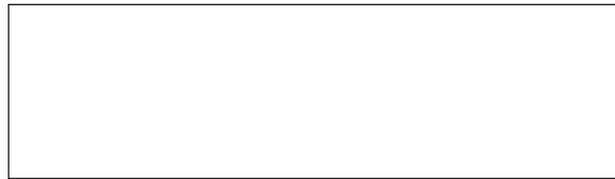




LUDWIG-
MAXIMILIANS-
UNIVERSITÄT
MÜNCHEN



Module manual

Contents and qualification goals of the specific courses

**Bachelor's degree: Business Administration
(Bachelor of Science, B.Sc.)
(180 ECTS points)**

Based on the examination and study regulations of September 18, 2015

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Introduction to Communication Studies..... **Fehler! Textmarke nicht definiert.**

Business Functional Areas + START with Business Modelling

Teaching content

Each of the faculty's five fields of competence will give an overview of the competences to be acquired there and the occupational fields to be achieved in the course "Business Functional Areas"

In the course "SQ START with Business Modelling", key qualifications for the university education as well as for future working life are taught.

Learning objectives

In the course "Functional Areas of Business", the students are introduced to selected research questions in addition to the structure of business studies and potential occupational fields, in order to be able to recognize the connection between economic research and practice.

In the course "SQ START with Business Modelling", students achieve argumentation and presentation skills and gain experience in scientific activities, developing a business model and writing a business plan. Students are introduced to entrepreneurial activities and the basics of business planning within a business model framework. At the end of the course, students present their results.

Introduction to Mathematics for Students of Economics + Theory of Science

Teaching content:

This lecture "Introduction to Mathematics for Students of Economics" introduces to basic concepts of calculus and linear algebra on an elementary level. Firstly, sequences and series are discussed. Then the continuity and differentiability of functions in one, and later also in several variables, will be investigated. Basic concepts and techniques of integration will be introduced. In the last part matrices and vectors are studied, then solution techniques for linear systems and linear programming problems are presented.

The lecture "Theory of Science" conveys basic knowledge about a) the scientific system with its actors and institutions, and b) different and partly competing approaches of knowledge acquisition and knowledge creation concerning business management issues. A focus is on different approaches dealing with empirical experience and research. A further focus is the identification of possibilities and problems that go along with the normative transformation of scientific findings into practical recommendations for business practice and regulators - a requirement that business administration as an applied science needs to meet particularly.

Learning objectives:

In the lecture "Introduction to Mathematics for Students of Economics" students shall learn to apply the basic techniques of calculus and linear algebra. They also shall gain some insight into mathematical argumentation.

In the lecture "Theory of Science" students acquire basic knowledge about the scientific system with its actors and institutions. They will be able to find a scientific solution to business management problems and to select the most suitable research approach from a variety of possible approaches. Furthermore, students will be trained in their ability to critically evaluate research results by considering the respective research paradigm and approach. In addition, students should learn to participate in the active scientific and practical discourse in an informed manner and to take a well-founded position.

Accounting + Management Accounting and Financial Reporting

Teaching content:

The lectures “Accounting” introduces the basic principles of financial accounting, double-entry bookkeeping and the drawing up of the annual accounts. The posting of selected business transactions and the drawing up of the balance sheet and the profit and loss account are practiced during the lectures.

The course deals with the basic principles of financial reporting and management accounting. The theoretical and legal grounding provided enables discussion of essential individual issues related to management accounting and financial reporting to take place.

Learning objectives:

The aim of the lecture “Accounting” is to impart the basic theoretical principles of bookkeeping and the balancing of accounts and to analyse their application to business transactions.

The aim of the management accounting and financial reporting course is to establish a basic understanding of accounting. The objective is for students to be able to recognise the correlations between accountancy specific topics in general terms, enabling them to put special themes addressed later during study into a general context.

Investment and Finance

Teaching content:

Investment and Finance course deals with basic problems in the area of corporate finance and introduces the basic methods used in investment analysis and planning as well as the most important instruments and decision alternatives of company financing.

Learning objectives:

The aim of the lectures is to provide the students with basic knowledge in the area of investment and financial planning. The objective for students is to learn about the methods used for assessing and evaluating investment and financing projects and acquire an understanding of the different forms of financial instruments, the capital market and the financial management of a company.

Law I and Law II

Teaching content:

Law I: All business relevant fields of the BGB (books 1-3) as well as the appropriate secondary acts, focus on consumer protection, law of contract, product liability, security interests and the law of contractual liability.

Law II: Basic knowledge of merchant law, trade, and corporate law, especially when drawing up contracts, connections to international law.

Learning objectives:

Law I: Identifying legal problems, developing methods of resolution when working on a case, recognizing the basis for claims and approach to a case, drawing up contracts.

Law II: Identifying legal problems, developing methods of resolution when working on a case, recognizing the basis for claims and approach to a case, drawing up contracts Identifying the accurate legal form of a company with its specific features.

Statistic I for Students of Economics

Teaching content:

The lecture of Statistic I for Students of Economics introduces to basic methods of descriptive statistics. It starts with the description of univariate data und explains measures of location, scale, and concentration. After that methods for the analysis of association and correlation are discussed. In the last part, a first introduction to probability is given.

Learning objectives:

The students shall be enabled to apply fundamental methods of descriptive statistics in an adequate man-ner and to interpret the results correctly. During their study, the students shall also develop some critical understanding of the power and limitations of statisti-cal methodology.

Corporate Management and Marketing

Teaching content:

The lectures on corporate management and marketing provide an overview of the most important problem areas and basic issues related to corporate management. In addition to fundamental concepts and different approaches to marketing, the basic principles of corporate management are critically examined and discussed.

Learning objectives:

The aim of Corporate Management and Marketing is to develop a basic understanding of the core areas of marketing and corporate management, and to make them capable of applying this to case studies and relevant problem areas within companies and other organizations.

Statistic II for Students of Economics

Teaching content:

The lecture Statistic II for Students of Economics contains basic aspects of probability and statistical inference. It firstly continues the introduction to probability by discussing different interpretations, independence and conditional probability, random variables, distribution functions, expectation and variance. Then a brief introduction into elementary limit theorems will be given. In the second part basic aspects of the general methodology of statistical inference are presented, and selected techniques of point and interval estimation and hypotheses testing are introduced.

Learning objectives:

The students shall be enabled to apply fundamental methods of descriptive statistics in an adequate manner and to interpret the results correctly. During their study, the students shall also develop some critical understanding of the power and limitations of statistical methodology.

Principles of Economics 2: Macroeconomics

Teaching content:

1. Introduction to the basic principles of macroeconomic analysis
2. The IS-LM Model
3. Foreign trade and the model of exchange rate determination
4. Introduction to the AS/AD – Model and Phillips Curve
5. Analysis of the current financial crisis
6. Current explosive problems in macroeconomics and economic policy
7. Application of diverse models to macroeconomic problems
8. Comprehension of complex macroeconomics relationships
9. Economists must make policy recommendations

Learning objectives:

This course serves as an introduction to economics, particularly macroeconomics.

Principles of Economics 1: Microeconomics

Teaching content:

This module covers fundamental concepts in microeconomic theory. The aim of this modul is to equip students with a set of skills with which to understand, analyse, and evaluate microeconomic phenomena, theories, and policymaking.

This module covers an introduction to microeconomics, consumer theory, firm theory and market interaction.

Learning objectives:

Microeconomics is primarily concerned with analysing the economic behavior of budgets and corporations as well as understanding the functionality of markets (and other institutions) in which budgets and corporations interact. The question is raised, what kind of circumstances lead to an efficient outcome with regard to this interaction, further which policy measures could contribute to increased efficiency.

The majority of the course material is presented and discussed during the lecture. The tutorial serves to deepen and expand the lecture material with excercises, case studies and experiments.

Mathematical models are frequently used in the lecture.

Organisational Theory

Teaching content:

The course aims at offering students' insights into the concepts of organization theory. Since organizations are continuously faced with several challenges and an ever-changing and dynamic environment, the lecture and tutorial will impart a broad understanding regarding the essential parameters and tools of effectively managing organizations in this time of age. Hereby the following questions, among others, will be addressed: How can organizations optimize managing demands of external stakeholders such as competitors, customers, the government, and creditors? What strategic and structural changes are needed to attain a sustainable competitive advantage? How can managers cope with the intra-organizational coordination challenges? What kind of corporate culture is needed to enhance an organization's capacity for innovation?

In the lecture, key terms and concepts of organization theory are presented. In the tutorials, these aspects will be applied to real-life challenges using case studies and open discussions to generate an in-depth understanding of organization theory.

Learning objectives:

The goal of the course is to impart profound knowledge to the course participants regarding key terms and concepts in organization theory, organizational behavior, and the organization of value chains. The lecture also strengthens the ability to apply theoretical knowledge to concrete challenges in operational practice and to develop scientifically sound solutions to problems. The case study discussions in the tutorials fosters the ability to work in groups and to exchange information on subject-related topics.

Information Management/Business Informatics

Teaching content:

Topics covered include basic technologies, the use of these technologies within companies, management of IT resources and the effect of IT on companies

Learning objectives:

The aim of the course of lectures is to provide the students with a basic knowledge of business informatics.

Empirical Economics

Teaching content:

This module is designed to give students the abilities to use econometric methods to analyse economic problems and to enable students to bring together econometric methods with economic theory.

The focus of this course is on the application of re-gression analysis to problems in economics and management.

Learning objectives:

On completion, students will be capable of undertaking empirical work using econometric methods, reporting on this work, and making critical use of empirical studies that use econometric methods.

The lecture aims at providing the participants with a profound understanding of central concepts of empirical research within economics and management

Accounting lecture course + Risk Management

Teaching content:

Accounting lecture course covers the basic principles of management accounting and financial reporting within individual companies and groups of companies, selected areas of corporate activity within individual companies and groups of companies being addressed on a case-by-case basis.

Based on the course "Investition und Finanzierung", the course "Risk Management" addresses the concepts and methods of risk management. In particular, it deals with the application of financial instruments and insurance. Students learn about different models for evaluating options and how to apply them. In addition, they learn about how to manage commodities, exchange rate and

Learning objectives:

The aim of Accounting lecture course is to impart the basic principles of reporting in the widest sense. The economic interests of groups of companies may be accorded the focus.

The aim of the Risk Management course is to provide students with fundamental knowledge in risk management. Students should understand both the application and the evaluation of financial instruments.

Competition and Strategy + Digital Firms

Teaching content:

The Digital Firms course deals with typical challenges, chances, and risks of today's "digital firms". Open Innovation, electronic procurement, online marketing, and value management are some of the discussed topics.

Learning objectives:

This lecture in Digital Firms seeks to impart up-to-date knowledge about cross-sectoral, relevant and IT-based management methods and theories to students. In addition, students should be able to assess those concepts in a critical and differentiated way. The lecture intends to complete the foundations of business administrations in field of information systems.

Human Resource Management & Organization + International Management

Teaching content:

The lecture in Human Resource Management and Organization addresses basic questions of personnel economics and labour market theories. It also focuses on aspects of motivation at work and the role of codetermination with respect to economic value creation.

The course in International Management addresses essential questions in international business and management. Relevant theories of the multinational enterprise, of competition, organization, marketing, strategy and governance are applied to the specific challenges of organizing and managing cross-border and cross-cultural business activities. Problems are introduced by way of real world business cases. Contributions by guest speakers from industry further enhance an understanding of real-world challenges and solutions.

Learning objectives:

In the "Human Resource Management and Organization" course, the students gain a basic understanding of the most important scientific theories and empirical findings for the explanation and control of human behavior in organizations and learn to apply them critically to practical problems.

The aim of International Management is understanding the basics of international business and of the challenges confronting international

Financial Statement Analysis and Valuation

Teaching content:

The fundamental coursework in accounting introduces graduates to financial reporting as the “language of business “, making them familiar with the architecture and interpretation of financial statements. This course builds on that knowledge and takes it towards application to real-world valuation tasks. Graduates will learn to analyze and interpret financial statements in order to assess a firm’s financial situation and conduct a sound fundamental equity valuation. We will take the firm’s financial statements as a basis for understanding the firm’s past business activities and for forecasting its future business activities. From the primary perspectives of (external) equity investors and financial analysts, we will employ traditional financial ratios as well as forecasting and equity valuation techniques in order to develop a fundamental assessment of a firm’s profitability, financial stability and prospects, thereby ultimately assessing firm value and its drivers.

Learning objectives:

This course is about teaching graduates a framework for financial statement analysis with the main objective of equity valuation from a financial accounting standpoint. To this end, graduates will learn how to:

- Process reported financial statements to obtain an appropriate basis for analysis and valuation;
- Apply financial ratio analysis to bring out the story that the financial statements tell;
- Identify the drivers of firm value;
- Develop good financial statement forecasts using a systematic, structured approach;
- Apply the most common valuation models; and
- Use analysis and valuation to challenge the assumptions inherent in the market price.
- The analytical skills acquired in this course are useful in a wide array of professional areas, including investment banking (particularly equity research), private equity, security analysis, asset management, consulting, public accounting, corporate finance, and strategy. They will also help with personal investing.

Value Based Management

Teaching content:

The course focuses on how company valuation can be used to manage the value of companies about operating performance. This requires measuring the value of companies based on discounted cash flow models, evaluating whether a company is creating or destroying value based on the economic profit model and identifying major drivers of value such as return on invested capital and organic revenue growth. The course will also show how a company's performance management system can be aligned to create value.

Learning objectives:

Students will be able to measure the value of companies and evaluate whether a company is creating or destroying value. They can decide among alternative business strategies by estimating the value of each strategy. They can improve a company's performance management system in order to align the organization's various parts to create value.

Controlling

Teaching content:

The lecture in Controlling provide an overview of the concepts and tasks related to controlling as a modern management function. The basic theoretical principles, the most important instruments, and further developments in the area of controlling from objects of examination.

Learning objectives:

The aim of this course is to provide a sound understanding of the content and practical opportunities for using controlling-related instruments.

International Accounting

Teaching content:

International Financial Reporting Standards (IFRS) are the emerging global financial language. In more than 100 countries around the globe, firms prepare their financial statements according to these international rules. In the EU, publicly traded parent companies – including well-known German “global players” such as Siemens, Bayer or Volkswagen – are required to apply IFRS in their consolidated financial statements. This course is graduates’ first systematic introduction to financial reporting under IFRS. Its objective is threefold:

- To introduce graduates to the institutional and conceptual foundations of IFRS in order to make graduates appreciate why IFRS are relevant in Europe and the world, who makes them, and the conceptual reasoning behind them;
- to make graduates familiar with the most important IFRS topics and requirements of relevance to practitioners, i.e. to managers, auditors, regulators, analysts and investors; and
- to foster graduates critical thinking about IFRS and the information they produce: by appreciating their earnings management potential, by applying analysis techniques to IFRS numbers, and by considering incentive effects.

Learning objectives:

This threefold approach is intended to develop graduates’ skills in applying key IFRS rules, critically questioning them, and evaluating their economic consequences in their roles as preparers or as analysts of IFRS financial statements. This course provides sound preparation for subsequent course work (e.g., seminars, thesis) and professional exposure to more advanced financial reporting topics.

Corporate Income Determination and Valuation

Teaching content:

The lecture deals with individual aspects of corporate taxation in Germany in more detail. Starting from the legal basics, managerial implications of corporate tax laws concerning income determination and valuation are presented. In the tutorial, case studies are analyzed in the context of corporate taxation in Germany.

Learning objectives:

The aim of the lecture is to gain in-depth knowledge of the structure and effects of the different types of taxes and their dependencies. The aim of the tutorial is to understand the structure and effects of individual aspects of corporate taxation by means of practice-relevant facts.

Non-Profit Related Taxes

Teaching content:

This course focuses on several types of taxes that are not related to the profit of a firm. It mainly deals with value added tax. Moreover, it provides an introduction into inheritance tax, property transfer tax and property tax. For all types of taxes, the characteristics and rules are examined. During the tutorial, cases previously prepared by the students are presented and discussed.

Learning objectives:

The objective of the course is to provide basic as well as more in-depth knowledge of non-profit related taxes. It aims at providing knowledge about the features and the consequences of these taxes as well as about their independencies. The objective of the tutorial is to be able to solve real-life cases and to gain confidence in applying the skills acquired during the course.

Income taxes

Teaching content:

In the lecture, different income taxes in Germany are presented. For all types of taxes, the legal basis as well as the economic implications are discussed. In the tutorial, case studies in the context of German income taxes are analyzed.

Learning objectives:

The aim of the lecture is to gain knowledge about the structure and effects of the different types of corporate taxes and their dependencies. The aim of the tutorial is to understand the structure and effects of the types of taxes dealt with by means of practice-relevant facts.

Business Taxation and Financial Decisions

Teaching content:

This course deals with investment decisions taking taxes into account. For this purpose, taxes are integrated into investment models.

This course deals with the effects of integrating taxes into investment models.

Learning objectives:

The objective of this course is to show the influence of taxes on investment decisions and to acquire the ability to assess single elements of the tax system.

The objective of this course is to gain a deeper understanding of the influence of taxation on investment decisions by applying the knowledge of the lecture to case studies of practical relevance.

Electronic Commerce

Teaching content:

The content of the course „Electronic Commerce“ is to deepen and to specialize the knowledge obtained in the course Electronic Commerce by writing an academic research work.

Learning objectives:

The aim of the seminar is to provide the students with knowledge on how to create a piece of written academic research work and preparing the students for the demands of writing a bachelor thesis.

Digital Media and Business

Teaching content:

The first part deals with the technical fundamentals, such as net technologies, data management, user interface and application systems for classic and new content. In the center of the second part are the economic foundations of the supply and use of digital media. The topics range from the specifics in the production of digital media to the value structures attached to digital media. The third part addresses specific business solutions. Key priorities include the business model of content providers, digitization strategies of established media companies as well as the support of the corporate communications through digital media. The contents of this course are presented in a lecture and are further discussed in related exercise lectures.

Learning objectives:

Students are expected to acquire the qualification and ability to assess business models and digitalization strategies in a differentiated manner.

Management of Digital Technologies

Teaching content:

The course focuses on questions regarding the use of digital technologies by companies across sectors and functions.

Contents include success patterns, strategies, and methodical approaches of digital solutions.

Learning objectives:

In addition, students shall obtain the qualification and ability to assess and seize entrepreneurial opportunities in a well-founded manner.

Corporate Finance

Teaching content:

This course deals with the theory and practice of how corporations make key corporate financial decisions. Starting with the irrelevance theorems for corporate capital structure and corporate payout policy, students will be introduced to several market frictions such as corporate and personal taxes, costly bankruptcy, and asymmetric information and their implications for capital structure choice or payout policy. Further topics covered are agency problems within corporations, adverse selection in capital markets, mergers and acquisitions, initial public offerings, corporate investment decisions and internal capital allocation of firms, as well as financial constraints. The course will conclude with some aspects of behavioral corporate finance.

Learning objectives:

The main objective of the lecture is to introduce students to theoretical and empirical research in the field of corporate finance. Furthermore, students will be familiarized with practical issues in financial decision making.

Insurance Accounting

Teaching content:

The lectures on insurance accounting may be supplemented by the offer of tutorials. More detailed treatment is provided of the national and international accounting regulations specific to insurance already touched on during the lectures, in particular in the area of the balancing of capital investment and technical reserves. Exemplary debate take place on current accounting trends within insurance companies.

Learning objectives:

The aim is for the students to acquire an overview of the basic principles of national and international accounting in insurance companies, the objective also being for them to acquire an insight into current developments in this field.

Commercial Banking

Teaching content:

The “Commercial Banking” introduce the structures and concepts forming the basis of the commercial banking system. An overview is provided of the status, the role and the activities of commercial banks in Germany and a comparison is made with foreign banking systems. In addition to an introduction to risk-related concepts and approaches related to decision theory, aspects of banking regulations and product design in the area of banking are offered.

Learning objectives:

The aim is to provide the students with an overview of the basic principles and of the general conditions under which the German and international banking systems.

Basic Principles of Insurance Production

Teaching content:

The course in Basic Principles of Insurance Production explains the basic principles behind the creation of insurance products and models for such products. The starting point for engineering an insurance product is the proper organization of collectives. Exemplary detailed treatment is provided during the special features relating to the formation of insurance collectives.

Learning objectives:

The aim of the lectures is to provide a systematic in-sight into how insurance “products” come about, a objective being to illustrate the correlations with business administration issues.

Risks and Insurance

Teaching content:

The lectures in risks and insurance introduce the structures and concepts forming the basis of the insurance industry. In addition to an overview of the market situation, an introduction to risk-related concepts and the basic principles of decision-related approaches, aspects of actuarial product design are taught.

Learning objectives:

The aim is for the students to acquire an initial insight into the essential features of the insurance industry and the general conditions under which it operates, the objective being for them to familiarise themselves with basic concepts relating to the structuring and price classification of actuarial risks and learn to apply these to real insurance products.

Strategic Management

Teaching content:

Based on key concepts of strategic management and leadership, the course covers the analysis of companies and markets as well as the development and implementation of strategies at the corporate and the business level.

Learning objectives:

The objectives of the course “Strategic Management” are to convey central terms, concepts and instruments of strategic management and leadership.

Consumer Insights

Teaching content:

This course provides an overview of the theories of consumer behavior. Relevant upstream psychological processes are illustrated by means of models and practical examples. State-of-the-art methods to analyze consumer behavior are taught. The theories of consumer behavior are rehearsed with the help of case studies.

Learning objectives:

In this course students learn to classify and apply theories and models of consumer behavior in a contextually adequate manner. The students learn to analyze problems with adequate methods and to deduce appropriate management decisions. Based on the discussion and rehearsal of selected theories and models of consumer behavior in the course students should be able to do so even for complex problems.

Strategic Marketing

Teaching content:

Major strategic aspects of marketing relating to corporate strategies and downstream marketing decisions are addressed with reference to current and practice-related issues.

Learning objectives:

The lectures aim is to teach students fully to comprehend and evaluate complex marketing issues, acquire decision-making competences, and understand references to superordinate and subordinate issues.

Basics in Human Resource Management

Teaching content:

This lecture addresses the basic topics in Human Resource Management.

Learning objectives:

The goal is to provide Human Resource Management theories under the premise of political aspects in organizations

Strategic Organization Design

Teaching content:

The lecture "Strategic Organization Design" deals with how organizations (e.g. companies) should be designed to achieve their strategic goals. Building on a basic understanding of strategic and organizational issues, this lecture focuses on the interaction between these two fields. Possible in-depth questions are, for example, how innovative companies can be designed or how organizations can adapt to changing circumstances. The goal is to provide students with a solid theoretical foundation on questions of organizational design and to introduce them to important methodological tools such as econometric and qualitative methods. At the same time, the theoretical concepts should be applied to practical management issues

Learning objectives:

Students should learn to understand scientific theories and current research in the field of strategy and organization, to question them critically and to apply them to practical management issues. Furthermore, a basic understanding of the application of the econometric and qualitative methods required for this purpose is to be conveyed. Students should acquire the ability to formulate strategic and organizational questions, to exchange ideas about possible solutions and to defend their own ideas with arguments.

Organization and Innovation

Teaching content:

The course offers detailed insights into the human side of innovation in organizations. The aim of the lecture is to provide students with a better understanding of factors at the individual, team, and organizational level that enhance and hinder the generation and/or implementation of innovations. The accompanying readings, consisting of articles from leading international management journals, will give students in-depth insights into current research in the field of leadership, innovation and change.

Learning objectives:

Upon completion of the lecture, students will have gained a comprehensive understanding of the human side of innovation in organizations. The combination of lecture and course tutorials also enhance the ability to apply the knowledge to actual problems in business practice and to develop evidence-based solutions.

Management and Economics of Platforms

Teaching content:

The lecture “Management and Economics of Platforms” introduces the key concepts to understand the functioning of platform markets. In particular, the course addresses various fundamental and contemporary issues which are captured in the following questions: What are the characteristics that define a platform market? How do firms design or re-design their strategies to succeed in a platform market? How do platforms’ characteristics influence competition across industries and between newly born and established firms? How do users behave in this new environment? How do the regulators respond to changes introduced by platforms to preserve consumers’ interest and healthy competition? The goal of this course is to offer students a solid theoretical foundation on platforms, based on the state-of-the-art literature in Management and Economics. Students will receive a broad overview of markets functioning as platforms (marketplaces, audience makers, demand coordinators, etc.)

Learning objectives:

Students will learn the basic theoretical concepts related to the platform markets and will have to critically question them and apply to practical management issues. Students will put the constructs into practice through case studies, basic game theory and papers’ discussion.

Technology Strategy

Teaching content:

The lecture "Technology & Strategy" teaches knowledge about questions of strategic management in technology and innovation intensive industries. In these industries companies face the challenge of adapting to an environment that is constantly changing. The lecture draws on knowledge gained in the lectures "Management and Economics of Platforms" and "Technology and Innovation II" and applies it to issues in technology and innovation-intensive industries. Students should apply their theoretical knowledge of corporate strategy in technology and innovation-intensive industries and to practical issues in these industries. Furthermore, a basic understanding of the application of the necessary methods is taught.

Learning objectives:

The aim is to provide students with a solid theoretical foundation in the field of technology and innovation intensive industries. At the same time important methodological tools are taught, such as econometric tools, game theoretical or qualitative methods.

Health Care Management

Teaching content:

The lecture Health Care Management offers a comprehensive insight into the organisation and functioning of health care systems and enables the analysis of incentive effects and regulation. The leading questions are: How is our health care system built and financed? How much money should the social security system spend on new drugs and technologies? How are pharmaceuticals licensed and how can they enter the market? How are physicians and hospitals reimbursed and what incentives are immanent in the system?

In the tutorial, the topics are discussed and applied. Students understand the most important theories, principles and methods of business administration and can apply them to the health care system. Their knowledge and understanding correspond to the state of the art in scientific literature but should also include some first knowledge on research in health care management.

Learning objectives:

Basic understanding and ability to perform critical analysis in the field of organisation and financing of health care systems. Identification of interdependencies within the system and between actors and incentive structures. In the course, students should apply their knowledge and analytical understanding to health care management topics. They should identify problems in this research area, elaborate possible solutions and develop arguments to related research questions. Through the lecture and tutorial, the students receive knowledge, which enables them to evaluate and interpret their competences that they have acquired during their studies. Through critical reflection and their scientific findings, they should be able to draw well-founded conclusions. The students will be encouraged to learn independently and continuatively.

Studies Health Economics and Management

Teaching content:

This course is based on the approach of problem-based learning and thus requires the students' active participation while it fosters problem-based thinking and independent teamwork. Next to the lecture, which provides additional content, a tutorial is offered where students work in groups to address current topics in health economics. The case studies cover four different topics.

The first group of case studies focuses on the analysis of healthcare systems. This includes a discussion about how demographic change will affect healthcare provision and its funding. In addition, the students examine the interaction of supply and demand in healthcare markets. Important questions include: How much are patients willing to pay for healthcare services? How does health insurance work in Germany? How important are patents for pharmaceutical companies?

The second group of case studies assesses the efficiency of healthcare provision, including the comparison of burden of disease and cost-effectiveness of medical technologies. This involves approaches to estimate cost of illness and health effects but also their joint evaluation regarding cost-effectiveness.

Another case study focuses on the requirements for health promotion interventions from a business perspective.

The fourth set of case studies includes cases addressing current issues in the international comparison of healthcare systems. Which types of healthcare systems exist? What is the difference between the healthcare system in Germany, England, and the USA? Furthermore, distributional aspects of health care provision and financing are discussed using studies from China as an example.

In the case studies, students analyze practical examples and develop possible solutions. The students are supported by a tutor and by accompanying lectures.

Learning objectives:

Fundamental understanding and ability to critically analyze the following topics: organization of healthcare systems, efficiency of healthcare provision, health promotion interventions in the workplace, the impact of an aging society on healthcare as well as the international comparison of healthcare systems.

Projektmanagement

Teaching content:

Projektmanagement: The operational management summarizes all tasks that deal with the strategic level of downstream corporate management issues. The lecture deals with qualitative aspects as well as the quantitative instruments that are used along the project life cycle.

Learning objectives:

Projektmanagement: Students should learn to understand the conception, planning, implementation and control of operational management tasks.

Accounting lecture course

Teaching content:

This course covers the basic principles of management accounting and financial reporting within individual companies and groups of companies, selected areas of corporate activity within individual companies and groups of companies being addressed on a case-by-case basis.

Learning objectives:

The aim of the course is to impart the basic principles of reporting in the widest sense. The economic interests of groups of companies may be accorded the focus.

Accounting, Auditing and Analysis

Teaching content:

The advanced seminar "Accounting, Auditing and Analysis" deals with current issues of both scientific and practical interests in the fields of international accounting, auditing, and corporate analysis, and valuation. During the seminar, the participants work on a seminar paper and a presentation on a topic assigned to them. A joint final event of the participants serves the exchange of knowledge and the in-depth discussion of scientific issues. The seminar is regularly held in cooperation with well-known companies.

Learning objectives:

During the advanced seminar, participants learn to work independently on relevant accounting topics using scientific (primarily empirical or normative-theoretical) methods. The aim is to acquire skills such as scientific accuracy, precision, careful work, and in particular critical reflection. Furthermore, during the presentation and discussion of the seminar topics, the communicative skills of the participants are trained.

Business Taxation and Financial Decisions

Teaching content:

This course deals with the different types of business taxes. The legal framework as well as the economic implications are presented for each type of these taxes

Learning objectives:

The objective of this course is to acquire knowledge about the legal framework and the economic impact of different types of business taxes as well as their de-pendencies.

Theoretical seminar on new media

Teaching content:

Various institute-specific topics will be examined in detail during the seminar. For this purpose, the students work scientifically on specific questions in the respective area. The students will both gain new knowledge on the subject and gain experience with the scientific way of working.

Learning objectives:

This seminar particularly promotes the professional competence of the participants in relation to theoretical work. Since the examination-relevant performance is created in a team, communication and coordination among the participants is promoted in addition to the technical competence.

Empirical seminar on new media

Teaching content:

As part of the seminar, the participants conduct independent empirical studies on scientific issues from the research areas of the chair. In the first part of the seminar, there will be a two-day basic training course on empirical work. In the second part of the seminar, the subjects are worked on in groups. Particular attention is paid to the preparation, implementation, and evaluation of qualitative and / or quantitative studies.

Learning objectives:

This seminar particularly promotes the methodological competence of the participants. Since the examination-relevant performance is created in a team, communication and coordination among the participants is promoted in addition to the technical competence.

Electronic Commerce

Teaching content:

The lecture “Electronic Commerce” provides an overview of marketing activities via electronic media. The first part of the course deals with subjects relevant to electronic commerce like network effects, business models and customer relationship management. The second part focuses on the marketing mix in electronic commerce.

Learning objectives:

The aim for the students is to develop:

- a basic understanding of the unique characteristics of electronic commerce.
- knowledge regarding the special features of the marketing-mix in the area of electronic commerce

Digitale Transformation und Innovationen

Teaching content:

During the seminar, participants independently conduct research projects on scientific questions from the research areas of the chair. The main topics stem from two research areas:

1. Digital transformation and innovation in companies to achieve strategic competitive advantages.
2. Use of digital technologies in economy and society to increase sustainability and resource efficiency.

Learning objectives:

In addition to imparting specific knowledge in these areas, the course aims to prepare students for the requirements of a Bachelor Thesis by writing a scientific seminar paper. At the end of the semester, participants will present their results and will lead the subsequent discussion. This is intended to further strengthen the students' communication and presentation skills.

The economics of Insurance

Teaching content:

This seminar covers questions related to the economics of insurance. The concrete topics vary in each semester. A special attention is paid to the current relevance of the chosen topics, as well as students' active participation, e.g. writing and presenting a seminar thesis.

Learning objectives:

Under the instructors' guidance, students should learn to independently answer scientific questions, develop research strategies, as well as identify and solve problems by studying relevant literature.

Catastrophe Risk Mangement

Teaching content:

Major catastrophic losses cause severe distortions in insurance markets and the increasing size of economic losses imposes severe challenges on both insurers and governments in disaster-prone areas. Many individuals remain uninsured as they underestimate the threat of catastrophic events due to their low frequency or rely on governmental disaster relief.

The seminar examines challenges for catastrophe risk management by discussing selected topics such as:

- Threats and opportunities of climate change for the insurance industry
- Behavioral biases and the demand for catastrophe insurance
- Governmental disaster relief and charity hazard
- Capital market effects of catastrophes
- Management of terrorism risk
- Catastrophe bonds

Learning objectives:

Students are supposed to acquaint themselves with their research question, read up the relevant literature and compose a scientific paper. The results of their papers will be presented and discussed in the final seminar session.

Recent Developments in Health Insurance

Teaching content:

Due to changes in political, economic and technological environments health insurance markets are subject to permanent change. On the one hand, increasing health care costs and demographic change put pressure on health insurance companies and systems. On the other hand, technological advances enable insurers to refine their risk classification processes and to provide more comprehensive customer service.

Learning objectives:

The seminar targets to familiarize the participants with the most important aspects of health insurance markets. Furthermore, it highlights recent developments in the field of health insurance.

This includes the preparation and presentation of a home assignment as well as taking part in the discussion during joint sessions. The topics will be discussed with active involvement of the participants. Learning and research strategies are to be conveyed, so that students are empowered to acquaint themselves with a scientific problem and read up on relevant literature. Furthermore, as a basis for the Bachelor Thesis / Diplomarbeit, students should become familiar with the independent composition of a scientific piece of work.

Capital Markets and Corporate Finance

Teaching content:

The courses cover changing subjects in the field of capital markets and corporate finance and may be organized in cooperation with other institutes.

Learning objectives:

By passing the course students are supposed to learn scientific working methods and deepen their knowledge in specific areas in finance. Therefore, they must write an essay and present their results in front of other students.

Finance and Banking

Teaching content:

During the main seminar, the students deal with current concepts and methods from the areas of finance and banking in greater depth, a hands-on approach fostering the acquisition of academic research methods.

Learning objectives:

The aim is to discover the current status of research in a delineated area, enabling a research topic for a working paper to be formulated and permitting the students to structure a framework for research.

Strategic Management

Teaching content:

Based on key concepts of strategic management and leadership, the course covers the analysis of companies and markets as well as the development and implementation of strategies at the corporate and the business level.

Learning objectives:

The objectives of the course are to convey central terms, concepts, and instruments of strategic management and leadership.

Market - Oriented Management

Teaching content:

The course deals with the analysis of a current problem in business research. The theoretical basics and concepts as well as the current state of research are critically discussed.

Learning objectives:

The aim of the course is to work independently on a business topic considering the key aspects of scientific work. It offers students the opportunity to work on theoretical questions in depth and to develop implications for practice as well as ideas for further research needs.

Marketing Research Project

Teaching content:

The course is designed to allow students to develop and accompany a research process in marketing in an academic setting from start to finish. The course is held in small groups (approx. 4-7 persons). The objective of this seminar is to first acquire the current state of research in a topic area, then to develop an appropriate research design and finally to implement this research design. With the conducted study, the students should then derive implications for science and practice.

Learning objectives:

Participants will learn how to use qualitative and quantitative methods. Moreover, teamwork is promoted through continuous cooperation during the semester, thus social competence is built up. Besides, the structured approach to a subject matter is also imparted.

Theoretisches Seminar zu Strategy, Technology and Organization

Teaching content:

The process of building on the extant knowledge by developing and testing theories has been a critical part of academic research. This course introduces theory building in Innovation Strategy research, with a emphasis on the topics of Strategic Human Capital. By discussing the fundamental issues, the course provides guidelines for framing a research problem, theory development, theory testing and writing an academic research piece.

Learning objectives:

The purpose of this course is to prepare students to master the process of applied theory development on the basis of current Innovation Strategy literature. Since conducting a robust academic research involves various interdependent stages, the course will also discuss the implications and requirements of theory building on every stage of an academic project. The full cycle of a research project, from design, connecting to the literature, theorizing and analysis to reporting will be covered. Also, by discussing the recent developments in Strategic Human Capital literature, the course provides potential research ideas and opportunities for interested students in writing a bachelor thesis on related topics. By the end of the course, the students will gain the required skills, knowledge and strategies in developing applied theory and executing a research project.

Quantitative Data Analysis

Teaching content:

Quantitative research, i.e. research that uses statistical methods to analyse large datasets, is one of the three pillars of modern science. Similarly, most decisions by firms are nowadays based on information from large datasets gathered and analyzed either internally by a firm or externally by a contracted agency. However, just analyzing data is insufficient in both academia and industry. The second important task for researchers and practitioners is to build a clear and convincing argument why their analysis is important and interesting.

The seminar will begin with a kickoff session, where the lecturers will introduce students to research, explain theoretical reasoning and recap some empirical methods. This is followed by four 1.5-hour introductory sessions to the statistical software STATA. In the following week, students will practice their theoretical reasoning in a session dedicated to show the detailed structure of an introduction and a theoretical argument. After six weeks, students will present their preliminary results and afterwards write up their results in a seminar paper. Students will meet regularly with a supervisor over the course of the semester.

Learning objectives:

This seminar aims at teaching you both skills, analyzing data and theoretical reasoning. These skills are fundamental for writing a final thesis and career building. The seminar will provide an overview on structuring theoretical arguments and different quantitative methods, before students apply both to examples in the different sessions. Finally, students will use their acquired knowledge and skills to develop their seminar papers using datasets from the institute and the statistical software STATA.

Leadership and Organization

Teaching content:

The seminar imparts profound knowledge on the behaviour of individuals in organizations. Based on current theories and concepts from organization psychology and management literature, the roles of individuals and teams in organizations are discussed. A comprehensive understanding of key processes in this area, such as motivation, leadership, coordination, interaction etc. supports organizations in implementing strategies and achieving goals.

Learning objectives:

The independent engagement with and preparation of scientific contents based on relevant academic literature requires students to exhibit a high degree of analytical thinking and a structured working method. The aim of the seminar is to further develop students' knowledge in organizational behaviour. Moreover, initial knowledge of academic work is imparted and respective quality criteria for an evaluation are outlined. After finishing the seminar, students are supposed to be able to critically examine scientific contents.

Strategy and Human Resource Management

Teaching content:

The seminar deals with changing foci on human resource management research and practice that are elaborated in a scientifically sound manner. Thereby, the seminar is based on the basic lecture „Human Resource Management: Basics “. Moreover, students are introduced to scientific work and get prepared for their bachelor theses.

Learning objectives:

The seminar contains introductory and advanced aspects at the same time. On one hand the seminar conveys basic knowledge about developing a scientific thesis. On the other hand, key themes are elaborated in a profound way. Students learn to assess and to cope with the challenges of empirically grounded HR management. They gain the ability to interpret and critically reflect results of empirically grounded HR management, and to independently design further learning processes.

Health Services Management

Teaching content:

The seminar Health Services Management addresses students in the bachelor's program who have already attended courses in health care management and want to deepen their knowledge in this subject. The seminar topics focus on current topics in the research field such as the implications of innovations in the health care market or the management in specific health care sectors, e.g. the hospital market. Students will work on questions, as for example, how new drugs enter the market or how new media can be integrated into health care. Other possible topics address how hospitals or medical practices can act in competition with each other within the legal regulations. Beside a comprehensive introduction to important theories, principles, and methods of health care management, the participants will get to know individual topics in depth and will be able to apply and implement their knowledge in scientific seminar papers.

Learning objectives:

The seminar aims to provide the students an in-depth knowledge of health care management themes. The topics to be worked on are practical and up to date. The results will be presented in the course, which trains the students' competences in communication and presentation. By writing the seminar papers, the participating students will be prepared for writing their bachelor thesis. Therefore, they will be taught in methods for literature reviews and in how to write a scientific paper.

Seminar Healthcare Management

Teaching content:

The topics of this seminar cover current issues in health economics, health policy, and healthcare management. Within this seminar, students learn how to work scientifically, how to discuss their results considering the current state of research and how to derive management implications. In a joint session, the students learn how to present their results in a scientific manner and how to discuss them constructively when giving a presentation to their peers.

Later, the students must hand in the final, written version of their work in hard copy and electronically. Guidelines for scientific working are made available.

Learning objectives:

Understanding and capabilities for the preparation of a scientific work regarding current issues in health economics, health policy, and healthcare management.

Students are trained especially in the methodology of systematic literature search.

Matlab for Finance

Teaching content:

This course, based on basic economic knowledge, discusses conceptually and application-oriented a standard application software from the perspective of finance-based business administration. Different aspects of standard application software as a part of economic information systems will be included here.

Learning objectives:

The course aims to build up a practically relevant knowledge about the use and advantage of standard application software from the perspective of finance.

Practice of Public Relations: Communicative Leadership

Teaching content:

This course explains and analyzes leadership, management, and communication strategies. It develops stakeholder-oriented strategies and focuses on the application of the learned concepts to practical situations.

Learning objectives:

The aim of this course is to give students a comprehensive understanding of firm managers' communication strategies. Students should be able to implement the learned concepts in practical applications.

Research Methods in Marketing

Teaching content:

The course is divided into two parts: First, there is a block seminar in which the basics of empirical research methods are taught and discussed. In the second step, the students form small groups and work on a specific research project. Thereby the students themselves carry out a research method and subsequently present the results.

Learning objectives:

Participants will learn to independently apply qualitative as well as quantitative research methods in complex topic areas. They will autonomously select and apply them to a given research problem. Furthermore, the students will learn how to prepare and present the results for their audience in an appropriate way.

Research Methods in Marketing

Teaching content:

The seminar provides detailed insights into selected leadership theories. Leadership theories like transformational, charismatic, and autocratic for example, are theoretically discussed and worked through by means of academic publications from internationally leading management journals. The practical relevance of the leadership styles is ultimately illustrated by selectively chosen leadership personalities.

Learning objectives:

Participants will learn to independently apply qualitative as well as quantitative research methods in complex topic areas. They will autonomously select and apply them to a given research problem. Furthermore, the students will learn how to prepare and present the results for their audience in an appropriate way.

Executive Leadership Styles and Personalities

Teaching content:

The seminar provides detailed insights into selected leadership theories. Leadership theories like transformational, charismatic, and autocratic for example, are theoretically discussed and worked through by means of academic publications from internationally leading management journals. The practical relevance of the leadership styles is ultimately illustrated by selectively chosen leadership personalities.

Learning objectives:

The goal of the seminar is to impart profound knowledge to the course participants regarding various leadership theories. The connection of leadership theories with real-life leadership personalities not only demonstrates the importance of research-based knowledge acquisition, but also supports and guides the participants in applying abstract and theoretically gained expertise within a practical setting.

The management of projects– Making it work!

Teaching content:

The seminar gives an insight into the diverse tasks and challenges project managers are confronted daily. In addition to aspects of planning and organization, dealing with budget and time restrictions, as well as handling a multi-cultural team within globally operating companies, are discussed. The focus is on the question of how project team members and their managers can balance project risks while, at the same time, meeting the company's quality requirements without neglecting the human side of project management.

Learning objectives:

The seminar provides the participants with leadership tools, enabling them to better cope with the challenges of project management in practice. In the context of case studies and group work as well as discussions, the students demonstrate their ability to transfer from science to practice.

Management of von Non-Profit-Organisations

Teaching content:

The fundamental objective of this course is to explore various aspects of managing non-profit-organizations and social enterprises and will offer an insight into selected questions, that are challenging the management in in this area. The students initially get an overview of the non-profit sector and special features of management topics relevant in this organizations. We will continue with specific aspects, for example performance measurement, corporate governance, leadership of employees and volunteers in non-profit-organizations, fundraising or managing of social enterprise partnerships.

The students develop a theory-based solution to a question that can come from all areas of management of non-profit organizations. The following questions are conceivable as examples: Which incentive systems do non-profit organizations use for their employees? What is the importance of knowledge networks between non-profit organizations?

The students will work in groups of three to four participants and present their findings in a presentation and a seminar paper.

Learning objectives:

As part of the proseminar, the students acquire basic knowledge about the management of non-profit organizations and social enterprises. In the second, central step, the students use their theory-based knowledge to develop scientifically sound results for specific questions. They will work with best-practice cases or conduct interviews/surveys, to get a deeper insight and to derive recommendations. In addition, emphasis is placed on the students critically questioning the content and results. They will also improve their ability to work in a team.

How to Compete in Network Industries

Teaching content:

Network Industries are the most dynamic and turbulent industries in today's economy. Releasing a constant stream of innovative products, taking-up customers at unprecedented speeds, attracting providers of complementary goods to reach critical mass, and fighting standards battles are just some examples of the unique challenges for managers in these industries.

This course is based on the 'case method', developed by the Harvard Business School (HBS) using real-life case studies of individual companies. We will look at one of the principal players of the Information- and Communication Technology (ICT), e.g. Apple, Google, Amazon and Facebook, in each session and discuss how they managed to get ahead of the competition, and the challenges of constantly improving their performance to maintain their competitive advantages.

This course consists of weekly sessions where you will discuss recently published 'case studies' (mostly by HBS), which you will have to read and prepare prior to each class. The seminar offers you an interactive learning experience that is based on intensive class discussions. The course has been taught since 2013 and is being updated with new cases every semester.

Learning objectives:

You will apply the major concepts introduced in the lecture "Management and Economics of Network Industries" to the individual cases during this seminar, and thereby experience a range of strategic options on how to successfully compete in this industry.

Recruitment

Teaching content:

Good employees are the drivers of organizational success; however, the labor market is getting tighter - it becomes increasingly important for organizations to develop an excellent recruitment process.

Recruitment is therefore no longer viewed as just one of the administrative functions of HR, but as a strategic tool with wide ranging implications for organizational success.

In this course we are going to investigate the topic of recruitment in detail. You will gain insight into both theoretical as well as empirical underpinnings of the topic. The course is held in an interactive form, therefore active participation is expected and an oral presentation additional to the final exam has to be held.

Learning objectives:

Students should be familiar with involved stakeholders, typical steps and possible challenges of recruitment. They should be able to name and describe the most common selection methods as well as evaluate their validity.

Furthermore, they should be able to evaluate a given recruitment process and make suggestions for improvement.

Database systems for economists

Teaching content:

The course covers database systems and data models. The class aims on demonstrating how a database can be designed. Thereby the concepts of Entity-Relationship-Modeling, the relational data model, normalization, and implementation using SQL are explained and applied. Beyond theoretical application, the course is based on the software mySQL.

Learning objectives:

After a systematic introduction to modern database systems, the participants will gain knowledge on data modelling. Relevant objects of defined contexts are modeled conceptually and transferred into a relational data model. Finally, the participants apply the database language SQL to implement a relational database design. The participants continue to develop the design independently.

Introduction to ERP systems using the example of MS Dynamics NAV

Teaching content:

The course covers the central business processes of companies and illustrates how software solutions help to systematically handle the individual tasks within these processes. Thereby, the class covers different modules of an ERP system that correspond to central business processes (e.g. purchasing, sales, production, human resources, financial management, etc.).

Learning objectives:

By attending, participants learn how to use an ERP system. The course is based on the software Dynamics NAV from Microsoft (formerly Navision). Practical skills in handling Dynamics NAV's ERP system can be transferred to using other ERP systems. By using the system in a hands-on approach, participants get the opportunity to better understand business processes and procedures from a company point of view.

Trends in Corporate Governance and Audit

Teaching content:

The course deals with practical questions in the field of auditing. This includes problems associated with audit, the impact of regulatory measures on the business environment, the profession of auditors, the development of the audit market and the different phases included in an audit. A broad overview of the activities of auditors and their tasks and challenges is given. The course is offered by one of the honorary professors of the faculty, who is chairman of the board of a large auditing company in his main profession. This enables the students to gain well-founded insights into practice.

Learning objectives:

The detailed insight into the audit market enables participants to combine their acquired theoretic knowledge with practical questions on the audit market. The clarification of interdependencies and consequences of decisions of various stakeholders (standard setters, regulators, companies and auditors, ...) enables participants to better assess the labour market in the field of accounting. The focus of the course lies in the fields of activity of the auditing profession.

Transaction-related company valuation

Teaching content:

The course examines company valuation from the conflicting viewpoints of theory and practice. Besides a repetition of the basics of the company valuation process, decision-making problems in the acquisition process and current market developments are discussed. Questions concerning the topics "Fairness Opinions", "Delisting" and "Spruchverfahren" as well as institutional backgrounds of the company valuation (e.g.: DVFA recommendation for the determination of severance payments) are discussed. Active discussions support the understanding and deepening of the topics. The event is hosted by one of the honorary professors of the faculty, who in his main profession runs a consultancy that is specialized in business valuations, which gives the participants profound insights into practice.

Learning objectives:

Within this course, participant acquire the competence to understand and analyse the complexity of the company valuation process. In doing so, the understanding and critical reflection on scientific accuracy and "best practice" solutions from practice should reduce decision-making problems in the valuation calculation.

Spreadsheet Accounting

Teaching content:

In this course, Microsoft Excel is applied to solve tasks in the area of cost accounting. This course complements the lecture “Kostenanalyse” (cost analysis) in an IT-oriented way.

Learning objectives:

Aim of this course is the ability to appropriately structure and solve cost accounting tasks using Microsoft Excel

Controlling with SAP

Teaching content:

Working under guidance, the students carry out a complete case study on cost and revenue accounting using the SAP system. This is followed by a supplementary debate on the extent to which new developments in SAP can cope with the status of developments in concepts related to controlling.

Learning objectives:

Through practical application, the aim is to provide the students with an insight into the possibilities provided by and limits of the SAP controlling module.

Corporate Control by the CFO

Teaching content:

The CFO can be attributed to four central roles: first, the role of a financial statement and accounting expert, second, the role of a controlling and reporting expert, third the role of a financial and capital market expert, and fourth, the role of a governance and administrations expert. The lecture specifies this scope of duties by selected task fields. The focus of this lecture are specific practice-relevant questions. Therefor, every practical example is defined by a relevant theoretical frame as well as a brief explanation, following it is described by the case of a firm. Thus, an understanding for the use of fiscal instruments is provided without fully explaining the theoretical background.

Learning objectives:

The lecture provides students with an understanding of the scope of duties of a CFO. Further, students develop a fundamental understanding for the use of fiscal instruments in practice. Thus, students get equipped for the tasks arising in finance divisions of firms.

Digital business models

Teaching content:

Several case studies from the different industries, with a special focus on media, are presented and discussed with the participants. In particular, several real-world contexts are presented, and individual case studies are classified and compared with one another in the broader context of the industry. Specifically, this course focuses on the role of digital and social media in different instances.

Learning objectives:

Since the examination-relevant performance is created in a team, communication and coordination among the participants is promoted in addition to the technical competence.

Case Studies in Enterprise Risk Management

Teaching content:

This course provides first an overview of the risk management process in (insurance) companies. Based on this, the concept of Enterprise Risk Management is explained and demonstrated with industry examples. The course ends with a case study in cooperation with an industry partner.

Learning objectives:

The aim of this course is to provide a comprehensive and systematic introduction of risk management in (insurance) companies. In particular, the concept of Enterprise Risk Management will be handled from a business administration perspective.

Bank Analysis

Teaching content:

During the lectures, the students are provided with an insight into theoretical and practical issues related to the performance of financial institutions. The theoretical findings are examined empirically using financial case studies.

Learning objectives:

The aim is to enable the students to analyse and evaluate the current status of a financial institution.

Strategic Management in Banking

Teaching content:

This course offers insights into central concepts and instruments of the strategic management in the banking sector. Under the direction of an external lecturer of the Deutsche Bank AG, key challenges are identified, and possible solutions are discussed with the students. Other high-ranked managers from the Deutsche Bank AG enlighten practical issues of capital market companies from different perspectives. The focus is - among others - on the strategy of banks, the establishment of a bank, and capital market communication. The course consists of several events that take place in a blocked manner. During the course, the examination usually takes place in the form of group work on current topics of the strategic management of banks.

Learning objectives:

The practical seminar serves the critical examination and reflection of selected strategic questions in the banking sector and enables the participants to apply theoretical basics and concepts to current practice-oriented issues. The seminar also strengthens the communicative skills of the participants and enables a subject-related exchange on current problems and developments in banking practice with high-ranked representatives of the Deutsche Bank AG. Furthermore, the independent preparation of a seminar paper in small learning groups facilitate the strengthening of important social skills and enables the students to take responsibility within a team.

Excellence in Marketing and Business Management

Teaching content:

The purpose of this course is to promote the knowledge transfer between science and practice. Top-class representatives from practice will present current topics and challenges in their companies every two weeks. Thereby, possible topics for the guest lectures are strategic marketing, sales systems, employer branding, product launching, brand management, international marketing, etc. For each guest lecture, two teams of students will prepare a co-presentation in which they critically evaluate the phenomenon discussed in practice based on scientific literature.

Learning objectives:

Participants will gain an understanding of the interaction between practice and science. The students will be able to apply established models in science to a concrete problem in practice. Furthermore, they will learn to present in front of professional representatives on a high level and to exchange views and ideas with them.

Introduction to Public Relations

Teaching content:

Students are given a holistic overview of the central objectives and practices in the field of public relations management. In addition to basic definitions, important occupational fields are presented, and ethical foundations are discussed. Furthermore, necessary methods for a successful professional entry in this area are imparted.

Learning objectives:

Important (basic) terms are sought to be clarified. Further, the function and purpose of public relations are sought to be imparted. Special emphasis is placed on the central tasks and duties of public relation practitioners and their responsibility in public relations work. Finally, a better understanding of the professional requirements in different fields of work is sought to be conveyed.

Strategic Industry Analysis

Teaching content:

The aim of this course is to build on and integrate industrial economics, game theory and management strategy to develop a framework for thinking about competition within markets and industries. Game theory provides the abstract theory of strategic interaction, and microeconomics (specifically industrial economics) provides the background on demand, production and market structures. In this course, we discuss the integration and application of these components in thinking about competitive strategy for firms in markets. We will use simple models to clarify the logic of strategic reasoning, and apply this logic to a number of case studies.

The course requires previous exposure to microeconomics and elementary game theory, and is addressed at students who want to see how these concepts can be applied to industry analysis. Simple formal models will be used so that assumptions can be made explicit and conclusions demonstrated. However, to follow the course, you only need to be able to understand "first-order conditions" of simple functions.

The course is self-contained. It is essential, however, that participants prepare by reading the case studies in advance. Additional reading material will be listed in a detailed course syllabus.

Learning objectives:

Organizing for Innovation

Teaching content:

An organization's fate is intimately tied to the innovations they bring to life. This process of creating innovation is often chaotic, unpredictable, risky and uncertain and there are many different ways organizations go about bringing order and coherence to it. For instance, Valve Corporation, maker of games like Half-Life and Left 4 Dead, has no organizational chart and lets employees choose which projects they work on. There are no bosses! Valve's founders, who had previously worked at Microsoft, concluded that the Microsoft way of organizing innovation had to be turned on its head. Hierarchy, the defining feature of most 20th century organizations, was out and was to be replaced with a largely autonomous community form of organization. This choice has made the organization of innovation at Valve different, not just to Microsoft, but also to that in its major competitors like Activision and Electronic Arts.

If you were in the same position as Valve's founders, how would you organize for innovation? And why? If you're interested in the answers to these questions, then you will be interested in attending this class. By the end of the class you will have in-depth knowledge of the challenges of organizing innovation and be able to intelligently compare and contrast them using illustrative examples. We will be investigating two specific questions about the organization of innovation:

1) How are organizational boundaries drawn around the innovation process? So, in practice, why might you choose to outsource research and development to an external company like Sagentia? Or why might you decide to launch an open innovation program like Proctor and Gamble's "Connect + Develop"?

2) How are organizational resources and capabilities orchestrated to generate innovation? So, in practice, why might you choose to create a formal research and development department like Bayer AG in the late 1900s? Or why might you choose to broadcast innovation challenges to employees like IBM did with its 'innovation jam'?

Our class will focus on approaches different organizations have used to tackle these challenges. The organizations we examine will be diverse, ranging from Google, Du Pont and Wedgewood, through to the UK Government, the Syrian insurgency and London's Crossrail infrastructure project. The course will be taught using a combination of lectures, case studies and class discussion.

Each session starts out with the presentation and discussion of a business case which highlights one or two major challenges in the management of innovations. The lecture material extends and broadens the lessons learned from the case discussion. In the afternoon, students (in groups) prepare the case study for the next session. Sessions are designed to be highly interactive, so it is important that all students are prepared for each session.

Learning objectives:

Organizations, Incentives and Employment

Teaching content:

The course introduces students to models of incentives within the firm, the latest in behavioral economic research and also exposes students to modern theories of personnel economics. It then applies these models to analyze current organizational, human resource management and internal labour market issues and problems. The course content will be largely based on the prototypical Anglo-Saxon firm and labor market environment. As this corporate form is fast becoming the norm in most developing parts of the world, it is important that we cast our gaze more rigorously on it.

This course is designed as a combination of lectures and seminars. The first half of any class will begin with a real-world case for the topic of the day. Students will be asked to contribute their ideas and suggestions. The lecture materials of any topic will also introduce students to the key models and relevant theory. For the second half of each class, students will be asked to prepare answers to a set of questions that are found at the end of the outline. These answers will not have to be written up formally, but will be discussed in class and students will be asked to be prepared to answer any of the questions assigned. This course will be based on the Harvard Business School cold-call method. That is, students will be chosen at random to answer questions in any given class. This means that coming to class prepared is essential.

Learning objectives:

Introduction to the Japanese Economy

Teaching content:

Japan remains one of the most powerful and dynamic economies of the world. The country's economic catch-up and over-taking in key industries –within an exceptionally short period of time the Japanese economy managed to bridge the gap between 'an almost developing' country to a leading industrialized nation – has evoked a wide spectrum of reactions: Awe, assumptions of conspiracy or even economic warfare. Regardless of the juxtaposing notions of 'learning from Japan' or 'confronting Japan', the common denominator is the need to understand the Japanese economy and business environment. In the wake of the collapse of the speculative financial bubble, Japan has witnessed the longest recession period in the post-war era. "The lost decade" has replaced the 'Japan as No1' syndrome and until recently, the image has been that of a tumbling giant rather than that of vibrant economy. The Japanese economy is, however, on its way to recover. Economic indicators suggest nothing less than successful reforms and revival. Amid rapid internationalization and the prognosticated advent of a new global system, the Japanese economy once more underlines its flexibility to adjust to new challenges. It is the juncture of continuity and change of the economic system on which this module is focusing. Knowledge about Japan is essential to make informed corporate decisions.

Learning objectives:

This module equips students with a comprehensive introduction of the Japanese economy. Students will be able to understand and evaluate theoretical and empirical studies in this field. They will not only learn about Japan's role in the global economy and about Japan's key industries and companies, but will also be exposed to well-established concepts and theories of business management and will learn to understand and apply them to the Japanese context. The module covers important functions of management such as intercultural differences, managing international business activities, consumer behavior, marketing, and human resource management. The module 'WP 23.1 Introduction to the Japanese Economy' is complemented with case studies in the context of Japan (WP 23.2 Introduction to the Japanese Economy), which will be analyzed, evaluated and discussed (mandatory for management students).

Society and Politics of Japan

Teaching content:

This module offers an introductory, problem-oriented analysis of political and societal developments in Japan. "Societal change" is used as the underlying foundation to examine relevant subject areas, such as reform efforts as a consequence of allied occupation, the development of an industrialized society, social problems of the post-industrial age, current demographical developments, or political institutions and democratization.

The course is taught in German.

Learning objectives:

The course will enable students to acquire a basic understanding of societal and political dynamics in Japan.

Introduction to Programming

Teaching content:

This module introduces the imperative, object-oriented, and concurrent programming using a high-level language. In addition to the knowledge of general programming principles, concepts, methods and techniques for displaying, structuring and processing of data and the development of algorithms are discussed. Particular emphasis is set on conceptual clarity and precise mathematical foundation with formal methods.

The main topics of the course are as follows:

- basic concepts about programs and their implementation.
- syntax of programming languages and their description.
- basic data types and imperative control structures.
- complexity and correctness of imperative programs.
- induction and recursion; • simple sorting methods.
- introduction to the object-oriented program design.
- classes, interfaces, and packages; • inheritance, and exception handling.
- object-oriented implementation of lists and tree structures.
- basic concepts of concurrent programming: threads, synchronization, and deadlock.

The module consists of a lecture and in addition exercises in small groups. The concepts introduced in the lecture are practiced in the exercise section with concrete examples.

Learning objectives:

The students will be able to implement solutions for small and manageable problems algorithmically and to realize them with a high-level programming language as executable programs. Furthermore, students develop an understanding of the general principles of programming and programming languages. This lays the foundation to ensure that the students (after further experiences during study) may become familiar quickly and accurately with any programming language.

Datenbanksysteme I

Teaching content:

The course introduces the field of database systems from a user's perspective. It focuses on the theoretical aspects of the relational database design using the relational data model, relational algebra, and the relational calculus. There is a detailed treatment of the SQL query language, which is implemented in most relational systems. Further topics are formalisms, algorithms, and a theory of relational design theory, as well as newer applications in the area of databases.

The main topics of the course are as follows:

- relational and object-relational data as well as other models.
- Relational Algebra.
- tuple calculus and domain calculus.
- SQL.
- database design for the E/R model.
- normalforms
- transactions including synchronization and recovery techniques
- physical database design (index structures and query optimization)
- integration of database operations in application programs.

The module consists of a lecture and exercises in small groups. The concepts introduced in the lecture are practiced in the exercise class with concrete examples.

Learning objectives:

The students can apply database systems professionally as user, as application programmer and as system designer. They are taught the skills to do focused research in large databases using complex queries, to develop database schemes avoiding redundancy problems and considering efficiency aspects, and to implement efficient database applications.

Operating Systems

Teaching content:

This module introduces the relevant components of modern operating systems and the needed foundations of computer architecture. It begins by outlining methods for process management and process control, especially concurrent processes. Methods for detection and avoidance of conflicts (deadlocks and race conditions) are treated with concurrent access to shared resources.

The main topics of the course are as follows:

- the history of operating systems.
- the interaction between the lower level components of a computer
- technical foundations of machine programs, subprograms, procedures, and recursive procedure calls
- strategies for process management in operating systems; • the support of the operating system for parallelizing programs
- strategies for Resource Management and coordination of processes
- techniques for memory management and control of input and output channel.
- local and distributed inter-process communication.

Learning objectives:

This module provides students with the necessary basic knowledge for the specific use of the special structure and properties of modern operating systems. It lays the foundations for the development of optimized and scalable computer programs for modern operating systems.

Business relevant security interests and forms of contract

Teaching content:

Law of Credit and Security, guarantee law, product and prospect liability, national and international sales law, basic rules of trade and corporate law.

Learning objectives:

Basic knowledge of contract law and security inter-ests, capability of resolving practical cases.

European cartel law

Teaching content:

This course which is held four hours a week over a time of one semester gives an overview of all relevant issues under EC Competition Law in the light of economic theory and business rationale. The practical relevance of theoretical issues of primary and secondary EC Competition Law is evidenced by studies of cases decided by the European Court of Justice, the Court of First Instance, and the EC-Commission. These theoretical outlines and practical case studies alternate.

Learning objectives:

The aim is to convey knowledge of public lawful factors for the economy of Germany. The named law fields are of relevance for the relocation, expansion and running of companies as well as for construction and the modification of infrastructure.

Internationale Economics

Teaching content:

This course introduces students to the basic principles of international economic theory and policy. The determinants and welfare impact of international economics will be looked at, as well as instruments of foreign trade policy, exchange rate determinants and the foundations of macroeconomic policy in open economies.

The course is divided into four segments: "Theory of international trade", "World Trade Policy", "Exchange rates in macroeconomic open economies" and "International macroeconomic policy".

Learning objectives:

Students will become familiar with basic models and theories of international economics relations. They will learn to apply these instruments to basic economic policy issues in open economies.

Public Finance and Public Economics

Teaching content:

This module introduces fundamental areas of government intervention in the market economy. The content of the lecture is the role of the state in modern market economies. Microeconomic, but also some macroeconomic theories are used to motivate the need for a public sector and to analyze public decision-making.

Learning objectives:

Students should learn to motivate the need for government intervention in the economy and to evaluate the effects of public decision-making. Also, they should learn to apply fundamental microeconomic and macroeconomic theories and concepts to the analysis of public sector issues.

Monetary Policy

Teaching content:

The role of the commercial banking system in the transmission process:

- Implementation of a macroeconomic model in which interest rate policy decisions have a direct influence on overall economic demand (consumer and capital goods) which indirectly steers the rate of inflation.
- Development of the model in the open economy in which the exchange rate has a specific role

Learning objectives:

Students should be in a position to understand the transmission process of monetary decisions and to be able to evaluate monetary policy intervention.

Foundations of Economic and Organizational Psychology

Teaching content:

he module provides an overview of the content, questions, theoretical explanations, procedures, methods of psychology in general and of Economic and Organizational Psychology in particular.

The field of Psychology deals with the experience and behavior of humans, i.e. with the behavioral control systems of the brain. The lecture "Basic Terms of Psychology I" conveys the most important general psychological and biological foundations of human action control.

The lecture "Introduction to Industrial and Organizational Psychology" comprises basic content, concepts, and methods from Work and Organizational Psychology, Marketing Psychology and Economic Psychology in research and practice.

Learning objectives:

The students understand which processes and structures are involved in human action control, how biological determinants, perception and attention, memory, learning, motivations and emotions interact to control human actions in a targeted manner and how to apply these insights to solving individual and social problems.

Students can acquire the following competencies: Knowledge about occupational fields of Industrial-Organizational Psychologists; knowledge and a basic understanding of relevant theories and models from Work and Organizational Psychology, Marketing Psychology and Economic Psychology.

Statistics III for Nebenfachstudierende: Introduction to statistical modeling

Teaching content:

This course deepens and broadens knowledge in stochastics, statistical inference as well as the methodology and applications of regression models. It builds on the introductory courses on statistics. In particular, the following topics are dealt with: Multidimensional random variables, Likelihood-based inference and generalized regression models.

The tutorials will deepen the understanding of the lecture contents by working on exercises and applying the discussed methods.

Learning objectives:

The lecture leads to a deeper understanding of stochastics and statistical inference as a prerequisite for advanced statistics courses and for autonomous handling of regression problems.

The tutorials should deepen the understanding of the concepts discussed in the lecture and enable students to apply the studied methods.

Economic and Social Statistics

Teaching content:

The lecture starts with discussing basic concepts of business and economic statistics, indices, basic techniques of time series analysis and the organization of official statistics. The second part introduces to fundamental aspects of data collection in social sciences and to the operationalization problem and presents elementary methods to handle missing and error-prone data.

Learning objectives:

The student shall gain acquaintance with the fundamental concepts of business und economics statistics and statistics in social sciences. They shall develop a critical understanding fort the characteristic problems of data collection in these areas.

Sampling Theory

Teaching content:

First, the design of simple random sampling is pre-sented. Then the basics of using auxiliary variables (model-based techniques) are given. Then the Horwitz-Thompson theorem as a fundament for complex sam-pling designs is explained. Further issues of the lec-ture are complex designs, like stratified sampling, cluster sampling, two stage sampling and more phase sampling. Furthermore, an overview on possible rea-sons for bias in survey samples is given.

Learning objectives:

The basic concept of survey sampling should be un-derstood. The ability to handle the most important complex sampling designs should be achieved.

Introduction to Communication Studies

Teaching content:

The lecture for first semester students is an introduction to the basics of communication science and evolves around selected areas and their central questions, theories and empirical findings. In the introductory lecture social macro-perspective public theories, the media system, its framework (media policy, media law, media economics), the individual media sectors (press, broadcasting, Internet), relations between the media and various professional fields (journalism, public relations, advertising).

The accompanying seminar is linked to the lecture in terms of time and content. The subject matter the Lectures are followed up, discussed, and deepened with different forms of teaching. In addition to the basics of communication science, the social macro-perspective public theories, the media system, its framework conditions (media policy, media law, media economics), the individual media sectors (press, broadcasting, Internet), relations between the media and various professional fields (journalism, public relations, advertising) are being discussed.

Learning objectives:

The students are familiar with the perspective from which communication science observes and analyses media-mediated, public communication. They have mastered basic terms and concepts of communication science and have an overview of the main results of specialist areas that deal with social macro phenomena. The acquired basic knowledge is the prerequisite for attending further courses that deepen these basics.

Research Methods: Quantitative and qualitative research methods

Teaching content:

The lecture "Quantifying Methods" focuses on the overview of quantitative empirical methods in communication research, including data collection, general methodology, and research designs.

The lecture "Qualitative Methods" presents methods of qualitative empirical communication research. The focus is on non-standardized methods of data. Students are taught how to use and adapt empirical methods flexibly within the conduction and process of research.

Learning objectives:

The course aims at a basic understanding of the methodical approach towards questions and issues within communication science. On the one hand, it is crucial to raise awareness of both possibilities and limits of quantifying methods and to gain a basic understanding of empirical work. On the other hand, students learn the critical handling of qualitative methods and their problem-oriented application. They will learn how qualitative and quantitative methods can be combined to increase both quality and significance of the results. The acquired basic knowledge is the prerequisite for attending further courses that deepen these basics.

Seminar on the Japanese society and politics

Teaching content:

After an introductory overview student will carry out an in-depth historical and/or comparative analysis of specific topics or research questions. Topics include the Japanese society and the political system of Ja-pan.

Learning objectives:

The seminar objective is to understand the most signif-icant development processes and structural features impacting the Japanese society and/or political sys-tem of Japan, to independently conduct literature re-search and analyze the relevant literature, and to pre-sent the results in written and verbal form.

Lecture Introduction to Informatics: Systems and Applications

Teaching content:

The lecture gives an overview over basic concepts of sample systems and applications in computer sciences. It surveys fundamental concepts of computer networks, operating systems, database systems, and information systems. Basic data mining problems and their solutions are discussed.

Learning objectives:

The general problems and their solutions of the mentioned systems and applications are to be understood

Computer Architecture

Teaching content:

This module provides an overview of the binary representation of information on computers and on the architecture and operation of modern von Neumann computers. The traditional components of a computer are introduced. Their interaction is first theoretically and then practically illustrated with a machine language and an assembly language. It is shown how to use the Boolean Algebra for designing simple circuits as well as more complex components of a processor and memory, and how to optimize them systematically.

The main topics of the course are as follows:

- the binary representation of information in the computer
- the realisation of computer memory by electronic circuits and by optical and magnetic media
- Boolean Algebra for the design of electronic circuits
- design and optimisation of simple logic circuits in processors
- components of the von Neumann architecture and its optimization
- a machine-level assembly language
- the interaction between the lower level components of a computer, as well as
- parallelization and multi-processor systems.

Learning objectives:

The students will develop a basic understanding of the design and architecture of modern computers. They are introduced into the relationship between high-level languages and the processing of individual commands on the machine level. They should develop a sense of the consequences the machine architecture has for the execution of programs, written in high level languages. Students learn to rapidly become acquainted with complex systems and interrelations.

Insolvency law

Teaching content:

Objectives and modes of insolvency proceedings, involved persons, financial crisis, business analysis, insolvency plan.

Learning objectives:

Well-founded knowledge of insolvency law and insolvency proceedings, capability of resolving practical cases.

Employment law

Teaching content:

Basic knowledge of employment law.

Learning objectives:

Basic knowledge of material rights and duties of employees and employers, capability of resolving practical cases.

Public economic law

Teaching content:

This lecture comprises an introduction of the individual and specific problems of Public Economic law with emphasis on Planning law, Economic law and Facility Admission law, considering European guidelines and relevance. Environmental and Nature Conservation law will also be discussed for lawful limitations of land or resource utilisation. The lecture ends with the law of Facility Admission according to Construction and Emission Protection law.

Learning objectives:

The aim is to convey knowledge of public lawful factors for the economy of Germany. The named law fields are of relevance for the relocation, expansion and running of companies as well as for construction and the modification of infrastructure.

Advanced Issues in Economic and Organizational Psychology

Teaching content:

The focus of the module is on relevant content and research findings within the two applied fields „Work and Organizational Psychology „and „Marketing Psychology and Consumer Behavior “. The provided lectures aim to convey specific application-relevant scientific theories, methods and research findings along with proven tools and procedures.

The lecture „Work and Organizational Psychology“ deals mainly with topics related to job analysis, work related stress and strain, satisfaction, personnel selection and appraisal, organizational diagnosis and development, leadership, teamwork and intergroup processes.

The lecture „Marketing Psychology and Consumer Behavior “deals mainly with topics related to market communication, market research, and consumer behavior.

Learning objectives:

The students have knowledge and a basic understanding of relevant theories and theoretical frameworks, methods and empirical evidence of science research (e.g. field studies, evaluations, experiments) in the domain of Work and Organizational Psychology as well as Marketing Psychology and Consumer Behavior.

In this advanced module, students can acquire the following competencies: The ability to describe and explain peoples' behavior in work groups, organizations, teams, management, marketing and consumer behavior based on psychological theories and empirical evidence.

Statistics IV for Nebenfachstudierende: Advanced statistical modeling

Teaching content:

This module provides an overview of various advanced, mainly multivariate, procedures. Generalizations of linear regression are discussed, including generalized linear models, multivariate regression, and duration models.

Discriminant analysis and cluster analysis are another focus of this course.

The tutorials will deepen the understanding of the lecture contents by working on exercises and applying the discussed methods.

Learning objectives:

The students acquire a broad overview on advanced statistical procedures.

The tutorials should deepen the understanding of the concepts discussed in the lecture and enable students to apply the methods learned in the lecture.

Selected Topics in Applied Statistics A

Teaching content:

The lecture develops the fundamental concepts and methods of a selected topic of applied statistics. Important properties of the main methods will be formulated and their application will be demonstrated by selected examples.

Learning objectives:

The students shall become familiar with the foundations and the most important methods of a selected topic of applied statistics.

Introduction to Communication Studies

Teaching content:

The lecture will provide students with a broad survey of the teaching and research fields of communication studies. In doing so, it should be made clear how the subject, since its institutionalisation in Germany in 1916, developed from “Zeitungs-” to “Publizistik- “and eventually to “Kommunikationswissenschaft” (communication studies), thus constantly extending its subject matter. Important (basic) concepts are to be clarified and central research topics to be prepared.

Learning objectives:

Focus will be on phenomena of mass communication and of journalism, besides pre- and post-embedded instances such as public relations and advertisement.