:	Fall Term, Semester 5 or Spring Term, Semester 6
Module Duration:	1 Semester
Frequency:	Half-yearly
ECTS:	6
Prerequisites:	<p>Module Managing Strategy</p> <p>Students who did not attend this module can get the respective knowledge from McGee, J., Howard, T., Wilson, D., (2010). Strategy: Analysis and Practice, 2. ed., New York (Mc Graw-Hill), pp. 1 - 53.</p> <p>Crane, A., Matten, D., (2004). Business Ethics: A European Perspective: Managing Corporate Citizenship and Sustainability in the Age of Globalization, New York.</p> <p>Glaserfeld, E. v., (1981). An Introduction to Radical Constructivism, Originally published in P. Watzlawick (Ed.), Die Erfundene Wirklichkeit. Munich: Piper.</p> <p>Author's translation in P. Watzlawick (Ed.), (1984). The Invented Reality. New York: Norton.</p>
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be competent in all essential business functions</p> <p>On successful completion of this module graduates understand and are able to apply the most important theories, principles and methods of Business Administration (LO 1)</p> <ul style="list-style-type: none"> • By reading, presenting and analyzing important frameworks in the field of Strategy. • Students also need to find relevant current examples that illustrate the theories in Business Administration. In this way they are able to successfully apply theoretical knowledge. <p>On successful completion of this module graduates are able to directly transfer their knowledge to practice (LO 2)</p> <ul style="list-style-type: none"> • Students participate in a consulting workshop where they have to solve a real consulting project which requires them to transfer theoretical knowledge to an actual problem. • They are guided by consultants who explain how theories and frameworks are used by practitioners. <p>Graduates will be capable of working in an international environment</p> <p>On successful completion of this module graduates are capable of working in multicultural teams (LO 5)</p> <ul style="list-style-type: none"> • Students participate in diverse teams to solve a problem. They learn to work and cooperate with other students from different parts of the world.

	<ul style="list-style-type: none"> • They also study the international strategy of firms in theory and are required to examine how theories and frameworks evolve in different types of institutional, legal and cultural environments. <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning processes (LO 7)</p> <ul style="list-style-type: none"> • Students are also assessed based on the quality of their class participation. For this, they need to have read the articles and contribute to class discussion on their own. • Besides individual knowledge of the class material, they need to show an ability to critique and extend current theories and frameworks using both logic and actual examples. 																				
<p>Relation to other Programmes/Modules:</p>	<p>Programmes: The module is not applicable for other programmes.</p> <p>Modules: Builds on the learning of mandatory modules such as Management and Organizational Behavior (1. Sem), and Managing Strategy (2. Sem).</p>																				
<p>Workload Allocation:</p>	<p>180 h total student’s workload, thereof:</p> <table border="1" data-bbox="485 936 1062 1167"> <tr> <td>Classes</td> <td>27 h</td> </tr> <tr> <td>Pre-class preparation</td> <td>60 h</td> </tr> <tr> <td>Exercises and homework</td> <td>30 h</td> </tr> <tr> <td>Exam/presentation/term paper preparation</td> <td>63 h</td> </tr> </table>	Classes	27 h	Pre-class preparation	60 h	Exercises and homework	30 h	Exam/presentation/term paper preparation	63 h												
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<p>Information on Papers, Allocation of Subjects & Groups, Homework etc.:</p>	<p>The groups will be formed by the instructors and students will be expected to work in groups for presentations</p> <p>Class participation includes max 10 pts Team contribution</p> <p>Students are evaluated for the quality of their contributions in classroom discussion. To that end, they must read the assigned papers thoroughly, link the main claims of the paper to their basic knowledge of strategy and critique these perspectives. Students, in particular international incoming students, are therefore</p>																				

	<p>advised that they should pay attention not to select courses that overlap with Strategy or the Consulting Workshop.</p> <p>This module offers interested students the opportunity to gain in-depth knowledge about the management of strategy as a manager, as well as an strategy consultant. It also provides a skill-development complement for those students with a career focus on consulting, and for those who pursue a career in other functional areas but who wish to acquire general competencies in the consultancy process.</p> <p>Throughout the module, students will become familiar with the competencies qualifying an entry into consulting firms or into in-house consulting services. These skills in turn provide an understanding of the change processes that all types of organisations go through, in particular in times of re-orientation (e.g. in the aftermath of a crisis, following mergers or a restructuring process).</p> <p>During the module students will gain deeper insight into socio-economic theories, and become familiar with the techniques of analysis, design and development of organisations and teams building on these theories. The course combines lectures with group work where students discuss theories and concepts, and work on case studies. More detailed texts are to be read in self-study, and will subsequently be discussed in the lectures.</p> <p>After completion of the module students are able to implement strategic actions within their own organization or at client organizations. This module aims to impart knowledge and skills of being a strategy consultant at the beginners level. The module also includes very close interaction with practitioners who in turn help the students to recognize real life challenges and act upon them responsibly. With help of theoretical insights, the students get equipped with academic concepts that improve the rigour of their decisions.</p>
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1. Course:	Advanced Frameworks in Strategy	Course No. L-STR3-0128
Instructor/-s:	Dr. Shalini Rogbeer, PhD	

Guest Speaker/-s:	None
Contact:	shalini.rogbeer@ebs.edu
ECTS:	3
Number of Sessions:	9
Language:	English
Course Description:	<p>This course marks the milestones in the development of strategic management over the past twenty years and critically reflects on future developments of strategic management. By collecting contributions of some of the most influential thinkers on strategy, students will reflect both the power of the ideas which have shaped the thinking about strategy, and the rich variety of its intellectual heritage. Thus, students are provided a profound and comprehensive understanding of the central ideas shaping current strategy thinking. The course forms a unique and innovative theoretical basis for those who will be involved in strategic management whether as management consultants, general managers or strategic planners / business analysts.</p> <p>After completion, students get a fair idea of the important theories in the field of strategic management.</p>
Required Readings:	(Indicative list – final list to be announced at start of the course)

	<p>Ghemawat, P. (1999). Strategy and the business landscape. Text and cases. Addison-Wesley: Reading; chapter 1, pp. 1-17</p> <p>Porter, M. E. (1996). What is Strategy? Harvard Business Review (vol. 74). Issue 6, pp. 61-78</p> <p>Mintzberg, H. (1979). The Structuring of Organizations. Englewood Cliffs: Prentice Hall, taken from Segal-Horn (2004), pp. 246-269</p> <p>Prahalad, C. K., Hamel, G. (1990). The Core Competence of the Corporation. Harvard Business Review (vol. 78). Issue 3, pp. 79-91</p> <p>Bartlett, C. A., Ghoshal, S., Birkinshaw, J. (2004). Preparing for the Future: Evolution of the Transnational. In: Bartlett, Christopher A.; Ghoshal, Sumantra & Birkinshaw, Julian: Transnational Management: Text, Cases and Readings in Cross-border Management. New York: McGraw Hill, Vol. 8, pp. 756-773</p> <p>Hitt, M. A., Ireland, D. R., Santoro, M. D. (2004). Developing and Managing Strategic Alliances, Building Social Capital and Creating Value. In: A. Ghobadian, N. O'Regan, D. Gallear & H. Viney (eds.): Strategy and Performance: Achieving Competitive Advantage in the Global Marketplace. London: Palgrave Macmillan, pp. 13-34</p>
Further Recommended Readings:	Segal-Horn, S. (Editor) (2004) The Strategy Reader, Blackwell Publishing
Pedagogy:	Lecture

2. Course:	Consulting Workshop	Course No. L-STR3-012
Instructor/-s:	Dr. Shalini Rogbeer, PhD	

Guest Speaker/-s:	None
Contact:	shalini.rogbeer@ebs.edu
ECTS:	3
Number of Sessions:	9
Language:	English
Course Description:	<p>This course takes place in form of a 2-day workshop aimed at enabling students to acquire a basic understanding of the consultancy process and how consultants work in general. During the course, students are introduced to the basic concepts of consultancy, and are expected to work as 'consultants' within a diverse team. Through this experience, students will be exposed to a 2-day "real life" experience on how consultants work. The workshop is often conducted by real-life consultants, who not only discuss the elementary characteristics of consulting, but also questions of appropriate evaluation of consultancy services, and the resulting demands, which consultants and clients face.</p> <p>In addition, through the interaction with the consultants, students get to learn about current consulting market developments, new business models as well as challenges consulting firms face, today.</p> <p>During the groupwork and presentations, students will learn how to apply consulting tools and methods, how to solve team conflicts as well as how to work under time pressure.</p> <p>After completion of the module students are able to apply strategy concepts during their consulting projects – either inhouse, or externally. During the workshop, the</p>

	students decide on a sound strategy that can be implemented in a given situation of a case-study or game. The workshop helps the students to learn how to work in teams and cope up with interpersonal relations as well.
Required Readings:	To be announced during the workshop
Further Recommended Readings:	<p>Clark, T. (1995). <i>Managing Consultants. Consultancy as the Management of Impressions</i>, Buckingham.</p> <p>Clark, T., Fincham, R. (Eds.) (2002). <i>Critical Consulting. New Perspectives on the Management Advice Industry</i>. Oxford.</p> <p>Kipping, M., Engwall, L. (Eds.) (2002). <i>Management Consulting. Emergence and Dynamics of a Knowledge Industry</i>. Oxford.</p> <p>Maister, D. (1997). <i>Managing the Professional Service Firm</i>. New York.</p> <p>Schmidt, S. L., Vogt, P., Richter, A. (2005). <i>Good News and Bad News – The Strategy Consulting Value Chain Is Breaking Up</i>.</p> <p>Thommen, J.-P., Richter, A. (2004). <i>The Changing Balance of Power in the Consulting Market</i>" by Richter, A. <i>Management Consulting Today: Strategies for a Challenging Environment</i>.</p> <p>Niewiem, S., Richter, A.. (2004). <i>The changing balance of power in the consulting market</i>. Forthcoming in: <i>Business Strategy Review</i>, Spring Issue.</p> <p>Payne, A. T., Lumsden, C. (1987). <i>Strategy consulting – A shooting star</i>. <i>Long Range Planning</i> (vol. 20). Number 3: pp. 53-64.</p> <p>Wilkinson, J. W. (1995). <i>What Is Management Consulting?</i>, in: Barcus, S.W. & Wilkinson, J. W. (eds.): <i>Handbook of Management Consulting Services 2nd ed.</i>. New York et al., pp. 1.3 – 1.16.</p>
Pedagogy:	Workshop

Name of Module:	Studium Universale IV	Module No.	M-PHI3-012
Module Owner:	Prof. Dr. Max Urchs		

Contact:	max.urchs@ebs.edu
Programme/-s of Study:	Bachelor in General Management
Specialisation/Major:	-
Mandatory/Elective:	Mandatory
Semester:	Fall Term, Semester 5
Module Duration:	1 Semester
Frequency:	Yearly
ECTS:	2
Prerequisites:	Studium Universale I – III
Contribution to Programme Learning Goals and Objectives:	<p>Graduates will be capable of working in an international environment</p> <p>On successful completion of this module graduates demonstrate good written and oral communication skills in English (LO 4)</p> <ul style="list-style-type: none"> • Students continuously contribute to in-class debates, they regularly present their well-founded opinion on topics currently treated (they receive short time of preparation for that) • Students prepare team presentations and in-depth elaborations in written form (they have sufficiently long time for that task) <p>On successful completion of this module graduates are capable of working in multicultural teams (LO 5)</p> <ul style="list-style-type: none"> • Teams are formed in a diversified manner, all of them are composed out of students from various nations and cultures • Work in international teams is intense and sufficiently long-lasting • By specific rules for team work there is a strong incentive for fair and solidary cooperation <p>Graduates will have well-developed critical thinking skills</p> <p>On successful completion of this module graduates are able to select, interpret and critically evaluate information and derive meaningful answers using scientific methods (LO 6)</p> <ul style="list-style-type: none"> • Students learn to accept unexpected and unfamiliar opinions as argumentatively well-founded, they understand that there is often more than one position possible • Philosophical thought experiments will be used in class to train critical evaluation of the stringency of arguments • These skills will next be transmitted to practical cases while preparing the team presentations <p>On successful completion of this module graduates are able to independently solve problems and direct their own learning processes (LO 7)</p> <ul style="list-style-type: none"> • Student-teams receive relative concise task descriptions for their work,

	<p>they need to structure the whole process on their own – including the independent formulation of a modest research question</p> <ul style="list-style-type: none"> The essay requires basic skills of scientific writing, students need to work in libraries and shall use also traditional data media (“books”) 								
Relation to other Programmes/Modules:	<p>Programmes: This module is not applicable for other programmes.</p> <p>Modules: On the one hand, the philosophy courses lay the foundations of other disciplines included in the programme by addressing questions in foundations of science. In this respect, the module is connected with the courses on Economics and Strategy. On the other hand, the module is intended to broaden the general scope of the BSc-programme by introducing and strengthening logical reasoning and rational argumentation. In this sense, the various courses offered in all the philosophy-modules intentionally enlarge the usual programme in business studies.</p> <p>The module refers directly to previous and later modules in philosophy.</p>								
Workload Allocation:	<p>60 h total student’s workload, thereof:</p> <table border="1" style="margin-left: 40px;"> <tr> <td>Classes</td> <td>12 h</td> </tr> <tr> <td>Pre-reading</td> <td>28 h</td> </tr> <tr> <td>Reflection paper</td> <td>20 h</td> </tr> </table>	Classes	12 h	Pre-reading	28 h	Reflection paper	20 h		
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Grading:	<p>60 Examination Points</p> <table border="1" style="margin-left: 40px;"> <thead> <tr> <th>Kind of Examination</th> <th>Related Course</th> <th>Points</th> <th>Team Grading (TG / Individual Grading (IG))</th> </tr> </thead> <tbody> <tr> <td>Written exam</td> <td>Econ. decision theory</td> <td>60</td> <td>IG</td> </tr> </tbody> </table>	Kind of Examination	Related Course	Points	Team Grading (TG / Individual Grading (IG))	Written exam	Econ. decision theory	60	IG
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Written exam	Econ. decision theory	60	IG						
Information on Papers, Allocation of Subjects & Groups, Homework etc.:	Detailed information will be provided via campusnet in due time.								

1. Course:	Economic Decision Theory	Course No. L-PHI3-044
Instructor/-s:	Prof. Dr. Max Urchs	

Guest Speaker/-s:	None
Contact:	max.urchs@ebs.edu
ECTS:	2
Number of Sessions:	8
Language:	English
Course Description:	The course provides an outline of epistemology with a focus on decision making. Furthermore, the course gives an outline of classical formal logic and the theory of

	<p>argumentation.</p> <p>After completion of the module students are able to understand the relevance of philosophical perspectives on economic thought. Communication skills as well as writing skills should improve considerably. Classical logic provides students a toolbox for rational thinking and arguing in complex situations.</p> <ul style="list-style-type: none"> • What is Philosophy? • From Mythos to Logos: the Rise of Western Rationality • Paradoxes • Scepticism • Mind and Brain • Rational vs. emotional decision making • What is Science? • Truth and consistency • Certainty vs. complexity • Formal Languages • Classical Propositional Logic • Venn diagrams • Common Sense Reasoning • Limits of Formalization?
Required Readings:	<p>Blackburn, Simon (recent edition): Think: A Compelling Introduction to Philosophy, Oxford University Press.</p> <p>Hoynigen-Huene, Paul (2004). Formal Logic. A Philosophical Approach, Pittsburgh Uni Press</p>
Further Recommended Readings:	<p>Kahnemann, D. (recent edition) Thinking fast and slow, FSG</p> <p>Colyvan, M. (2012) An Introduction to the philosophy of mathematics, Cambridge Uni Press.</p>
Pedagogy:	Interactive lecture