



LUDWIG-
MAXIMILIANS-
UNIVERSITÄT
MÜNCHEN



Konkrete Lehrveranstaltungen
Modulhandbuch
Masterstudiengang: Betriebswirtschaftslehre
(Master of Science, M.Sc.)

Auf Basis der Prüfungs- und Studienordnung vom 31. August 2018

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Modul: P 1 Fundamentals in Management

Methods in Management (Prof. Leidl u.a.)

Inhalte

This module deals with the principles, methods and tools of empirical analysis in business administration. It provides an overview over key concepts and, for selected approaches, presents in-depth analyses of practical examples.

The exercises covers tools and their use, applying them to concrete tasks, often emphasizing quantitative analysis.

Qualifikationsziele

For research questions in business administration, students will be enabled to identify and methodologically qualify approaches of empirical analysis. They will also be enabled to critically assess and appraise the empirical approaches.

For research questions in business administration, students shall be qualified to appraise the empirical approaches dealt. They shall also understand the principles of use regarding these empirical approaches.

Modul: P 2 Fundamentals in Economics I

Managerial Economics 1 (Volkswirtschaftliche Fakultät)

Inhalte	The lecture presents basic methods, models, and insights of microeconomic analysis. The focus is on the behavior of firms in markets and the resulting consequences for market outcomes. Emphasis is given to microeconomic contributions to managerial decision making, including areas such as profit maximization, pricing, strategic decision making, information asymmetries, and behavioral economics. Classes are designed to deepen the understanding of the concepts and methods developed in the lecture.
Qualifikationsziele	Students should be familiarized with basic methods, models, and results of microeconomics and be enabled to apply them to the analysis of specific markets and economic policy issues. Students should learn to work on specific questions with the concepts and methods introduced in the lecture. In particular their analytical and modeling skills should be strengthened.

Modul: WP 1 Fachspezifische Grundlagen: Accounting and Taxation

Accounting Theory

Inhalte	Graduates get to know accounting from an information content perspective. They are able to formalize the concepts of uncertainty and information and develop a theoretical perspective on managerial and financial accounting that treats accounting as source of information.
Qualifikationsziele	Graduates are able to apply the concepts to analyze current accounting standards from an information content perspective and evaluate them according to their information content. Participants understand to what extent economic determinants influence the value and relevance of existing accounting practices and their use for valuation and contracting.

Modul: WP 2 Fachspezifische Grundlagen: Finance and Insurance

Advanced Risk Management

Inhalte

The course introduces the theoretical and empirical concepts of modern finance required in advanced courses. The first part of the course seeks to deepen the understanding of why risk management is beneficial by applying classic decision theory to investment and risk management problems. The second part of the course is concerned with market risk, covering different measures of risk and return, as well as portfolio theory and common asset pricing techniques. The last part deals with credit risk, in particular the role of ratings, default correlations, credit portfolio models, such as the CreditMetrics model, as well as credit derivatives.

Qualifikationsziele

Students should be equipped with the skills necessary to attend advanced finance courses upon completion of the course

Modul: WP 3 Fachspezifische Grundlagen: Innovation and Digital Business

New Products: From Ideas to Markets

Inhalte	The course „New Products: From Ideas to Markets“ deals with various topics and corresponding methods for the successful development and introduction of new products (goods and services). These topics include: fundamentals of new product development, idea generation, customer integration, product concept development, diffusion, innovation and intellectual property, development of digital products as well as new product development in the life sciences. The tutorials complement and amplify these contents through case studies, presentations, and discussions.
Qualifikationsziele	Students will learn foundational concepts and theories for practical application and critical evaluation of new products. The goal of the tutorials is the application of these concepts and empirical insights to new product development.

Modul: WP 4 Fachspezifische Grundlagen: Leadership and Human Resources

Fachspezifische Grundlagen: Basic Topics in Leadership and HR

Inhalte

This course teaches “basics” from the skill set of “Leadership & HR”. The lecture is organized jointly by Prof. Gazdag, Prof. Högl, and Prof. Weller. The tutorials strengthen and complement the lectures and leave room for open discussions and applications.

During the first part of this course students become acquainted with a variety of aspects that occur naturally in and around organizations. In particular, the context of negotiations, toxic work environments, diversity, and social processes. We also discuss real-world examples throughout the tutorials.

In the second part we focus on selected topics of human behavior in organizational contexts (organizational behavior). In particular, key aspects of teamwork and leadership, managerial cognition and creativity, as well as stress and resilience are discussed. We also discuss the role of different research methodologies throughout the tutorials.

The third part of the course focuses on the most relevant aspects of “Strategic Human Resource Management”. Important principles and mechanisms including human assets and value creation, staffing, incentives, and development are discussed. We also discuss research and methodological issues and teach students the basics of the statistical software R (tutorials).

Qualifikationsziele

The students gain a deeper understanding of the “Leadership & Human Resources” competence field, and apply their knowledge for problem-solving in new and unknown situations. They will contrast and interpret different doctrines and the respective empirical findings in order to learn how to make sound decisions and quickly acquire new knowledge in situations with incomplete information. In addition, the students are being sensitized for the multitude of methodological approaches and problems of the subject area.

Modul: WP 5 Fachspezifische Grundlagen: Marketing and Strategy

Convincing Stakeholders

Inhalte:

The course is held in collaboration of the Institute for Marketing, the Institute of Strategic Management and the Institute for Market-based Management. Each institute emphasizes different problem areas and offers different problem solutions with regards to stakeholder management.

Prof. Dr. Anton Meyer (Head of the Institute for Marketing) gives a comprehensive overview of the stakeholder ecosystem, their interdependencies and relationships. Changing values and global economic activities make it necessary to formulate specific relationship-, brand- and product-values. Nowadays, it simply isn't enough to serve shareholders, customers and employees; an integrative understanding is key. Particularly, the contrasting perspective of the shareholder vs. the stakeholder theory and the roots of the stakeholder approach are elaborated. To manifest the knowledge and give practical examples on the stakeholder approach, this part of the lecture includes several guest speeches from practitioners with different industry backgrounds. Furthermore, the tutorials include the customers perspective and students are to work on in-class-case studies, regarding stakeholder topics.

The part of the course led by Prof. Tuschke (Head of the Institute of Strategic Management) focuses on the stakeholder groups "owners" and "managers" as well as on their interactions. Based on practical examples and theoretical frameworks the relationships between the management, the supervisory board and the owners of a corporation are analyzed. Within the scope of these relationships issues such as goal setting, strategic decision making, corporate governance and incentives for the top management will be discussed. This part of the course will also take a behavioral approach, mainly rooted in psychological and sociological research, to gain a deep understanding of the relevant stakeholder groups. To assure the learning success, students examine seminal readings and apply knowledge to recent cases in class and tutorial.

The part of the course led by Prof. Schwaiger (Head of the Institute of Market-based Management) seeks to improve students' understanding of management communications, both on a corporate as well as on an individual level. As far as the corporate level is concerned, students may learn how companies use communications to implement a superior strategy and achieve competitive advantage. To reach these goals, students examine several cases, readings, and/or films that help them to understand how corporate communications relate to general management in a firm. Communications on an individual level is designed to teach students the theory and processes of

negotiation as it is practiced in a variety of settings. The course covers an expansive spectrum of negotiation problems that are faced by managers. It allows the participants to develop a broad array of negotiation skills. Considerable emphasis is placed on simulations, role-playing and cases in this section as well. It offers a practical psychological exploration of the major concepts and theories of negotiation.

Qualifikationsziele:

The first part of the lecture led by the Institute for Marketing primarily aims to present a broader and more integrated stakeholder approach and arouse the students' attention towards the topic. The stakeholder ecosystem, changing values and global economic activities make it eminent to broaden one's perspective. Students should further understand, how companies achieve competitive advantages with the help of the central value drivers and customer centricity. Guest speeches by top-level practitioners in the lecture as well as elaborate in-class-cases in the tutorials, foster the students interest and make them more receptive.

The part of the course led by the Institute of Strategic Management aims to provide a deep understanding of managerial actions and their boundaries within a broad context of corporate governance systems. Students will learn basic and recent concepts within the field of strategic management to analyze organizational goal setting, the governance of the manager – shareholder relationship and the influence of board networks. Relevant academic readings will further extend students' knowledge and train them to work out key contributions of seminal papers.

The part of the course led by the Institute of Market-based Management aims to improve understanding of management communications, both on a corporate as well as on an individual level. In addition students should learn how companies use corporate communications to implement a superior strategy and achieve long-term competitive advantage. Last but not least, students should develop a broad array of negotiation skills and explore the major concepts and theories of bargaining.

Modul: P 3 Fundamentals in Economics II

Managerial Economics 2 (Volkswirtschaftliche Fakultät)

Inhalte	The module presents basic methods, models and results in macroeconomics. The focus is on the interaction of macroeconomic variables and their microeconomic foundations, as well as the consequences of economic policy.
Qualifikationsziele	Students will be familiarized with basic methods, models and results in macroeconomics and will be able to apply them successfully to current political events and economic policy issues. Analytical and modeling skills will be strengthened.

Modul: P 4 und WP 28 Projekt: Forschung und Praxis I und II

Projektkurs Lehrstuhl Professor Hess und Professor Kranz „Digitale Wirtschaft“

Inhalte

Im Rahmen des Projektkurses erarbeiten die Studierenden praxisrelevante Fragestellungen in enger Kooperation mit sich digitalisierenden Unternehmen oder Start-Ups im Bereich der Digitalwirtschaft. Typische Fragen sind die Neukonzeption eines Erlösmodells, die Anpassung der Organisationsstruktur oder die Eignung eines Standardsoftwarepakets.

Qualifikationsziele

Der Projektkurs bietet Studierenden die Möglichkeit ein konkretes betriebswirtschaftliches Problem im Kontext der Digitalisierung von Produkten, Prozessen oder Geschäftsmodellen bzw. der Anpassung der Organisationsstruktur zu bearbeiten. Dabei werden nicht nur theoretische und methodische Kompetenzen gefördert, sondern auch soziale Kompetenzen. In der Regel arbeiten die Studierenden im Team mit dem Kooperationspartner zusammen. Die erstellten Präsentationen sollen dem Unternehmenspartner als Input für die Lösung eines realen Problems dienen.

Projektkurs Lehrstuhl Professor Högl

Inhalte

Der Projektkurs im MSc BWL bietet Studierenden die Möglichkeit, für die Dauer eines Semesters ein konkretes betriebswirtschaftliches Problem im Kontext von Führung und Organisation zu bearbeiten. Dabei wird die betriebswirtschaftliche Fragestellung von einem studentischen Team selbständig für einen Unternehmenspartner erarbeitet. Dadurch soll eine Verbindung zwischen theoretischen Problemlösungsansätzen und deren praktischer Anwendung geschaffen werden. Die Ergebnisse bzw. die Ausführungen sollen dem Praxispartner als Entscheidungsgrundlage dienen können. Alle Themen haben gemein, dass sie sich mit der menschlichen Seite von Organisationen beschäftigen und unterliegen der Annahme, dass Mitarbeiter mit ihrem Wissen und ihren Kompetenzen von zentraler Bedeutung für den Unternehmenserfolg sind. In der Bearbeitung der Projekte gewinnen die Studenten in Zusammenarbeit mit einem Unternehmenspartner nicht nur einen Einblick in ihr konkretes Thema, sondern auch erste praktische Erfahrungen im Projektmanagement.

Qualifikationsziele

Der Projektkurs zielt darauf ab, den Studierenden ausgewählte Themen aus dem Bereich Führung und Organisation praxisnah zu vermitteln. Dabei sollen die Studierenden zudem lernen, nicht nur mit wissenschaftlichen Studien umzugehen, komplexes Wissen aufzunehmen und zu synthetisieren, sondern dieses auf Praxisthemen anzuwenden und greifbare Problemlösungsansätze zu entwickeln. Somit sollen Studierende in der Lage sein, einen konkreten Transfer von der Wissenschaft zur Praxis zu schaffen. Des Weiteren vermittelt der Kurs grundlegende Projektmanagementstrategien und zielt darauf ab, Studierende zur eigenständigen Projektplanung und -durchführung zu befähigen. Scoping, Aufgabenaufteilung, Zeitmanagement und effektive Teamarbeit sind zentrale Bestandteile des Kurses. Studierende lernen klare Ziele zu definieren, diese mit eindeutigen „Deliverables“ zu versehen und diese selbstständige in einer klaren Projektdokumentation inklusive Zeitplan festzuhalten. Die Kursteilnehmer erwerben somit die relevanten Fähigkeiten in der Projektierung, nicht nur auf theoretischer Basis, sondern praktisch angewandt in einem Praxisprojekt.

Projektkurs Lehrstuhl Professor Weller

Inhalte

Der Kurs ermöglicht den Studierenden einen tiefen Einblick in die theoretische und forschungspraktische Arbeit des Instituts. Gemeinsam mit Konzernen, kleinen und mittelständischen Unternehmen, Start-Ups und alternativen Organisationen, vorwiegend aus der Region, steht die selbstständige Bearbeitung organisationspraktischer Probleme mit wissenschaftlichen Theorien und Methoden im Vordergrund des Projektkurses.

Qualifikationsziele

Studierende lernen ihr bisher erlerntes Wissen und ihre Fähigkeiten auf reale Problemstellungen anzuwenden. Sie erlangen die Fähigkeit selbstständig unternehmensspezifische Lösungsstrategien zu erarbeiten und Verantwortung im Team zu übernehmen. Die Studierenden sollen lernen weitgehend selbstgesteuert eigenständige forschungs- oder anwendungsorientierte Projekte durchzuführen.

Projektkurs Lehrstuhl Professor Leidl

Inhalte

Die Themen des Projektkurses beschäftigen sich mit aktuellen Fragestellungen aus der Gesundheitsökonomie, der Gesundheitspolitik und dem Management im Gesundheitswesen. In Kooperation mit einem Partner aus der Industrie, dem Versicherungswesen, der Gesundheitsversorgung oder einem Beratungsunternehmen werden konkrete Problemstellungen aus dem Alltag des Unternehmens in wissenschaftliche Fragestellungen übersetzt, die dann von Studierenden bearbeitet werden. Der Projektkurs ist darauf ausgelegt, eine Verbindung zwischen theoretischen Problemlösungsansätzen und deren praktischer Anwendung zu schaffen. Während des Projektes arbeiten die Studierenden in kleinen Gruppen zusammen und werden über die Projektphase vom Lehrstuhl begleitet. In der Bearbeitungszeit stehen die Studierenden in Kontakt mit dem Praxispartner und präsentieren diesem das Ergebnis ihrer Arbeit sowohl in einer Zwischen- und Abschlusspräsentation, als auch in einem Abschlussbericht.

Qualifikationsziele

Bei einer gegebenen Fragestellung sind die Studierenden in der Lage, sich die für die Lösung notwendigen analytischen Kenntnisse selbständig zu erarbeiten und problemorientiert einzusetzen. Durch die Zusammenarbeit mit dem Projektpartner haben die Studierenden Kenntnisse über reale Probleme der Praxis erworben. Die Studierenden sind in der Lage, unter Zuhilfenahme von aktuellem Wissen Lösungsmöglichkeiten auf eine spezifische praxisrelevante Problemstellung zu übertragen.

Projektkurs Lehrstuhl Professor Spann

Inhalte

Der Projektkurs bietet Studierenden die Möglichkeit, für die Dauer eines Semesters, ein konkretes betriebswirtschaftliches Problem zu bearbeiten. Dieses Problem beschäftigt sich im weiteren Sinne mit der Digitalisierung und elektronischen Prozessen in digitalen Märkten. Spezifische Inhalte aus diesen betriebswirtschaftlichen Forschungsbereichen werden vertieft und angewendet. Die Studierenden arbeiten als Team direkt mit dem Ansprechpartner eines Kooperationspartners zusammen. Die erstellten Präsentationen sollen dem Unternehmenspartner als praktische Entscheidungsgrundlage dienen.

Qualifikationsziele

Ziel der Lehrveranstaltung ist es, die Kenntnisse der bereits erworbenen theoretischen Konzepte sowie das Verständnis für reale Zusammenhänge zu vertiefen sowie die Transfer- und Problemlösungskompetenz der Studierenden im Bereich der Vertiefung zu erhöhen. Darüber hinaus soll die Fähigkeit, theoretische Konzepte auf konkrete betriebswirtschaftliche Probleme anzuwenden, gestärkt werden.

Projektkurs Lehrstuhl Professor Spanjol “Innovation Management”

Inhalte

The project course “Innovation Management” applies theory-based knowledge to practically-relevant problems. Students strengthen their analytical thinking by working on innovation-related, practical projects and concrete cases. Projects relate to the domain of innovation management in a broad sense and are conducted in cooperation with partners (companies, startups, research institutions, etc.). Participants work in small teams while being supported by the institute and the partner(s) in all phases of the project. The course results serve as a foundation for decision-making for engaged partners.

Qualifikationsziele

By intensively and independently working on complex cases and questions in the domain of innovation management, students learn to develop and assess concrete solutions and suggestions to practically-relevant problems based on theories and scientific methods. This approach enables a transfer of acquired theories and expertise to practical problems and cases. Soft and organizational skills – such as time management, effective teamwork, or responsibility assignment – and project management skills are developed and strengthened.

Projektkurs Lehrstuhl Professor Sundmacher

Inhalte

Die Veranstaltung befasst sich mit einem aktuellen Thema aus dem Bereich Management im Gesundheitswesen und wird in Kooperation mit einem Praxispartner bearbeitet

Qualifikationsziele

Qualifikationsziel ist die eigenverantwortliche Bearbeitung eines Projekts und die Anwendung gesundheitsökonomischer Kenntnisse und Kompetenzen im Bereich Management im Gesundheitswesen.

Projektkurs Lehrstuhl Professor Richter “Versicherungsmanagement”

Inhalte

Im Rahmen des Projektkurses Versicherungsmanagement sollen ausgewählte Fragestellungen aus der Praxis und der aktuellen Fachdiskussion eingehend aufgearbeitet sowie die wissenschaftliche Literatur hierzu einbezogen werden. Spezifische, jedoch nicht zu eng gefasste Themen und Problemstellungen werden unter aktiver Mitarbeit und Diskussion durch die Studierenden erörtert. Ein Einblick in praxisrelevante Fragestellungen und Lösungsstrategien soll durch die Arbeit in einem modellhaften Kontext vermittelt werden.

Qualifikationsziele

Die in den übrigen Lehrveranstaltungen erworbenen theoretischen Kenntnisse sollen durch die Anwendung einschlägiger Arbeitstechniken und Problemlösungsstrategien durch die Studierenden vertieft werden. Durch die Diskussion und Problemlösung praxisrelevanter Aspekte sollen die Teilnehmerinnen und Teilnehmer an die Arbeitsbedingungen und Anforderungen branchentypischer Berufsfelder herangeführt und hierauf vorbereitet werden.

Projektkurs Lehrstühle Professor Elsas und Professor Glaser

Inhalte

The first part of the course is concerned with basic theoretical concepts of derivative products, as well as advanced trading strategies and their applications in practice. The second part provides a hands-on introduction to the Matlab programming language with applications in financial modeling.

Qualifikationsziele

Students should have a good understanding of financial derivative theory and be able to apply derivative trading strategies and financial modeling methods upon completion of the course.

Projektkurs Lehrstuhl Professor Sellhorn

Inhalte:

The students apply their theoretical knowledge to real-life decision problems of companies in the field of accounting, auditing or company valuation. Those problems may include but are not limited to:

- Accounting for complex issues
- Introduction of new accounting standards
- Accounting for business combinations
- Interaction of companies, regulatory institutions, and auditors

The students shed light on these problems on the basis of the theoretical knowledge acquired during their studies, analyze the implications of the problem and deduct specific recommendations for the company.

Qualifikationsziele:

The students have to analyze, structure and solve real-life decision problems as part of a heterogeneous team using various business analysis instruments. During this process, students acquire and improve their research abilities, their capability to systemize and interpret the collected information. Furthermore, students also need to be capable of presenting precise and relevant results and to plead the case for their results to both, the chair and the company.

Projektkurs Lehrstuhl Professor Schwaiger

Inhalte

This course is a compulsory part of the Master of Science Program in Business Administration, in which the students over a period of about 3 months act full-time as management consultants and deal with a real entrepreneurial question. As part of the project course on market-oriented management, students work in teams of 2 or more in close cooperation with companies/institutions on real-life practical tasks. For 3-4 months – guided and supervised by Prof. Schwaiger and IMM research and teaching assistants – students slip into the role of a management consultant and deal with projects from the daily business of our practice partners. The structure of the project courses can be divided into three main milestones: Kick-off, intermediate and final presentation.

Qualifikationsziele

The project course enables students to apply the methods and knowledge gained during their studies in practice and to get to know the daily routine of project work. Hence, while lectures and tutorials allow for gaining declarative knowledge, the project course supports students in gaining procedural knowledge. The tasks vary from project to project but often include an empirical part with own survey and analysis - either quantitative (e.g. surveys with subsequent customer segmentation, driver analysis) or qualitative (e.g. focus groups or expert interviews). In addition, the cooperation offers a unique opportunity for students to present themselves from their best side to renowned companies.

Projektkurs Lehrstuhl Professor Tuschke/Kleine „Strategische Unternehmensführung“

Inhalte

Der Projektkurs am Institut für Strategische Unternehmensführung ist darauf ausgelegt, eine Verbindung zwischen theoretischen Problemlösungsansätzen und deren praktischer Anwendung zu schaffen. Den Studierenden soll neben der Stärkung analytischer Fähigkeiten ermöglicht werden, praxisrelevante Erfahrung in strategischen Projekten zu sammeln. Dies geschieht anhand der Bearbeitung aktueller Problemstellungen und in Kooperation mit Partnern aus der Praxis.

Qualifikationsziele

Durch die intensive Auseinandersetzung und den selbstständigen Umgang mit einer komplexen Fragestellung aus der Unternehmenspraxis im Bereich der strategischen Unternehmensführung sollen die Projektkursteilnehmer erlernen, konkrete Lösungswege und -vorschläge auf Basis theoretischen Wissens und wissenschaftlicher Methoden zu entwerfen und zu bewerten. Die selbstständige Durchführung des Projekts vermittelt dabei Fähigkeiten im Bereich des Projektmanagements und stärkt zudem wichtige Schlüsselqualifikationen der Teilnehmer.

Projektkurs Lehrstuhl Professor Meyer „Strategic Marketing“

Inhalte

During the Project Course “Strategic Marketing” Master students can apply their theoretical knowledge in real-life project situations. For the duration of the semester, students work in small teams on projects with partner companies. The project topics will mainly focus on strategic as well as marketing issues in various industries.

Qualifikationsziele

At the end of the Project Course students understand the benefits and challenges of working together in project teams. They will be able to apply qualitative and/or quantitative theories, methods and concepts in a real-life business context. Also, they acquire skills enabling them to present in front of industry representatives and decision makers. All in all, this course is a great opportunity to apply scientific knowledge in a practical environment.

Projektkurs Lehrstuhl Professor Schanz „Unternehmensbesteuerung“

Inhalte

Im Rahmen der Veranstaltung werden ausgewählte Themen zu aktuellen und praktisch relevanten Problemen aus dem nationalen oder internationalen Steuerrecht vergeben.

Qualifikationsziele

Ziel der Veranstaltung ist es, die Fähigkeit zu erlangen, Lösungen für komplexe steuerliche Probleme in angemessener Zeit erarbeiten zu können.

Projektkurs Lehrstuhl Professor Kretschmer „Strategy, Technology and Organization“

Inhalte

The Project Course Strategy, Technology and Organization provides students in the M.Sc. program an opportunity to apply their theoretical knowledge to real-life project situations. For the duration of the semester, teams of two to three students will work on projects with partner companies (contacts will be provided by the Institute for Strategy, Technology and Organization). The project topics will focus mainly on strategic and organizational questions in high-technology industries and will provide the students with regular coaching meetings.

Qualifikationsziele

Following this course students will be able to work on concrete practical problems in cooperation with partner companies. They will be able to apply and enhance the knowledge they obtained from other courses in the context of corporate decision situations and have learned to work in teams on concrete projects.

Projektkurs Lehrstuhl Professor Hofmann „Unternehmensrechnung und Controlling“

Inhalte

Students apply their theoretical knowledge on a firm's practical use case in the field of management accounting. Students examine a given research question with their theoretical background knowledge, analyze the problem from a practitioner's viewpoint, and derive concrete action recommendations for the firm.

Qualifikationsziele

Graduates are able to analyze practical use cases with different business management tools in a team. Graduates learn to collect information, structure, and interpret this information. Furthermore, graduates are able to present their results concisely and discuss these with specialists.

Modul: WP 6 Accounting and Taxation I sowie WP 29 – 31 Elective Topics in Business Administration (Theory) I - III

International Taxation (Prof. Schanz)

Inhalte

Graduates gain insights into the fundamental concepts of international (corporate) taxation. They learn how to evaluate, analyze and solve case studies in the context of international taxation. Moreover, global tax policy issues will be discussed.

Qualifikationsziele

Graduates learn how fundamental concepts of international taxation can affect corporate practice and particularly corporate decision-making. Through case studies, graduates are able to understand the scope and relevance of fundamental concepts of international (corporate) taxation.

Modul: WP 7, WP 8, WP 21 Accounting and Taxation II; III, IV sowie WP 32 – WP 35 “Advanced Elective Topics in Business Administration (Theory) I – IV”

Management Control Systems (Prof. Nasev):

Inhalte

- Management control focuses on the execution of the company's strategy by the management and employees.
- Management control systems are needed
 - (1) if management and employees lack direction, i.e., if they don't know what the company wants from them,
 - (2) if management and employees have motivational problem, e.g., if they act in their own interest at the expense of the company, if they waste, mismanage or misappropriate the company's resources,
 - (3) if management and employees have personal limitations, i.e., a lack of knowledge, ability, training, experience or resilience.
- Good management controls address these problems. The course covers action, results and personnel/cultural controls focusing on financial results controls like financial responsibility centers, planning and budgeting and incentive systems.
- The course alternates between lectures in which a concept and theory is presented and case study presentations and discussions in which the concept is applied to real or fictitious company cases.

Qualifikationsziele

- Students learn to identify management control problems and to design management control systems that address these problems.
- The case format puts students in the position of a consultant. They are confronted with a situation, which they have to analyze and evaluate in order to identify the problem and suggest a solution.
- They practice formulating a point of view and defending it while at the same time being open to incorporating suggestions when they missed something or when they were wrong.

Empirical Research in Accounting, Auditing and Analysis (Prof. Sellhorn):

Inhalte

This course introduces graduates to academic research in the fields of financial accounting, auditing, financial statement analysis, and valuation with an emphasis on empirical work. Our focus will be on research, elucidating the determinants and consequences of the behavior of 'players' in those fields. In this context, we will review and apply pertinent theories and empirical methods. We will also focus on critically assessing the results and their implications for practice and policy-making.

Qualifikationsziele

We consider this course successful if it:

- Renders graduates intelligent and critical consumers of academic research;
- Enables graduates to provide substantive but constructive feedback, assessment and critique of research articles;
- Helps graduates become a competent researcher in this field; and
- Interests graduates in pursuing a doctoral degree, giving them a feeling for the requirements of an academic career in accounting.

Accounting for M&A Transaction (Prof. Sellhorn)

Inhalte

This course aspires to make graduates familiar with the financial reporting implications of M&A transactions by asking the following question: How do corporate acquisitions and similar transactions affect the financial situation of investor firms as portrayed in their consolidated financial statements? Understanding these effects is important to anyone who is involved in M&A transactions or who analyzes or advises the companies that are. These financial reporting effects frequently are ill-understood by the parties involved, although they can have a profound effect on the effectiveness of deals. The course focuses on consolidated financial statements prepared under International Financial Reporting Standards (IFRS) that publicly traded investor companies domiciled in the EU are required to apply.

Qualifikationsziele

In this course, graduates will learn to:

- Evaluate the types and economic importance of M&A transactions;
- Apply the theoretical concepts of consolidated accounting to real-world problems;
- Conduct the different steps necessary in the process of including a subsidiary in its parent company's consolidated financial statements;
- Deal with step acquisitions as more complex transactions;
- Apply the tools of financial statement analysis to consolidated financial statements, allowing critical evaluation of the effects of M&A transactions.

The skills acquired in this course are useful in a wide array of professional areas, especially but not limited to those directly involved in M&A transactions. They include investment banking, private equity, consulting, auditing, accounting, corporate finance, and strategy.

Empirical Research in Tax Accounting (Prof. Schanz)

Inhalte

Graduates gain deeper insights into relevant corporate tax matters, currently analyzed in empirical tax research. Underlying theories and institutional backgrounds will be discussed. Implications for corporate tax practice will be addressed throughout the course.

Qualifikationsziele

Graduates obtain deeper knowledge on the design of tax systems and the effects of corporate taxation. They learn to critically reflect on the findings of current research. Moreover, they will get to know typical proxies and model choices, commonly used in empirical tax papers.

Big Data and Taxes (Prof. Schanz)

Inhalte

Im Rahmen der Veranstaltung werden ausgewählte Themen zu aktuellen und praktisch relevanten steuerlichen Fragestellungen analysiert, die sich im Rahmen der fortschreitenden Digitalisierung innerhalb von Unternehmen ergeben.

Qualifikationsziele

Ziel der Veranstaltung ist es, steuerliche Auswirkungen der fortschreitenden Digitalisierung zu identifizieren und mögliche Lösungsansätze zu erarbeiten.

Performance Measurement & Incentive Systems (Prof. Hofmann)

Inhalte

Graduates understand the role of accounting information for performance evaluation in the design of incentive systems. Based on formal models they are able to determine the efficient risk-sharing between stakeholders of a firm as well as optimal incentive contracts with different information systems.

Qualifikationsziele

Graduates understand the control effects of accounting information and the interactions with incentive instruments like bonus plans or stock option plans. Furthermore, they learn to design optimal compensation contracts and adjust the contracts to the information in place.

Economics of Accounting (Prof. Hofmann)

Inhalte

Graduates deepen their understanding of the mechanics of formal models in managerial and financial accounting. Beside the methodological part, they consolidate their knowledge in the research areas such as disclosure, cost of capital, and equity incentives.

Qualifikationsziele

Graduates are able to present formal research papers in an intuitive and comprehensible manner. Furthermore, they know how to critically analyze research projects with regard to their methodology as well as their theoretical argumentation.

Modul: WP 9, WP 22 Finance and Insurance I; IV sowie WP 29 – 31 Elective Topics in Business Administration (Theory) I - III

Insurance Economics (Prof. Richter)

Inhalte

This course deals with core concepts in the theory of insurance demand. After a review of essentials of decision theory, the optimal design of insurance products is addressed from an information economics point of view. Optimal risk sharing in a complete information setting is discussed as the benchmark case. The main emphasis is placed on principal agent problems due to superior knowledge of the insured. In particular, the class covers adverse selection and moral hazard which heavily affect almost every real-life insurance market. Implications for product design as well as the interaction between insurance and other markets are analysed.

Qualifikationsziele

Upon completion of this course, students should obtain an overview of essential concepts in insurance economics, understand the implications of asymmetric information for insurance contracting, and be able to explain and evaluate real-life insurance product design from an economic point of view.

Behavioral Finance (Prof. Glaser)

Inhalte

The course introduces research in the area of Behavioral Finance. First, classical paradigms of individual decision-making are introduced. Then, the connection between individual behavior and aggregate market anomalies is discussed. In addition, psychological factors influencing individual decision-making and leading to anomalies are elaborated on. The course also covers behavioral aspects in the corporate finance domain.

Qualifikationsziele

Students should have a good understanding of the most important research questions and methods in the respective financial research field upon completion of the course.

Quantitative Finance (Prof. Elsas)

Inhalte

The course provides students with an overview about derivatives, such as forwards, futures, swaps, and options. Potential questions are: How do forwards, futures, options and swaps work? Are there different valuation methodologies to price options besides the Black-Scholes-Merton model? How can we price interest rate derivatives? What are the underlying assumptions we have to make?

Qualifikationsziele

By the end of the course, students will have good knowledge of how derivatives work, how they are used and how they are priced.

Modul: WP 10, WP 11, WP 23 Finance and Insurance II; III, V sowie WP 32 – WP 35 “Advanced Elective Topics in Business Administration (Theory) I – IV”

Reinsurance (Prof. Liebwein/Richter)

Inhalte

The lecture provides an overview on insurance companies' risk management with a specific focus on reinsurance. Here, reinsurance will be derived as an option to mitigate insurance risks. In context of reinsurance, proportional and non-proportional types of reinsurance will be studied accordingly; some typical evaluation approaches, i.e. pricing approaches, will be analyzed for respective types of treaties. Finally, a brief overview on alternative risk transfer instruments such as insurance linked securities (ILS) will be presented.

Qualifikationsziele

Students should have a good understanding of the necessity and relevance of risk management in insurance companies. They should acquire a comprehensive overview of risk management tools, especially in the form of reinsurance.

Value-Based Management of Financial Institutions (Prof. Wilson/Richter)

Inhalte

This course focuses on how to manage financial institutions for value with a deeper focus on insurance. During the course of the seminar, a valuation framework including key value drivers will be developed for insurance and banking businesses. In addition, generic management actions or “rules of the game” will be developed for creating value through profitable growth, cost efficiency, underwriting excellence and capital efficiency. In this context, the role of balance sheet management, risk management and strategic planning will be discussed.

Qualifikationsziele

The goal of this course is to provide students with a broad and sound understanding of strategic management of financial institutions, especially insurance companies. Students will acquire a fundamental understanding of the value chain of insurance companies. The analysis and management of key indices and growth strategies will be discussed.

Topics in Finance (Prof. Elsas)

Inhalte

This course is designed to make students familiar with fundamental concepts and issues in the area of investment banking. Potential topics include strategies and performance of investment banks, the economic value of investment banking for firms, advisory / M&A, research, underwriting, and IPOs.

Qualifikationsziele

Students will gain extensive insights into theoretical and empirical aspects of investment banking.

Applied Finance (Prof. Elsas)

Inhalte

The course offers hands-on insights into the field of applied finance.

Qualifikationsziele

Students should have a good understanding of the most important research questions and methods in the respective financial research field upon completion of the course.

Modul: WP 12, WP 13, WP 24 Innovation and Digital Business I, II, V sowie WP 29 – 31 Elective Topics in Business Administration (Theory) I - III

Digitalization, Transformation and Management (vormals Digital Products and Services) (Prof. Hess)

Inhalte

The main goal of the course is to deliver an overview of digital innovations, the enabler of digital innovations and appropriate management structures for realizing digital innovations. Also, the technical drivers of digital innovations are discussed in the course. Working on scientific papers and business cases is the most important part in the course. The focus is set on innovative hardware and software, new value structures and related management concepts.

Qualifikationsziele

Two major competences will be trained and required from the students: first of all, students learn how to apply the concepts on practical cases and should understand the different managerial strategies. Secondly, a focus of the course is on the ability to read, analyze and understand short scientific papers.

Organisation und Management im Gesundheitswesen (Prof. Leidl)

Inhalte

Die Vorlesung stellt die Organisation und Steuerung des Gesundheitssystems und seiner Teilbereiche vor und behandelt zentrale Fragen des Managements auf Systemebene sowie bei den zentralen Institutionen. Als Referenzpunkt dient vor allem das deutsche Gesundheitssystem. Die Veranstaltung analysiert die Nachfrage nach Gesundheit und Gesundheitsleistungen, Funktion und Wirkung der privaten und sozialen Krankenversicherung einschließlich Fragen des Wettbewerbs und der Regulierung, das Angebot von Gesundheitsleistungen in der ambulant-ärztlichen Versorgung und im Krankenhaus. Ferner werden Managementfragen im stationären Bereich, das Angebot von Arzneimitteln, insbesondere neue Wirkstoffe sowie bereichsübergreifende Managementansätze in der Gesundheitsversorgung behandelt.

Qualifikationsziele

Die Studierenden sind in der Lage, zentrale Bereiche im Gesundheitswesen adäquat und kritisch zu analysieren. Zu diesen Bereichen gehören die Nachfrage nach Gesundheitsleistungen, das Leistungsangebot, insbesondere für ärztliche Leistungen, die Krankenhausversorgung, die Vergütung des Krankenhauses und der Markt von Pharmazeutischen Produkten.

Die Studierenden haben die Fähigkeit, die ökonomischen Mechanismen in Gesundheitssystemen zu verstehen, einzuordnen und zu beurteilen, welche Wirkungen Änderungen im Gesundheitssystem nach sich ziehen würden.

Electronic Markets (Prof. Spann)

Inhalte

The goal of this course is to provide advanced knowledge in the area of electronic markets. The course discusses the characteristics of electronic markets and resulting opportunities. The focus of this course is on advanced topics of electronic markets. These topics include the foundations of the network economy, (dynamic) pricing, crowdsourcing, advertising as well as mobile commerce. Current topics in the context of electronic markets are regularly integrated into the curriculum. The course combines state-of-the art research with practical insights.

Qualifikationsziele

The lecture aims at conveying important theories and methods in electronic markets. The goal of the tutorials is the application of these theoretical concepts and methods to practical problems. After completing the course, students have been exposed to and understood theories, concepts, and methods that are relevant in the domain of electronic markets. Students will be able to apply these concepts and methods to managerial decision problems.

Feeding and Managing the Innovation Pipeline (Prof. Spanjol)

Inhalte

How does a firm decide to develop a particular new product (manufactured good or service)? Out of all the possible new offerings, what guides management to pick one concept over another? How is the set of possible new offerings even populated? All these questions pertain to what is commonly known as the “front end of innovation” (FEI) – a complex process with many uncertainties to manage. The FEI is critical in feeding and managing the innovation pipeline and portfolio. This course illuminates major associated management challenges and examines a select set of decision scenarios, focusing on practically-relevant problems and contexts.

Qualifikationsziele

In this course, students examine critical management challenges in identifying problems to solve and opportunity spaces to innovate in, as well as in populating the solution domain. Conceptual frameworks, theories, and empirical evidence are collectively analyzed towards supporting decision-making in the front end of innovation. By the end of this course, students will have a solid understanding of key managerial challenges associated with the front end of innovation, and will be familiar with the concepts and tools to effectively manage those challenges.

Innovationen und Versorgungsmanagement im Gesundheitswesen (V + Ü) (Prof. Sundmacher)

Inhalte

Basierend auf dem Grundwissen über Produktinnovationen stellt die Veranstaltung die speziellen Herausforderungen der Entwicklung und Implementierung von Innovationen im Gesundheitswesen dar. Dazu zählen die gesetzlichen Rahmenbedingungen, internationale Vorgaben sowie die Finanzierungs- und Erstattungsmöglichkeiten.

Durch diese Erweiterung werden die Studierenden in der Lage sein die Besonderheiten, Grenzen und Terminologien im Bereich Innovationen im Kontext des Gesundheitswesens zu definieren und zu interpretieren.

Durch die Anwendung und Erweiterung des bereits bestehenden Wissens gibt die Veranstaltung die Möglichkeit eigenständig Probleme und Lösungswege zu identifizieren. Die Studierenden verfügen über ein breites, detailliertes und kritisches Verständnis auf dem neuesten Stand des Wissens im Bereich Innovationen und Gesundheitswesen.

Qualifikationsziele

Jährlich werden über 20 neue Arzneimittel-Wirkstoffe zugelassen, aber sind diese tatsächlich innovativ? Wie können neue Medizinprodukte bewertet werden? Wie entwickeln sich neue Versorgungsstrukturen in Deutschland und was können wir von anderen Ländern lernen? Die Veranstaltung beschäftigt sich mit systemischen Voraussetzungen für Innovationen auf nationaler und internationaler Ebene und zeigt Beispiele für Implementierungswege auf. Die Veranstaltung gibt den Studierenden die Möglichkeit, ihr Wissen und ihre Fähigkeiten zur Problemlösung auf dieses neue Anwendungsfeld zu übertragen und die breiten, interdisziplinären Zusammenhänge kennenzulernen. Es wird bestehendes mit neuem Wissen über Innovationen im Gesundheitswesen kombiniert.

Neben den neu erworbenen Kenntnissen lernen die Studierenden fundierte Entscheidungen zu fällen und dabei gesellschaftliche, wissenschaftliche und ethische Faktoren zu berücksichtigen. Ziel ist es, dass die Studierenden sich selbstständig und anwendungsorientiert Wissen aneignen können. Durch die Interdisziplinarität des Forschungsgegenstandes werden die Studierenden in der Lage sein mit Fachvertretern und Laien über den aktuellen Stand der Forschung im Bereich der Innovationen im Gesundheitswesen zu diskutieren. Ferner werden sie basierend auf ihrem Wissen Schlussfolgerungen ziehen und diese auch vermitteln können. Die Kommunikation kann dabei auf hohem wissenschaftlichem Niveau stattfinden. In einem Team werden die Studierenden inhaltliche Verantwortung übernehmen können.

Strategy and Innovation (vormals Competitive Strategy) (Prof. Kretschmer)

Inhalte

This course provides answers to the question of how firms create and sustain a competitive advantage and has a special emphasis on innovation. The lecture introduces students to the most important, strategy related theories and literatures, from the resource-based view over search to network theory. The theoretical concepts will be tied back to real life examples especially from technology-intensive industries. While we focus in the lectures mainly on theoretical concepts, students will work on case studies in the tutorials.

Qualifikationsziele

At the end of the lecture students will be familiar with the basic concepts and theories of strategy and innovation management. Students will know and be able to understand the essential literature in the field and be able to apply the concepts they learned in the lecture and practiced in the tutorials.

Modul: WP 14, WP 15 und WP 25 Innovation and Digital Business III, IV, VI sowie WP 32 – WP 35 “Advanced Elective Topics in Business Administration (Theory) I – IV”

Advanced Topics on Digitalization, Transformation and Management (vormals Advanced Topics on Digital Products and Services) (Prof. Hess)

Inhalte

Innerhalb des Seminars soll das Potential ausgewählter aktueller Technologien und den darauf aufbauenden Anwendungssystemen auf Unternehmen, deren Organisation und deren Kunden untersucht werden. Dazu werden die Architekturen sowie zentrale Algorithmen und Datenstrukturen der ausgewählten Technologien vorgestellt. Ferner werden deren potentielle Anwendungsfelder sowie die zu erwartende Akzeptanz diskutiert. Hierfür wird vor allem auf Konzepte aus den Bereichen der Nutzungs-, Adoptions- und Wirkungsforschung zurückgegriffen.

Qualifikationsziele

Dieses Seminar fördert das Verständnis für die betriebswirtschaftlichen Potentiale neuer Technologien sowie – auf einer zweiten Ebene – den Umgang mit etablierten Theorien auf Systemebene. Da die prüfungsrelevante Leistung im Team erstellt wird, wird neben der fachlichen Kompetenz auch die Kommunikation und Koordination unter den Teilnehmern gefördert.

Leading Digital Innovations by Design (vormals Development and Management of Digital Technologies) (Prof. Kranz)

Inhalte

A new wave of digital revolution is transforming every industrial sector. Powered by increasingly smaller yet potent microprocessors and sensors, a new generation of analytical tools, and ubiquitous wearable and mobile devices, companies can radically transform the way they interact with users and the way they create and capture value. Technologies like Blockchain and Artificial Intelligence are likely to fundamentally reshape how we think about firms and industries. Such changes make existing strategic frameworks and tools obsolete. In order to understand how and why digital technology changes the industrial landscape, companies and individuals must understand some of the fundamental characteristics of digital technology and how it demands new types of value creation logic.

Be it a large corporation or a small start-up; or a government agency or a multinational enterprise; everyone is struggling to deal with the new digital reality. Yet, exactly how to use digital technology to create value is not clear. While all companies must understand how digital technology is fundamentally different from other forms of technology, ironically digital innovation is not about technology. Digital innovation is making digital technology meaningful and valuable to users. Therefore, digital innovation requires us to truly understand us (people), what we do, why we do what we do, what makes us happy and what we consider meaningful. Therefore, digital innovation is a deeply humanistic exploration to make digital technology meaningful and valuable to us.

In order to fully harness the transformative capacity of digital technology, we must gain deeper insights on people and their actions, meanings and values. In this course, we use design as the primary tool to gain such humanistic insights.

Qualifikationsziele

- Developing a deeper appreciation of the nature of digital innovation and the role of design in digital innovation
- Learning and applying design inquiry for digital innovation
- Understanding how to build design as an organizational capability
- Developing a design attitude

Gesundheitsökonomie und Management (Prof. Leidl)

Inhalte

Im Masterseminar beschäftigen sich die Studierenden mit aktuellen wissenschaftlichen Fragestellungen aus dem Bereich der gesundheitsökonomischen Forschung. Hierzu können z.B. Themen aus dem Bereich der gesundheitsökonomischen Evaluation, der Gesundheitspolitik, der Krankenversicherung, des Gesundheitsverhaltens, der Anreizwirkungen im Gesundheitswesen, des Managements von chronischen Erkrankungen, und der ambulanten und stationären Versorgung gehören. Die Studierenden fertigen während des Seminars eine eigene wissenschaftliche Arbeit an. Die hierbei erworbenen Fähigkeiten sind als Vorbereitung für eine Masterarbeit im Bereich der Gesundheitsökonomie und des Gesundheitsmanagements ideal.

Qualifikationsziele

Die Studierenden sind in der Lage, eine gegebene wissenschaftliche Fragestellung mit wissenschaftlichen Methoden selbstständig zu lösen.

Die Studierenden haben Ihre Fähigkeit zum wissenschaftlichen Arbeiten und Schreiben vertieft.

Data Analytics (Prof. Spann)

Inhalte

This seminar offers an introduction to data analytics. Data analytics is crucial in helping firms to solve business challenges. Participants of this seminar will be exposed to tools and methods that support data-driven decision making. Besides developing participants' skills in empirical data analysis, this course prepares students for writing an empirical Master's thesis. While many students have theoretical knowledge of econometric concepts, they often lack experience in applying those concepts to empirical problems. This seminar is intended to step into this gap. The seminar takes an applied econometrics approach with a focus on valuable econometric methods for (causal) inference in economics and marketing. The seminar's emphasis is on applications and interpretation of results and also includes an introduction to computing with statistical software.

Qualifikationsziele

The aim of the seminar is to develop students' skills in empirical data analysis. Particularly, this involves the improvement of their data-analytic thinking as well as training and hands-on experience in applying a statistical software.

Empirical Research in Innovation Management (Prof. Spanjol)

Inhalte

New product ideas abound in organizations. To select the best opportunity spaces and most promising ideas, companies have to develop a comprehensive understanding of the marketplace and competitive dynamics. This course employs an empirical approach to exploring critical questions in the management of new products.

Qualifikationsziele / Learning Objectives

This course provides students with an opportunity to connect managerial questions in innovation management and new product development to both empirical and theoretical evidence. Students will identify relevant extant literature (theoretical and empirical), formulate a specific research question, and assess data provided or created in the seminar towards answering the selected research question. This seminar also serves as a preparation for students who are interested in writing an empirical master thesis on topics related to new product development and innovation management.

Innovating for Impact (Prof. Spanjol)

Inhalte

While new products can be exciting to customers, and organizations feel the pressure to deliver them into their markets, the full impact of innovation efforts and outcomes is not always appreciated or well understood. For example, how do companies assess the impact of innovation team dynamics on creativity? How do sequences of new products impact adoption in the market? How do companies assess the social value of their innovation efforts? How do companies create and capture value through (digital) innovations? In this course, we explore a set of specific research questions, using a scientific approach, to shed light on various aspects of impact to consider in innovation management, from an organizational, market or societal perspective.

Qualifikationsziele

The objective of this course is to provide students an opportunity to conduct a structured inquiry into a specific innovation-related research question, and explore the research question in innovation management through a scientific research project, which may be empirical or conceptual in nature. Students receive guidance and support in conducting academic research (conceptual or empirical) in the innovation management domain. Special attention is paid to identifying theoretical and managerial contributions, translating meaning across managerial questions and scientific evidence, writing a scientific paper, and presenting the findings. This seminar also serves as a preparation for students who are interested in writing a master thesis on topics related to innovation management.

Social Entrepreneurship Lab: Scaling Impact (Prof. Spanjol)

Inhalte

Over the past decades, ventures focused on solving societal challenges have both grown in number and become increasingly successful. Social enterprises seek to create economic and societal value. Social entrepreneurship leads to the establishment of such social enterprises by identifying a social problem, recognizing an opportunity for a corresponding solution, and creating an enterprise for implementing the solution and effecting transformative change. The course is a joint initiative by the Social Entrepreneurship Akademie (SEA), the Technical University Munich (TUM), the Ludwig-Maximilians-Universität (LMU) Munich, and the Munich University of Applied Sciences ("Hochschule München", HM) and provides interested students an opportunity to learn about social entrepreneurship through active engagement with existing social enterprises seeking to scale their operations and impact. With societal challenges engendering a transdisciplinary problem, students across disciplines will be instructed in the principles of social entrepreneurship, will actively collaborate with a successful existing social enterprise towards solving a critical challenge in scaling their social impact.

Qualifikationsziele

Students learn about social entrepreneurship and social enterprises; how commercial and social logics can be integrated; what impact means across businesses and sectors; how to identify, understand, and solve a critical challenge faced by a real social enterprise to maximize impact; how to consult for clients from the social impact sector and how to work in a diverse team. Soft and organizational skills – such as time management, effective team work or responsibility assignment – and project management skills are developed and strengthened.

Innovationen und Versorgungsmanagement im Gesundheitswesen (PS + S) (Prof. Sundmacher)

Inhalte

Das Seminar Innovationen und Versorgungsmanagement im Gesundheitswesen richtet sich an Studierende im Master, die bereits Veranstaltungen im Bereich Gesundheitsmanagement besucht haben und Ihr Wissen vertiefen wollen. Die Seminarthemen orientieren sich an aktuellen Themenbereichen wie beispielsweise den Implikationen von Innovationen im Gesundheitsmarkt oder dem Management in spezifischen Gesundheitssektoren wie dem Krankenhausmarkt. Neben einer umfassenden Einführung in wichtige Theorien, Prinzipien und Methoden der Produktinnovationen im Gesundheitswesen lernen die Teilnehmerinnen und Teilnehmer einzelne Themenbereiche vertieft kennen und können diese in ihrer wissenschaftlichen Hausarbeit anwenden und umsetzen.

Qualifikationsziele

Ziel des Seminars ist es, den Studierenden ein vertieftes Wissen über Innovationen und Versorgungsmanagement im Gesundheitswesen zu vermitteln. Die auszuarbeitenden Themen sind praxisnah und aktuell. Die Ergebnisse werden in Form von Referaten vorgetragen, was zudem Kommunikations- und Präsentationskompetenzen schult. Durch die Erstellung der Seminararbeit werden die Studierenden bestmöglich auf die Erstellung ihrer Abschlussarbeiten vorbereitet.

Frontiers in Strategy Research (Prof. Tuschke, Prof. Kleine) (gemeinsam mit Lehrstuhl Kretschmer)

Inhalte

The seminar "Frontiers in Strategy Research" aims to introduce students to the "hot topics" in strategic management research. Within this field of research the seminar sheds light on a broad spectrum of topics. In the beginning, students will learn about the relevance of systematically read up on research fields in order to be enabled to derive promising research questions on the basis of the current literature. Furthermore, the conceptual set up of suitable research designs for the processing of the developed research question will be addressed. The general focus of this seminar is on the critical handling and evaluation of academic papers and the selection of appropriate research designs.

Qualifikationsziele:

At the end of the seminar, students will be enabled to identify own interesting research projects and develop hypotheses as a starting point for further academic inquiry. Furthermore, the selection of appropriate research designs will be learned. In small groups, students will gain a general understanding of executing scientific projects and further improve their communication and discussion skills. These skills will enable the exchange of information on a scientific level within the own group and across the entire seminar group.

Empirics of Organizations (Prof. Kretschmer/Khashabi)

Inhalte

This research-oriented course provides students with insights on organization design and strategic organization research. Students will learn how to develop an empirical research project, with particular emphasis on the front-end of the research. After lecture sessions on the process of research with a special emphasis on empirical organizational topics, students will work on a research proposal for a research project.

Qualifikationsziele

At the end of the course, students will learn to critically read academic papers, enabling them to assess causal arguments. They will learn how to develop research questions and how to make a contribution, enabling them to independently develop a sound research design that helps them to rigorously answer their research questions.

Modul: WP 16, WP 17 und WP 26 Leadership and Human Resources I – III sowie WP 32 – WP 35 “Advanced Elective Topics in Business Administration (Theory) I – IV”

Selected Topics in Organizational Behavior (Prof. Högl)

Inhalte

The course offers an in-depth look into selected topics of the research field organizational behavior. It provides an overview of the development of organizational behavior research. Different topics at the individual, the team and the organizational level are discussed in detail in class. Exemplary course topics include teamwork, affect, diversity, leadership, and organizational culture. Current theoretical and empirical research on these topics, published in articles in leading international scholarly journals are elaborated on in depth.

Qualifikationsziele

The aim of the course is to provide students with advanced knowledge on selected topics in the field of organizational behavior. Students should also learn how to deal with scientific studies and use them for their work. Students should be able to place study results in the context of existing research and apply the discussed constructs in practice. The self-driven development of scientific matters is a central component. In addition, the critical illumination of scientific studies is promoted and the methodological knowledge of the participants is broadened.

Leadership and Innovation (Prof. Högl)

Inhalte

This module deals with the research areas of the Institute for Leadership and Organization. Current topics from the area of organizational behavior are discussed with the students, so that the students develop an understanding for the behavior of individuals in the organization. Particular attention is paid to the link between research and practice. This enables the participants to transfer abstract scientific contents to concrete practical situations.

Qualifikationsziele

In this module, students independently or in small teams develop a current research topic in the field of organizational behavior. The aim is to present this topic factually and precisely as well as to transfer it into other contexts and to other questions.

Organizations and Social Networks (Prof. Weller)

Inhalte

One of the most powerful ideas in the social sciences is that individuals are connected to one another through networks of social relations. Research and practice have demonstrated how social networks – not to be confused with social media – are crucial in determining the effectiveness of information flows in organizations, the dynamics of individual careers and internal labor markets, the structure of coordination and collaboration within and across organizational boundaries.

This course introduces the conceptual and practical tools that define the field of social network analysis (SNA) and its application to organizations and human resource management (HRM). Some of the main analytical areas discussed include centrality, community detection, brokerage, closure and small worlds. Substantive topics covered include how networks affect behavior, performance, job satisfaction and career prospects of people within organizations.

Contemporary network research is unique in that its methodological tools derive directly from practical as well as theoretical concerns. For this reason, class time is allocated equally to methodological and substantive issues, with each substantive topic tied to specific analytical strategies to be conducted in a computer lab. Practical examples and in-depth case studies will be presented, analyzed and discussed in class, in order to unveil how organizations achieve strategic outcomes through the creation, use, and evaluation of social network analysis.

Qualifikationsziele

By the end of the course, students are expected to have gained a broader understanding of:

- How and why networks of relations are relevant for individuals and groups
- The implication of SNA for HRM and organizational design
- The difference between formal and informal structure in organizations
- The impact of network structure on individual and group performance
- How to collect and plot network data
- How to derive SNA metrics that inform and help decision making

Strategic Talent Management (Prof. Weller)

Inhalte

This course provides a foundation for Strategic Talent Management (STM). Strategic Talent Management is about bringing the right people into the right positions at the right time – with a focus on strategic organizational goal achievement. By matching people with situations, firms enable important individual-level outcomes like person-environment fit, job satisfaction, career opportunities, and personal development; likewise, talent management creates economic firm value and a potential for competitive advantage. Firms use a broad range of human resource practices and processes to create good matches: Recruitment and hiring (selection), training and development (learning), promotions and transfers (internal labor markets), job crafting and work design, and separations (turnover and layoffs).

The goal of the course is to combine theoretical approaches with real world examples. Thus, as far as possible, we are inviting practitioners in order to enrich the course with their business expertise.

Qualifikationsziele

By the end of the course, students are expected to have developed the following competencies:

- To understand, critically question and analyze academic research in the field of Human Resource Management and Talent Management
- To deal with the complexity of the research field
- How to gain new knowledge and how to integrate it into the broad research contexts
- To make strategic decisions, even if information is limited or incomplete
- To have an understanding for methodological challenges and problems the research field is facing

Modul: WP 18 Marketing and Strategy I sowie WP 29 – 31 Elective Topics in Business Administration (Theory) I - III

Market Research (Prof. Schwaiger)

Inhalte

The course develops advanced knowledge in statistical methods in the context of managerial decision making through lectures and practical computer lab sessions. Lectures cover theory, research methodologies and link these to practical applications while lab session focus on the application of tools to solve actual business problems in order to get hands-on experience. During this course a broad array of methods and analytical tools that are applied to various research settings is covered. These include but are not limited to Factor Analysis, Analysis of Variance, Cluster Analysis, Discriminant Analysis, Structural Equation Modeling and more advanced techniques such as Conjoint Analysis. It is recommended to complete basic statistical and empirical courses prior to this course.

Qualifikationsziele

Market Research teaches students how to describe and evaluate markets and analyze data in a quantitative manner. It provides the basis for understanding and conducting marketing research. Statistical methods are applied to solve managerial problems. Within that context, students gain valuable hands-on experience in different data analysis techniques. Thereby, overall analytical and quantitative skills are sharpened. After completion, students should also have learned how to assess the quality of market research and critically interpret obtained results supporting decision making of managers.

Strategy and Leadership (Prof. Tuschke, Prof. Kleine)

Inhalte

The course "Strategy and Leadership" focuses on firm strategies and the impact of top executives. In the first part of the course, the general concepts of classical and sustainable strategy formulation will be introduced. In the second part, concepts and frameworks considering the impact of the upper echelons and the distribution of power through dedicated systems of corporate governance will be discussed.

The course is composed of a weekly two-hour lecture and an accompanying two-hour tutorial. The lectures mainly focus on introducing central theories, concepts and phenomena in the area of "Strategy and Leadership". In the tutorials, students can apply their learnings from the lecture to the real world. Among other methods, a guided case-study approach is in the center of the practically oriented tutorials.

Qualifikationsziele

Students will not only develop skills in analyzing firm strategies in general, but also with a specific focus on the relevant decision-makers at the top of organizations. Furthermore, insights into current strategic actions of multi-national firms will be gained by linking theoretical and conceptual foundations to recent practical examples. Finally, students will improve their critical thinking, communication, teamwork, and learning skills, which will be important for this course but also for life-long success. At the end of the course students will be able to understand firm strategies and the associated interconnections with strategic leadership aspects. This will be both relevant for practically oriented tasks and scientific discussions in this field.

Modul: WP 19, WP 20, WP 27 Marketing and Strategy II, III, IV sowie WP 32 – WP 35 “Advanced Elective Topics in Business Administration (Theory) I – IV”

Empirische Sozialforschung (Prof. Schwaiger)

Inhalte

Ziel des Seminars ist es einen Überblick über die Messung latenter, nicht direkt beobachtbarer Faktoren/ Variablen zu geben. Dabei werden sowohl klassische Ansätze der Skalenentwicklung besprochen als auch aktuellere Konzepte diskutiert und grundlegende Anforderungen an Messmodelle besprochen. Zudem werden Herausforderungen bei der Messung latenter Konstrukte diskutiert (z.B. formative vs. reflektive Messmethoden, Single- vs. Multi-Item-Messung) und unterschiedliche Ansätze zur Parameterschätzung mittels Strukturgleichungsmodellen vorgestellt. Das Seminar umfasst Präsenzveranstaltungen, interaktive Workshops und die Präsentation von erarbeiteten Inhalten zu bestimmten Themen sowie deren Aufarbeitung im Rahmen einer Seminararbeit (z.B. klassische Skalenentwicklung nach Churchill, Anforderungen an Messverfahren, Varianz- vs. Kovarianzbasierte Schätzung von Strukturgleichungsmodellen...).

Qualifikationsziele

Das Seminar bietet den Studierenden einen umfassenden Überblick über Ansätze zur Messung latenter Konstrukte. Das Seminar richtet sich an empirisch interessierte Studierende, die ihre Kenntnisse im Bereich der Sozialforschung vertiefen möchten. Darüber hinaus sollen die Studierenden befähigt werden, Fragebögen und Messmodelle zu entwickeln und so bspw. im Rahmen einer empirischen Abschlussarbeit anzuwenden. Gerade der interaktive Charakter dieser Veranstaltung bietet einen Rahmen auch individuelle Fragen im Plenum zu diskutieren und gemeinsam ein Verständnis für die Messung nicht direkt beobachtbarer Konstrukte zu entwickeln.

Current Topics in Strategic Management (Prof. Tuschke, Prof. Kleine)

Inhalte

The research-oriented seminar guides students in an in-depth examination of the theoretical fundamentals and empirical models in the field of strategic management. Participants have the opportunity to work in groups on the essential process steps in the development of an empirical research work, from development of a research question and subsequent formulation of appropriate hypotheses to data collection and statistical evaluation. In addition, the students receive an introduction to the use of a standard statistical software and an in-depth knowledge of the user interface, basic commands, data management, descriptive as well as inferential statistics.

Qualifikationsziele

At the end of the seminar the participants will have the basic necessary knowledge and skills for the independent design and conduction of an empirical-based work in the field of strategic management. Due to the largely self-directed execution of a research-oriented project in small groups and the intensive examination of complex problems both analytical and communication skills will be gained. These skills will help students to execute own research projects in strategic management and allow them to exchange of information on a scientific level.

Frontiers in Strategy Research (Prof. Tuschke, Prof. Kleine) (gemeinsam mit Lehrstuhl Kretschmer)

Inhalte

The seminar "Frontiers in Strategy Research" aims to introduce students to the "hot topics" in strategic management research. Within this field of research the seminar sheds light on a broad spectrum of topics. In the beginning, students will learn about the relevance of systematically read up on research fields in order to be enabled to derive promising research questions on the basis of the current literature. Furthermore, the conceptual set up of suitable research designs for the processing of the developed research question will be addressed. The general focus of this seminar is on the critical handling and evaluation of academic papers and the selection of appropriate research designs.

Qualifikationsziele

At the end of the seminar, students will be enabled to identify own interesting research projects and develop hypotheses as a starting point for further academic inquiry. Furthermore, the selection of appropriate research designs will be learned. In small groups, students will gain a general understanding of executing scientific projects and further improve their communication and discussion skills. These skills will enable the exchange of information on a scientific level within the own group and across the entire seminar group.

Research Topics in Marketing (Prof. Meyer)

Inhalte

This course is the consecutive Master course of our seminar „Forschungsmethoden des Offensiven Marketing“ in the Bachelor of Science. During a kick-off event, Master students are introduced to the ideal procedure of a research process. Furthermore, qualitative and quantitative research methods are recapitulated respectively newly introduced to the students. Building upon the kick-off event, the Master students are grouped into small teams (2-3 persons) in order to identify potential research gaps and derive relevant research questions for a given topic that are eventually showcased during a presentation. Afterwards, each student writes a seminar paper to propose and discuss a potential research design for a suitable empirical study including the methodological implementation.

Qualifikationsziele

The aim of this course is to learn how to independently derive problem statements that are relevant in a business as well as in a scientific context. Furthermore, students shall be conveyed the understanding of how to methodologically work on a previously identified research question.

Service Management (Prof. Meyer)

Inhalte

In the recent years, the importance of services and service companies has grown constantly. Therefore, the lecture discusses the peculiarities of services and the service dominant logic from a theoretical as well as practical perspective. Recent research findings in the areas of service design, quality, service encounter, experience and management are also introduced. During the lecture, students have to prepare and present recent and relevant topics in service marketing from a scientific viewpoint.

Qualifikationsziele

Students should understand the shift towards a service dominant paradigm, deepening their knowledge of service marketing and management, its main principles and its key role for value creation and service companies' success. Moreover, students are asked to apply theoretical knowledge to a relevant research area in service marketing.

Advanced Stakeholder Management (Prof. Meyer)

Inhalte

This course builds upon the Masters course "Convincing Political Stakeholders" and focuses on advanced stakeholder topics on the European and country level. In addition to the participation at the course "Convincing Political Stakeholders", students are obliged to write a seminar paper, that comprises stakeholder-relevant topics. Within this seminar paper, they propose and discuss potential stakeholder issues that arise in a complex and multifaceted stakeholder ecosystem. The block seminar and the seminar paper are weighted equally.

Qualifikationsziele

The aim of this course is to gain a deeper understanding of the communication and management of specific stakeholder groups. Afterwards, students shall be able to identify and analyze relevant groups of interest as well as position these in the Stakeholder Ecosystem. The aim of the seminar paper is to encourage students to work scientifically sound and in a structured way on a complex stakeholder issue.

Customer Relationship Management (Prof. Meyer)

Inhalte

This course fosters a comprehensive and balanced understanding of Customer Relationship Management (CRM) strategy. The course teaches the basic theories and concepts necessary to analyse and gather customer feedback, measure consumer sentiment, customer buying trends and forecasting to improve company's marketing performance.

Qualifikationsziele

The course provides the basis to understand CRM technologies and the role of customer related data bases to the successful delivery of CRM outcomes. It helps to grasp the customer portfolio management in B2B and B2C contexts. Also, the students learn how to manage the customer life cycle – customer acquisition, retention and development. They learn how to evaluate the phenomenon of customer loyalty, understand the tools used for efficient allocation of marketing resources to maximize customer value and the different phases and issues in implementation of CRM strategies. In addition, they get familiar with issues and perspectives relating to global CRM.

Advanced Strategic Marketing (Prof. Meyer)

Inhalte

This course is the advanced Master course of our basic lecture "Strategic Marketing" in the Bachelor of Science. We discuss advanced theories in marketing and strategy to build a solid understanding of relevant frameworks and practices. Afterwards, the skills and expertise that have been acquired will be applied either in real-life cases or in the context of a greater project. The course includes a mix of different modules, forming an interactive, scientifically based but practical driven class. Students will independently work in small teams and utilize their knowledge to critically challenge current marketing issues.

Qualifikationsziele

Students will gain an extended understanding of relevant theories and practices in strategic marketing. They will be able to independently solve complex managerial problems and current marketing issues. Students of this course will get the chance to apply scientific methods first hand and potentially engage with marketing managers from leading companies.

Modul: WP 29 – 31 Elective Topics in Business Administration (Theory) I - III

Technologiebewertung und Management (Prof. Leidl)

Inhalte

Die Vorlesung befasst sich mit der Beurteilung der Wirtschaftlichkeit von Technologien (Produkten und Dienstleistungen in der Gesundheitsversorgung), den empirischen Methoden und Techniken der ökonomischen Evaluation, sowie dem Management von Technologien unter Beachtung der Wirtschaftlichkeit. Die Vorlesung beginnt mit einer Einführung in epidemiologische Methoden, mit denen Krankheiten erfasst und deren Ursachen sowie Behandlung untersucht werden können. Dann werden Verfahren zur Messung der Kosten und Ergebnisse von Gesundheitsleistungen – wie etwa qualitätsadjustierte Lebensjahre – sowie experimentelle und modellbasierte Ansätze der ökonomischen Evaluation vorgestellt. Im Anschluss wird diskutiert, wie Studienergebnisse zu Entscheidungen über den Technologieeinsatz im Gesundheitssystem verwendet werden können. Dabei werden wohlfahrtstheoretische Grundlagen, Fragen der Vergleichbarkeit von Studien und ihrer Relevanz in verschiedenen Entscheidungskontexten vorgestellt und normative Grundlagen der Entscheidungen – vor allem bezüglich der Verteilungsgerechtigkeit – diskutiert. Schließlich werden Beispiele eines evidenzbasierten Technologiemanagements aus USA, England, den Niederlanden und Deutschland vorgestellt. Die vorgestellten Methoden der ökonomischen Technologiebewertung spiegeln den aktuellen Forschungsstand gesundheitsökonomischer Forschung wider und vermitteln Studierenden neben theoretischen und konzeptionellen Grundlagen auch Erfahrungen und Expertise in der Anwendung dieser Methoden in Praxisbeispielen.

Qualifikationsziele

Die Studierenden können wirtschaftliche Aspekte des Einsatzes innovativer Technologien theoretisch und empirisch analysieren, und auf Basis dieser Erkenntnisse Konzepte eines effizienten Managements erarbeiten.

Die Studierenden kennen verschiedene Ansätze, Studiendesigns und Messverfahren der Technologiebewertung einschließlich des Umgangs mit Unsicherheit.

Die Studierenden sind in der Lage, evidenzbasierte Entscheidungen im Management zu treffen. Sie kennen die hierfür notwendigen Grundlagen, Anpassungen an Entscheidungskontexte und Entscheidungsunterstützung durch verschiedene Institutionen im Gesundheitssystem.

Die Studierenden können ihre theoretischen Kenntnisse und Methoden aus dem Bereich der Technologiewertung im Gesundheitswesen kompetent auf Praxisbeispiele anwenden.

Intercultural Competence: Theory and Application (Prof. Schuster)

Inhalte

Intercultural competence is one of the most important skills needed to efficiently function in today's intercultural work environment. This course entails the recognition of cultural differences, the understanding how these differences influence interactions, decisions and outcomes, and how managers can cope with and manage cultural differences in an appropriate way.

Qualifikationsziele

This course enables students to identify and understand intercultural challenges, sharpens their awareness of the importance of cultural aspects and provides them with skills to solve intercultural dilemmas and tensions. They get a comprehensive overview of the current state of intercultural management research and are confronted with theoretical and empirical studies in this field. Students will thus be able to analyze and understand contemporary and well-established theories and methods of intercultural management and apply these to various practical problems that global managers face in a multicultural work environment. Moreover, they develop intercultural skills and abilities to efficiently function in intercultural settings. Regarding soft skills, students learn how to present and discuss their solutions on intercultural aspects and to defend their viewpoint/findings in class.

Modul: WP 32 – WP 35 Advanced Elective Topics in Business Administration (Theory) I - IV

Data Science for Business (Prof. Kranz)

Inhalte

Data is the new oil. Data is a new class of economic asset. Those were the conclusions of the reports issued by the World Economic Forum at Davos. Research published in 2011 by MIT economists shows that companies adopting data-driven decision-making achieved significant productivity gains over other firms.

Data scientists combine business understanding and analytical thinking with statistical, programming, and presentation skills. Those who have been trained in computer science departments understand algorithms well, but sometimes lack important skills in problem formulation. On the other hand, those trained in business schools tend to have underdeveloped technical skills. This course will cover both aspects of being a data scientist.

The class covers a set of fundamental concepts and principles that underlie techniques for extracting useful knowledge from data. These concepts serve as the foundation for many well-known algorithms. Moreover, these concepts underlie the analysis of data-centred business problems, the creation of data science solutions, and the evaluation of data science strategies.

Qualifikationsziele

This class is an introduction to the discipline of data science. It does not presume nor convey a sophisticated mathematical or programming background. Rather, it is a supportive environment to study data science individually and in a peer-group guided by assistance.

Students will be allocated in balanced teams regarding prior knowledge and experience. They will compete in an in-class data science competition for the best predictive model. The goal is to apply the concepts introduced in the lecture and tutorial, gaining or extending knowledge in R or Python, while practicing management skills of different roles.

Students will leave the class with a broad set of practical data analytic skills. These skills include accessing and transferring data, applying analytical frameworks and machine learning methods, conducting rigorous evaluations with business goals in mind, and the understanding, visualization, and presentation of results.

Technology and Business Model Trend Analysis (CDTM) (Prof. Hess und Spann)

Inhalte

Each semester students from diverse academic backgrounds collectively write a trend report on a certain topic in the field of emerging digital technologies. This trend report includes a status quo analysis, identification of trends, future developments as well as product or service ideas for the future.

Each student is assigned to a team to work on a certain perspective of the trend report topic. The resulting interdisciplinary teams ensure a thorough analysis of the trend report topic.

The Trend Seminar takes place in two phases:

The Basic Seminar phase looks at the near future, summarizes the status quo and identifies upcoming trends. An interdisciplinary approach ensures that for example technological, economic, social, political, legal and environmental trends are taken into account. Each team has the task to research the topic from a different perspective and to summarize the findings in a report.

In the Scenario Planning Seminar phase students build upon the trend analysis from the Basic Seminar phase and analyze the trend report topic with a perspective lying further in the future. They investigate possible developments in areas such as economy, technology, politics, law, environment or society in the future. Based on the results the teams develop innovative products or service ideas for which technical as well as business considerations are analyzed. The teams summarize their findings in a report.

Qualifikationsziele

At the end of the Trend Seminar students are capable of understanding the challenges of working together in interdisciplinary project teams. They are able to apply trend and futures research methodology in a project team. They are able to create and give presentations and gain experience in working on extensive real world problems. Specific learning outcomes for the Trend Seminar are as follows. Students are able to:

- distinguish between trend and futures research, as well as to apply portfolio related research methodologies
- analyze the status quo of a given topic and to apply the methods of an interdisciplinary trend analysis considering perspectives like economic, technological, social, environmental, political and legal frameworks under high time pressure
- apply the scenario planning methodology in real-world contexts in interdisciplinary project teams
- create possible future scenarios based on a driver analysis and understand the process of developing and describing an innovative product or service idea
- apply the basics of academic writing to document their work results in a comprehensive report in a short amount of time
- discuss topics in an interactive setup and elicit different opinions on the matter

- create and give trend and futures research result presentations
- accept and implement given feedback

Frontiers in International Management (Prof. Schuster)

Inhalte

The course provides students with the opportunity to apply their theoretical knowledge to contemporary issues in the field of International Management. They carry out an empirical research project in this field, reflect on current phenomena in International Management and develop meaningful and novel solutions.

Qualifikationsziele

This course enables students to explain, apply and reflect on theories, terminologies and peculiarities of International Management in a critical way. Moreover, students learn about advanced methods of data collection and statistical analysis and how to apply those to contemporary questions in the field of International Management. They carry out a research project in this field, in which they evaluate relevant phenomena in International Management and develop innovative solutions.

Modul: WP 36 – 37 Elective Topics in Business Administration (Applied Theory) I - II

M&A and Financial Modeling (Dr. Jostarndt)

Inhalte

The course offers hands-on insights into the practice of corporate finance and corporate value creation.

Qualifikationsziele

Students should have a good understanding of how corporate value creation is measured in practice, how business models are developed and what day-to-day business in a live M&A process looks like.

Advanced Accounting (Prof. Plendl/ Lst. Prof. Sellhorn)

Inhalte

This course covers different topics of the chair's curriculum and research agenda in the areas of accounting and valuation with a focus on current issues. Due to the deep-dive nature of the course, students require a profound basis of understanding and knowledge in the area of accounting and valuation.

Qualifikationsziele

The graduates will acquire specific, in-depth skills and know-how of current issues in the area of accounting and valuation. The acquired knowledge makes students more aware of critical problem areas and enables them to critically evaluate them and abstract their implications.

Advanced Public Relations (Prof. Schwaiger)

Inhalte

The online course develops advanced knowledge in the field of Public Relations. It consists of four interrelated modules. The two modules "Theories of PR I and II" offer students deeper insights into the scientific approach to PR and show different functions of theories. In addition, special attention is paid to the topic of "Crisis Communication", which is becoming increasingly relevant due to modern communication tools, digitalization and the ever shorter news cycle. Finally, Public Relations is associated with high personnel and financial costs. Efficient "PR Controlling" helps to make processes, services and results transparent and is a prerequisite for effective management of communication activities. In order to be able to optimize the effect of one's own PR measures, it is essential to understand the effect of the instruments and their measurement.

Qualifikationsziele

The aim of the course is to enable students to further deepen their basic knowledge and to more intensively deal with the scientific approach to Public Relations work. As an additional qualification, the students have profound knowledge of crisis communication and are able to measure the effectiveness of communication instruments. As a result, the students are able to transfer lecture contents to the organizational environment and to apply them to their own communication projects. The students have the necessary knowledge to plan and implement PR projects independently. In summary, the course provides students with in-depth insights into PR and systematically expands the knowledge they have acquired so far.

Umwandlungssteuerrecht (Prof. Schild)

Inhalte

In der Veranstaltung wird vertiefend auf einzelne Arten der Unternehmensbesteuerung eingegangen. Ausgehend von den rechtlichen Grundlagen werden betriebswirtschaftliche Implikationen aufgezeigt.

Qualifikationsziele

Ziel der Veranstaltung ist es, vertiefte Kenntnisse über die Ausgestaltung und Wirkung verschiedener Steuerarten zu erlangen.

Modul: WP 38 – 39 Advanced Elective Topics in Business Administration (Applied Theory) I - II

Aktuelle Entwicklungen in der Altersvorsorge (Ruß/Kling/Lst. Prof. Richter)

Inhalte

In der Veranstaltung erhalten Studenten einen Einblick in die aktuelle demografische Entwicklung und deren Auswirkungen auf die gesetzliche und private Altersvorsorge. Insbesondere wird dabei auf Produktinnovationen der letzten Jahre eingegangen und erläutert, welche Veränderungen sich aufgrund der demografischen und regulatorischen Rahmenbedingungen ergeben haben und werden. Darüber hinaus wird die Frage behandelt, warum übliche Vergleiche von Altersvorsorgeprodukten oft irreführend sind und zu Fehlanreizen in Produktentwicklung und Vertrieb führen. Zudem wird eine aktuelle, wissenschaftlich fundierte Vergleichsmethodik vorgestellt, die bereits von großen Vertriebsorganisationen genutzt wird.

Qualifikationsziele

Das Ziel dieser Veranstaltung ist Studierende für die mit dem demografischen Wandel verbundenen Herausforderungen für die Altersvorsorge in Deutschland zu sensibilisieren und sie mit neuen Vorsorgeprodukten und entsprechenden, branchenüblichen Vergleichsmethoden vertraut zu machen.

Praxis der transaktionsorientierten Unternehmensbewertung (Prof. Aders/Lst. Prof. Sellhorn)

Inhalte

Die Veranstaltung vertieft spezielle Fragen der Unternehmensbewertung, die sich an aktuellen und praxisnahen Problembereichen orientieren. Die vertiefte Behandlung setzt Basiswissen der Unternehmensbewertung voraus.

Qualifikationsziele

Ziel ist die Vermittlung und Anwendung spezifischer Kenntnisse in der Technik der Unternehmensbewertung. Das angeeignete Wissen eignet sich zum Einsatz bei der Erstellung von Wertgutachten aller Art, sei es als Wirtschaftsprüfer oder Investmentbanker. Als „Leser“ sind die Absolventen für Problemfelder von Bewertungsgutachten sensibilisiert und damit besser in der Lage, die Ergebnisse kritisch zu beurteilen.

Convincing Political Stakeholders (Dr. Joos/Prof. Meyer)

Inhalte

This course builds upon the fundamental Master course „Convincing Stakeholders“ and specifically focuses on stakeholder groups in a political context. Within this block seminar, fundamental processes of political decision making on European and country level are discussed. Further, European institutions like the European Parliament are visited to facilitate the best possible transfer between theory and practice. As for the examination, the Master students are divided into small groups (3-4 persons) to work out a practical case study based on their previously earned theoretical knowledge. The results are showcased during a presentation.

Qualifikationsziele

The aim of this course is to gain a deeper understanding of the communication and management of specific stakeholder groups. Afterwards, the students shall be able to identify and analyze relevant groups of interest as well as position them in the overall context of a particular topic. Furthermore, this course helps students to improve their ability to work in a team and enhance their rhetorical skills through the case study analysis and presentation.

Modul: WP 40, WP 41 Vertiefende Grundlagen der Wirtschafts-, Organisations- und Sozialpsychologie I, II

Arbeits- und Organisationspsychologie für Nebenfachstudierende

Inhalte	Behandlung und kritische Reflektion zentraler arbeits- und organisationspsychologischer Theorien, empirischer Befunde und praktischer Anwendungen. Die Studierenden lernen in anwendungs- und forschungspraktische Einsatzgebiete der Arbeits- und Organisationspsychologie und üben sich in das Herstellen von Verbindungen zwischen theoretischen Konzepten, empirischen Befunden und praktischen Problemstellungen ein.
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Qualifikationsziele	Nach erfolgreichem Absolvieren dieses Moduls kennen die Studierenden das Spektrum aktueller arbeits- und organisationspsychologischer Forschung, verfügen über erweiterte aktuelle Kenntnisse Arbeits- / Organisationspsychologischer Prozesse und können Verbindungen zwischen Theorie, Forschung und Praxis schlüssig herstellen.
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Markt-, Konsumenten- und Ökonomische Psychologie

Inhalte	Das Modul bietet eine Vertiefung und kritische Reflexion aktueller bzw. historisch bedeutsamer Themen der Markt-, Konsumenten- und ökonomischen Psychologie aus theoretischer und anwendungsbezogener Perspektive. Hierbei werden grundständige Themen der Wirtschaftspsychologie ergänzt um spezifische Schwerpunkte und aktuelle Forschungsfragen. Dies umfasst auch durch technische Innovationen neu entstehende Produkttypen, Geschäftsfelder, Marktsegmente und Konsumstile und deren Einordnung in psychologische Theorien der Emotion und Motivation.
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Qualifikationsziele	Die Studierenden verfügen über ein Überblickswissen zu maßgeblichen Wissensbereichen der Markt-, Konsumenten- und ökonomischen Psychologie, vernetztes Denken und Organisations- und Transferfähigkeit. Die Studierenden sind geübt in der kritischen Diskussion von Forschungsergebnissen, der Herstellung von Verbindungen zwischen modelltheoretischen Ansätzen und aktuellen Entwicklungen sowie der Berücksichtigung verschiedener relevanter, auch interdisziplinärer Perspektiven.
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Angewandte Sozialpsychologie

Inhalte

In diesem Modul werden zu den zentralen Bereichen der angewandten Sozialpsychologie, anhand von Originalliteratur, wichtige Modelle und Theorien besprochen, zentrale Forschungsergebnisse vermittelt und ihre Anwendung auf die Praxis von Organisationen kritisch gewürdigt. Zu den Inhalten der angewandten Sozialpsychologie gehören dabei beispielsweise Themen wie Innovation, Gesundheit, Arbeitslosigkeit und Work-Life-Balance. Auch Themen der Grundlagen der Sozialpsychologie (Theorien sowie klassische Phänomene, wie z. B. Gruppenprozesse oder Einstellung und Verhalten) werden jeweils daraufhin reflektiert, auf welche unterschiedliche Settings sie anwendbar sind.

Qualifikationsziele

Die Studierenden besitzen ein grundlegendes Verständnis der Inhalte und Vorgehensweisen der angewandten Sozialpsychologie. Sie sind sich bewusst, dass die angewandte Sozialpsychologie in hohem Maße auf den Grundlagen der Sozialpsychologie aufbaut, und sind dementsprechend in der Lage, Erfahrungen und Beobachtungen vor dem Hintergrund sozialpsychologischer Theorien und Methoden systematisch zu reflektieren und die erworbenen fachlichen und methodischen Kenntnisse auf angewandte Fragestellungen zu übertragen.

Modul: P 5 Abschlussmodul

Inhalte

Im Abschlussmodul wird in Form der Masterarbeit die Fähigkeit zu eigenständigem wissenschaftlichem Arbeiten nachgewiesen. Ergänzend wird im Kolloquium die Möglichkeit zur Präsentation sowie zur Einholung von Feedback gegeben.

Qualifikationsziele

Im Rahmen der Masterarbeit sollen die Studierenden nachweisen, dass sie in der Lage sind, auf der Basis vertiefter fachlicher Kenntnisse, Fähigkeiten und Methoden ihres Faches ein Problem aus dem Bereich eines gewählten Studienschwerpunktes im festgelegten Zeitraum zu bearbeiten. In der selbständigen Arbeit geht es neben der Formulierung von Forschungsfragen um eine solide Literaturrecherche, die Erarbeitung des aktuellen Forschungsstandes, die Entwicklung wissenschaftlich fundierter Aussagen, die Bearbeitung der Problemstellung mit den jeweiligen Standardmethoden des Faches sowie der Entwicklung eines wissenschaftlich begründeten Urteils. Die Ergebnisse sind in sprachlicher wie in formaler Hinsicht – den Regeln wissenschaftlichen Arbeitens angemessen – darzustellen.