



Bachelor of Science (BSc) in International Business Administration at WHU: Program Structure

The Bachelor of Science in International Business Administration program is a three-year program, which begins every fall. Five of the six semesters are spent on campus at WHU, with one compulsory semester abroad. The program, consisting of a broad range of thematic modules, also includes a Management Abroad Course, which is a study tour to an emerging market region (e.g., India, Dubai or China) after the second semester. WHU students must also take part in two internships (with at least one taking place abroad) and write a thesis. The entire program is taught in English, though some first-year courses are also offered in German.

The First Year: Introduction to Management

The first two semesters comprise several courses from the following areas:

- Foundations of Management and Economics
- Quantitative Methods (Mathematics and Statistics)
- Language and Intercultural Competence
- Business Law

Apart from courses in "Language and Intercultural Competence", all of the courses in the above modules are mandatory for WHU students. At least one foreign language is required; students can select from the following options: Chinese, English, French, German, Italian, Japanese, Spanish.

The Second and the Third Year: Advanced Courses and Electives

The program, in the second and third year, comprises more advanced courses in a number of areas relevant to management, as well as electives in several areas of business administration and economics. Building upon the core courses of the first three semesters, the program offers additional elective courses from the 4th semester onwards. In addition, the program includes a liberal arts component, called "General Studies", which consists of a wide range of subject-areas, including philosophy, psychology, engineering, history, culture and politics.

As an integral part of the BSc in International Business Administration program, WHU requires its own students to study abroad either during the Spring Semester of the second year (Semester 4) or the Fall Semester of the third year (Semester 5).

The curriculum of the BSc program comprises the following courses:

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

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

"*" indicates that the course is also offered in German.

Subject	Type	Course Code	Module	Course	Language of Instruction	Group	Fall Semester Year 1	Spring Semester Year 1	Fall Semester Year 2	Spring Semester Year 2	Fall Semester Year 3	Spring Semester Year 3	ECTS Credit Points
Quantitative Methods	Core	QUANT101	Mathematics	Mathematics I (Analysis)	English*	Economics	Q1						4.5
		QUANT102		Mathematics II (Linear Algebra)	English*	Economics	Q2						4.5
		QUANT201	Statistics	Statistics I	English*	Economics	Q2						4.5
		QUANT202		Statistics II	English*	Economics		Q3					4.5
		QUANT303	Quantitative Research Methods	English	Economics				x	x			9

Foundations of Management and Economics	Core	MGMT101	Foundations of Business and Economics	Introduction to Business Administration	English*	Management	Q1						4.5
		ECON101		Principles of the Market Economy	English*	Economics	Q1						4.5
		ACCT101	Financial Accounting	Introduction to Financial Accounting	English	Finance and Accounting	Q1						4.5
		ACCT102		Financial Statements	English	Finance and Accounting	Q2						4.5
		ACCT103		Financial Statements Analysis	English	Finance and Accounting		Q3					4.5
		ECON201	Microeconomics	Microeconomics I: Demand, Supply, and Partial Equilibrium	English	Economics	Q2						4.5
		ECON202		Microeconomics II: Market Imperfections and Strategic Interaction	English	Economics		Q3					4.5
		FIN201	Finance	Foundations of Finance	English	Finance and Accounting		Q3					4.5
		FIN202		Corporate Finance	English	Finance and Accounting		Q4					4.5
		MKT201	Marketing & Sales	Foundations of Sales	English*	Marketing & Sales		Q3					4.5
		MKT202		Foundations of Marketing	English*	Marketing & Sales		Q4					4.5
		SCM201	Production, Purchasing, and Logistics	Production and Service Operations Management	English	Supply Chain Management		Q4					4.5
		SCM202		Supply Management	English	Supply Chain Management			Q1				4.5
		SCM203		Logistics	English	Supply Chain Management			Q2				4.5
		EAI301	Entrepreneurship and Innovation	Innovation Management	English	Entrepreneurship and Innovation			Q1				4.5
		EAI302		Entrepreneurship	English	Entrepreneurship and Innovation			Q1				4.5
		ECON301	Macroeconomics	Macroeconomics I: Production, Income Accounting, and Business Fluctuations	English	Economics			Q1				4.5
		ECON302		Macroeconomics II: Income, Employment, and Price Level	English	Economics			Q2				4.5
		ACCT301	Management Accounting & Control	Cost Accounting	English*	Management			Q2				4.5
		MGMT302		Management Control	English*	Management			Q1				4.5
MGMT401	Business Leadership	Strategic Management / Business Game	English	Management						Q3	4.5		
MGMT403		Strategic Leadership	English	Management						Q3	4.5		

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Seminars	Electives; Students choose one seminar in the 6th semester	ECON412	Seminar (e.g. New Venture Creation, Business War Gaming, Supply Chain Management, Financial Accounting)	Seminar Economics	English	Economics						x	9
		ECON413		Seminar Economics	English	Economics						x	9
		ECON414		Seminar Economics	English	Economics						x	9
		EAI441		Seminar Entrepreneurship and Innovation	English	Entrepreneurship and Innovation						x	9
		EAI446		Seminar Entrepreneurship and Innovation	English	Entrepreneurship and Innovation						x	9
		EAI447		Seminar Entrepreneurship and Innovation	English	Entrepreneurship and Innovation						x	9
		EAI445		Seminar Entrepreneurship and Innovation	English	Entrepreneurship and Innovation						x	9
		FIN411		Seminar Finance and Accounting	English	Finance and Accounting						x	9
		FIN412		Seminar Finance and Accounting	English	Finance and Accounting						x	9
		ACCT421		Seminar Finance and Accounting	English	Finance and Accounting						x	9
		MGMT451		Seminar Management	English	Management						x	9
		MGMT454		Seminar Management	English	Management						x	9
		MGMT455		Seminar Management	English	Management						x	9
		SCM424		Seminar Supply Chain Management	English	Supply Chain Management						x	9
		SCM423		Seminar Supply Chain Management	English	Supply Chain Management						x	9
SCM422	Seminar Supply Chain Management	English	Supply Chain Management						x	9			

Concentrations	Electives; Students choose three concentrations.	MGMT411	Economics, Organization, and Management	Individual Decision Making & Motivation	English	Management				Q3	Q1		4.5
		MGMT412		Interdependent Decision Making & Coordination	English	Management				Q4	Q2		4.5
		MGMT421	Business Information Systems	Business Information Systems I	English	Management				Q3	Q1		4.5
		MGMT422		Business Information Systems II	English	Management				Q4	Q2		4.5
		ACCT401	Business Taxation	Business Taxation	English	Finance & Accounting				Q3	Q1		4.5
		ACCT402		Cases in Business Taxation	English	Finance & Accounting				Q4	Q2		4.5
		ECON403	Economic Implications and Business Challenges from Global Megatrends	Demographic Change and its Economic Implications and Business Challenges	English	Economics				Q4	Q2		4.5
		ECON404		International Trade and Finance: Understanding Globalization and its Forces	English	Economics				Q3	Q1		4.5
		FIN401	International Finance	International Markets and Derivatives	English	Finance & Accounting				Q3	Q2		4.5
		FIN402		Asset Management	English	Finance & Accounting				Q4	Q1		4.5
		MKT401	Brand & Services Marketing	Brand Management	English	Marketing & Sales				Q3	Q1		4.5
		MKT431		Services Marketing	English	Marketing & Sales				Q4	Q2		4.5
		MKT414	Omnichannel Retail and Digital Marketing	Omnichannel Retail Marketing for Consumer Goods	English	Marketing & Sales				Q3	Q1		4.5
		MKT412		Digital Marketing	English	Marketing & Sales				Q4	Q2		4.5

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Please note that all course information is subject to change.

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Concentrations	Electives (cont.); Students choose three concentrations.	SCM403	Supply Chain Finance and Real Options	Supply Chain Finance	English	Supply Chain Management				Q3	Q1		4.5
		SCM402		Real Options	English	Supply Chain Management				Q4	Q2		4.5
		EAI411	Entrepreneurship & Entrepreneurial Finance	Developing Novel Business Models	English	Entrepreneurship & Innovation				Q3	Q1		4.5
		EAI401		Venture Capital Organizations	English	Entrepreneurship & Innovation				Q4	Q2		4.5
		MGMT436	Negotiations Strategies and Skills	Negotiation Strategies and Skills	English	Management				x	x		9
		MGMT434	Structured Problem Solving	Structured Problem Solving	English	Management				x	x		9
		MGMT435	Negotiations for Managers and Entrepreneurs	Negotiations for Managers and Entrepreneurs	English	Supply Chain Management				x	x		9
		SCM413	Making a Case for Advancing SCM	Making a Case for Advancing SCM: Applied SCM	English	Supply Chain Management				x	x		9
		ACT411	International Accounting	International Accounting	English	Finance & Accounting				Q3	Q1		4.5
		ACT412		Cases in International Accounting	English	Finance & Accounting				Q4	Q2		4.5
		EAI412	Sustainable Value Creation	Creating Social Value	English	Management				Q4	Q2		4.5
EAI422	Managing the Family Business	English		Management				Q3	Q1		4.5		

General Studies I	Core Students choose three courses	GEN301	General Studies	Psychology	English	General Studies				Q3	Q1		4.5
		GEN310		Business Psychology	English	General Studies				Q3	Q1		4.5
		GEN312		Sustainable mega sports events: Oxymoron or reality?	English	General Studies						Q3	4.5
		GEN303		Business Ethics	English	General Studies						Q3	4.5
		GEN311		Sustainability in the Textile Industry	English	General Studies						Q3	4.5
		GEN308		Sustainability Lab - Sustainability in Nutrition	English	General Studies						Q3	4.5
		GEN309		Behavioral Business Ethics & Governance	English	General Studies						Q3	4.5

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General Studies	Electives	GEN426	General Studies	Biotechnology: Epidemics of Mankind - Viewed at a Molecular Level	English	General Studies	Q2		Q2		Q2		4.5
		GEN403		Fun and Games	English	Management			x				4.5
		GEN411		Introduction to Research and Academic Writing	English	Management		x				Q4	4.5
		GEN434		Applied Data Thinking	English	General Studies			x		x		4.5
		GEN435		Applied Digital Product Development	English	General Studies			x		x		4.5
		EXCHGIE400		Germany in Europe (For Exchange Students Only)	English	General Studies	x	x	x	x	x	x	4.5

Free Elective Courses	Electives	GEN424	General Studies	Introduction to Bank Management	English	General Studies		Q3		Q3		Q3	4.5
		MGMT461		Strategic Management	English	Entrepreneurship and Innovation		Q3	Q1	Q3	Q1		4.5
		GEN409		Creating Entrepreneurial Mindsets - Improvising as a Method	English	General Studies		Q3		Q3		Q3	4.5

Law	Core	LAW101	Foundations of Law	Civil Law	English*	Law	x						4.5
		LAW102		Business and Trade Law	English*	Law			Q1				4.5

Languages	Language I Core	LANG101	Language and Intercultural Competence I	Language 1 I		Languages	x						5
		LANG102		Language 1 II		Languages		x					5
		LANG103		Language 1 III		Languages			x				5
	Language II Core (210cr track)	LANG101	Language and Intercultural Competence II	Language 2 I		Languages	x						5
		LANG102		Language 2 II		Languages		x				5	
		LANG103		Language 2 III		Languages			x			5	

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Courses offered only in German

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Law Track	Core (210cr track)	LAW310	Business Law	Foundations of Business Taxation	German	Law		Q3					4.5
		LAW302		Labor Law	German	Law			x				4.5
		LAW303		Law of the Capital Markets	German	Law				Q4	Q2		4.5
		LAW304		Restructuring of Companies	German	Law						Q3	4.5
General Studies	Electives	GEN430	General Studies	Poetry Slam - Write and perform your own text	German	General Studies	Q1		Q1		Q1		4.5
		GEN431		Media and Presentation Coaching: Personal Presence!	German	General Studies		Q3					4.5
		GEN404		History of the Federal Republic of Germany	German	General Studies	Q2		Q2		Q2		4.5
		GEN405		Architecture and Art. Perception - Interpretation - History.	German	General Studies			Q2		Q2		4.5
		GEN412		Ability to Communicate	German	General Studies	Q1	Q3	Q1		Q1		4.5
		GEN427		Strategic Brand Management - the applied power of soft values	German	General Studies		Q3		Q3		Q3	4.5
General Studies I	Core	GEN306	General Studies I	Ethics: Management based on ethical values - Business Ethics - the social and moral responsibility of corporate management	German	General Studies						Q3	4.5
		GEN307		Ethics: In Praxi-Seminar "Business Leadership and Civic Spirit"	German	General Studies						Q3	4.5
Concentrations	Electives	MGMT443	The Finance Function: Theoretical Perspectives and Practical Insights	Development of Controlling	German	Finance & Accounting				Q3	Q1		4.5
		MGMT444		Finance Function Challenges	German	Finance & Accounting				Q4	Q2		4.5

Additional Information

Language Courses

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

Semester Abroad

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

Internships

During the BSc program, WHU students are required to do two internships. The first internship is between the second and third semester and the second internship the fourth and fifth semester. At least one of the internships should be in a non-German-speaking country.

Bachelor Thesis

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

Time Structure of the Curriculum

The table on the right gives an overview of the time structure of the BSc program.

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

Title:	Managing the Family Business
Course Code:	EAI422
Lecturer/s:	Kammerlander, Nadine
Contact Information (E-Mail):	nadine.kammerlander@whu.edu
Semester:	Spring 2019
Course Description:	<p>In particular, the course “Managing the Family Business” covers the following topics.</p> <ul style="list-style-type: none">·Term definition, meaning and characteristics of family businesses·Differences between family businesses and non-family businesses, especially in relation to goals, long-term orientation, structure, and resources·Concepts and frameworks to work with family firms·Strategic management of the business owning family and the family-owned business; topics related to succession and governance (among others)
Learning Outcomes:	<ul style="list-style-type: none">·Understand the need to balance short- and long-term decisions and to balance individual and collective needs within a society and its economy·Be sensitive to transgenerational outcomes of short-term decisions·Having a basic understanding of the specific challenges for family businesses, understanding the characteristics of family firms·Learn about frameworks of how to lead or consult a family firm·Learn about concrete examples of family firms and their challenges·Learn about working with case studies·Being able to engage in group work·Being able to present and defend findings
Textbook Information:	Case studies and articles announced in class
<u>Expected Workload</u>	
Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2
Grading Information:	Final exam (40%) Group work (40%) Online article quizzes (20%)
Prerequisites for successful Participation:	Courses semester 1-3
Further Information:	

Title:	Foundations of Finance, Group A-C1
Course Code:	FIN201
Lecturer/s:	Rudolf, Markus
Contact Information (E-Mail):	markus.rudolf@whu.edu
Semester:	Spring 2019
Course Description:	<p>This course covers the foundations of financial decision making. It focuses on investment decisions first under certainty and subsequently under uncertainty. It presents solutions to the optimal combination of risky assets in a portfolio and the determination of the market price of risk. Moreover, it provides an introduction to currencies and derivatives as well as behavioral finance.</p> <ul style="list-style-type: none"> ·Part I: Value ·Part II: Bonds ·Part III: Neoclassical Finance ·Part IV: Derivatives and Currencies ·Part V: Behavioral Finance
Learning Outcomes:	Investments under certainty and uncertainty, portfolio theory, Capital Asset Pricing Model (CAPM), currencies and derivatives, behavioral finance
Textbook Information:	<p>Brealey, Richard A., Stewart C. Myers and Franklin Allen (2016): "Principles of Corporate Finance", Irwin McGraw-Hill, 12th edition Bodie, Zvi, Alex Kane and Allen J. Marcus (2014): "Investments and Portfolio Management", Irwin McGraw-Hill, 10th edition Thaler, Richard H. (1999): "Mental Accounting Matters", Journal of Behavioral Decision Making, Vol. 12. pp.183-206 Secondary literature: Copeland, Thomas E., J. Fred Weston and Kuldeep Shastri (2004): "Financial Theory and Corporate Policy", Addison Wesley Publishing Company, 4th edition</p>

Expected Workload

Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2

Grading Information: Written exam

Prerequisites for successful Participation: None

Further Information:

Title:	Quantitative Research Methods
Course Code:	QUANT301
Lecturer/s:	Massmann, Michael
Contact Information (E-Mail):	michael.massmann@whu.edu
Semester:	Spring 2019
Course Description:	The purpose of this course is to introduce modern econometric techniques and apply them to real world data sets. The material covered in this course includes an in-depth analysis of the linear regression model, least-squares estimation and statistical inference in this setting. Subsequently, nonlinear regression models are discussed and an introduction to panel data as well as stationary time series analysis is given. Empirical data sets are taken from finance and macroeconomics.
Learning Outcomes:	By the end of this course, students will have a sound understanding of fundamenteconometric techniques and will be able to apply them to real world data sets using modern software.
Textbook Information:	All relevant course material, including this course outline but excluding computer code and data sets, will be uploaded to https://moodle.whu.edu . R scripts and data sets are available on https://r.whu.edu
<u>Expected Workload</u>	
Total Workload (in h):	180
Self-Study (in h):	128
Contact Time (in h):	48
Examination (in h):	4
Grading Information:	written exam
Prerequisites for successful Participation:	Familiarity with the topics covered in Statistics I and II is assumed.
Further Information:	

Title:	Foundations of Business Taxation
Course Code:	LAW301
Lecturer/s:	Hechtner, Frank
Contact Information (E-Mail):	frank.hechtner@fu-berlin.de
Semester:	Spring 2019
Course Description:	<p>The aim of the course Fundamental in Business Tax Law is to give an introduction to the income tax, local business tax and corporate income tax in Germany and their respective legal application. Eventually, students will be able to comprehend taxation of enterprises and to assess tax implications of entrepreneurial activity.</p> <p>The course content comprises, for example:</p> <ul style="list-style-type: none"> · Introduction to tax regimes and systems · Income taxation <ul style="list-style-type: none"> · Types of income · Methods of determining profits · Tax computation · Local business tax · Corporate income tax <p>The course is taught by Prof. Dr. Frank Hechtner, TU Kaiserslautern. The course is taught in German. The grading of the course is based on the final exam (90 min).</p>
Learning Outcomes:	<p>The aim of the course Fundamental in Business Tax Law is to give an introduction to the income tax, local business tax and corporate income tax in Germany and their respective legal application. Eventually, students will be able to comprehend taxation of enterprises and to assess tax implications of entrepreneurial activity.</p>
Textbook Information:	<p>Scheffer, Wolfram, Besteuerung von Unternehmen I: Ertrag-, Substanz- und Verkehrssteuern, Verlag C.F. Müller; Auflage 13, neu bearbeitet und erweiterte Auflage 2016 Legislative texts (e.g.): EStG, GewSt, KStG</p>

Expected Workload

Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2

Grading Information: Exam

Prerequisites for successful Participation: There are no prerequisites for this course

Further Information:

Title:	Introduction to Bank Management
Course Code:	GEN424
Lecturer/s:	Wieandt, Axel
Contact Information (E-Mail):	axel.wieandt@t-online.de
Semester:	Spring 2019
Course Description:	<p>Session 1 and 2 – Fri (11.01.2019), 13:45 to 18:45, K-001 Hörsaal / Lecture Hall</p> <p>Session 1 – Introduction to banking</p> <ul style="list-style-type: none"> ■ Dermine (2014) chapter 1–4– Discounting, present value, and the yield curve– Coupon bond rate, zero coupon bond rate, forward rates, and the shape of the yield curve– Statistics, a review– The economics of banking, and a bank’s balance sheet and income statement ■ Freixas/Rochet (2008) chapter 1–2– Microeconomics of banking, introduction– The role of financial intermediation ■ Dermine (2014) chapter 16– Securitization ■ Wieandt (2017) Part I chapter 2–4– Europe's banking landscape / Banking – from the bottom up– Bank's specialness, and the need for regulation, supervision, and safety nets ■ Optional reading: Hellwig/Admati (2013) chapter 1–4; Schmidt/ Hackethal/Tyrell (1999) <p>Session 2 – Banking crises and bank regulation</p> <ul style="list-style-type: none"> ■ Acharya/Richardson (2009) Part I chapter 1–2– Mortgage origination and securitization in the financial crisis– How banks played the leverage game ■ Wieandt/Mönninghoff (2011)– The financial crisis: observations and implications / HRE Case Study ■ Dermine (2014) chapter 12–13, 22, 29 – Capital regulation (Basel I), Economic capital allocation, and loan pricing I (the equity spread) – Capital regulation (Basel II)– The Basel III global regulatory framework for more resilient banks and banking systems– Prudential regulations, safety nets, and corporate structure of international banks (branches vs. subsidiaries) ■ Wieandt (2017) Part III chapter 7–8 and Part IV chapter 9– Great Financial Crisis and early lessons drawn ■ Optional reading: Reinhart/Rogoff (2009) chapter 1, 10, 13; Hellwig/Admati (2013) chapter 5–10; Acharya et al. (2011) Prologue: A Bird’s Eye View; Blundell-Wignall/Atkinson (2010) <p>Session 3 – Bank valuation – Fri (18.01.2019), 13:45 to 18:45, K-101 Hörsaal / Lecture Hall</p> <ul style="list-style-type: none"> ■ Dermine (2014) chapter 5, 6, 8– The valuation of banks, part 1– The valuation of banks, part 2– Valuation of fee-based activities ■ Optional reading: Weiss/Wieandt (2000); Freixas/Rochet (2008) chapter 3.2–3.3 <p>Session 4 and 5 – Thu (07.02.2019), 13:45 to 18:45, K-001 Hörsaal / Lecture Hall</p> <p>Session 4 – Value-based management I</p> <ul style="list-style-type: none"> ■ Dermine (2014) chapter 7, 9–10– Economic and strategic drivers of bank valuation– Value-based management in banking: an introduction– Fund transfer pricing: foundation and advanced approaches <p>Session 5 – Value-based management II</p> <ul style="list-style-type: none"> ■ Dermine (2014) chapter 11, 14, 15– Deposit pricing and repurchase agreements– Loss given default and provisions on nonperforming loans– Loan pricing II, loan-loss provisions on performing loans, and estimates of probabilities of default <p>Session 6 – Risk management in banking – Fr (15.02.2019), 13:45 to 18:45, K-101 Hörsaal / Lecture Hall</p> <ul style="list-style-type: none"> ■ Dermine (2014) chapter 17–19, 21, 24– Risk management in banking: an overview– The control of interest-rate risk on the banking book, part 1: the earnings at risk– The control of interest-rate risk on the banking book, part 2: the economic value at risk– Liquidity risk and value creation– Marginal risk contribution, diversification, and economic capital allocation <p>Final Exam – Wed (27.02.2019), tba</p> <p>Resit Exam – Wed (15.05.2019), tba</p>
Learning Outcomes:	<p>Upon completion of this course, students will be able to:</p> <ul style="list-style-type: none"> · Understand the peculiarities of valuing a bank, factors shaping the banking industry (e.g., regulation), and how this bears on value-based bank management · Apply key concepts of value-based bank management like deposit and loan pricing · Understand key concepts of risk management in banking

Textbook Information:

Basic Readings

■ Dermine, Jean, 2014: Bank Valuation and Value-Based Management: Deposit and Loan Pricing, Performance Evaluation, and Risk Management. 2nd edition. New York: McGraw-Hill ■ Freixas, Xavier and Jean-Charles Rochet, 2008: Microeconomics of Banking. Cambridge, MA: MIT Press ■ Acharya, Viral V. and Matthew Richardson, 2009: Restoring Financial Stability: How to Repair a Failed System. Hoboken, NJ: Wiley ■ Wieandt, Axel and Sebastian C. Mönninghoff, 2011: The Financial Crisis: Observations and Implications. zfbf, Vol. 63, pp. 508–530 ■ Wieandt, Axel, 2017: Unfinished Business: Putting European Banking (and Europe) Back on Track. Göttingen: V&R unipress

Optional Readings

■ Hellwig, Martin and Anat Admati, 2013: The Bankers' New Clothes: What's Wrong with Banking and What to Do about It. Princeton, NJ: Princeton University Press ■ Schmidt, Reinhard H., Andreas Hackethal, and Marcel Tyrell, 1999: Disintermediation and the Role of Banks in Europe: An International Comparison. Journal of Financial Intermediation, Vol. 8, No. 1–2, pp. 36–67 ■ Reinhart, Carmen M. and Kenneth S. Rogoff, 2009: This Time is Different: Eight Centuries of Financial Folly. Princeton, NJ: Princeton University Press ■ Acharya, Viral V., Thomas F. Cooley, Matthew Richardson, and Ingo Walter, 2011: Regulating Wall Street: The Dodd-Frank Act and the New Architecture of Global Finance. Hoboken, NJ: Wiley ■ Blundell-Wignall, Adrian and Paul Watkinson, 2010: Thinking Beyond Basel III: Necessary Solutions for Capital and Liquidity. OECD Journal: Financial Market Trends, Volume 2010, No. 1, available at: www.oecd.org/finance/financial-markets/45314422.pdf ■ Weiss, Hans and Axel Wieandt, 2000: Value-Based Management in Banking: A European Perspective, Corporate Finance Review, July–August, pp. 16–25

Expected Workload

Total Workload (in h):	90
Self-Study (in h):	42
Contact Time (in h):	30
Examination (in h):	2 hours exam, 16 hours preparation for exam

Grading Information:

Written exam (80%): Exam format will follow the exercises at the end of the respective chapters in Dermine (2014); students are therefore encouraged to do the exercises in preparation for the exam; solutions can be found at the end of the Dermine (2014) book

Oral participation (20%): Students are expected to come to class prepared and put nameplates on display in the classroom

Prerequisites for successful Participation:

None

Further Information:

Title:	Financial Statement Analysis, Group C
Course Code:	ACCT103
Lecturer/s:	Müller, Maximilian
Contact Information (E-Mail):	Maximilian.Mueller@whu.edu
Semester:	Spring 2019
Course Description:	This course adopts the standpoint of the user of financial accounting information, taking the firm's financial statements, notes and other accompanying information as a basis for understanding the firm's past business activities and forecasting its future business activities. From the perspectives of (external) equity investors and financial analysts as well as creditors (banks, rating agencies), it will cover traditional financial ratios as well as basic 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. Because the focus of this course is on analysis and valuation from a financial accounting perspective, it will adopt a specific accounting perspective on the valuation and forecasting process.
Learning Outcomes:	Accounting theory, capital markets theory, investment theory, valuation
Textbook Information:	Lundholm/Sloan, Equity Valuation and Analysis (with eVal), 3rd edition, Boston et al.: McGraw-Hill/Irwin 2010. Secondary literature: To be announced in class

Expected Workload

Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2

Grading Information:	Final exam
Prerequisites for successful Participation:	Foundations of Financial Accounting
Further Information:	

Title:	Finance Function Challenges
Course Code:	MGMT444
Lecturer/s:	Ernst, Edgar
Contact Information (E-Mail):	edgar.g.ernst@gmail.com
Semester:	Spring 2019
Course Description:	<p>The course "Finance Functions Challenges – A CFO's Perspective" aims at allowing students to familiarize themselves with the ever-increasing demands of capital markets and the challenges top management faces because of those demands. The course focuses on the corporate finance function and the CFO's work therein. Students learn about essential fields of responsibility of a CFO, such as investor relations, corporate governance, risk management, acquisitions, valuations and ratings as well as top management compensation contingent on capital market performance. Moreover, the current and contentious issue of the professionalization of the work of supervisory boards is another topic in the course. Finally, students get to learn about regulatory and legal issues that managers in the finance function, such as a CFO, but also members of supervisory boards, need to deal with on a regular basis.</p> <p>Professor Dr. Edgar Ernst is the course instructor. He worked as the CFO of Deutsche Post AG in the past and is currently a member of the supervisory board of several renowned companies. Thus, he is in a position to illustrate the contents of his lecture with many examples from business practice (e.g. from the privatization and the IPO of the Deutsche Post).</p> <p>Students are expected to complete three in-class assignments. This gives rise to the opportunity to discuss topics with the instructor and receive valuable feedback.</p> <p>The individual chapters are as follows:</p> <p>Week 1</p> <ul style="list-style-type: none"> ·Introduction: Capital markets and their demands ·Corporate governance <p>Week 2</p> <ul style="list-style-type: none"> ·Investor relations (IR) as a bridge to capital markets ·Rating: Transparency and IR for creditors? <p>Week 3</p> <ul style="list-style-type: none"> ·Risk management <p>Week 4</p> <ul style="list-style-type: none"> ·Value-based compensation ·Mergers & acquisitions ·The roles of controlling
Learning Outcomes:	Acquaintance with the corporate finance function at the top management level
Textbook Information:	Lecture slides can be downloaded from moodle before the respective lecture.
<u>Expected Workload</u>	
Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2
Grading Information:	Essay (70%), In-class assignments (30%)
Prerequisites for successful Participation:	
Further Information:	

Title:	Corporate Finance, Group C
Course Code:	FIN202
Lecturer/s:	Aktas, Nihat
Contact Information (E-Mail):	nihat.aktas@whu.edu
Semester:	Spring 2019
Course Description:	The corporate finance course covers the basic principles of corporate finance and develops the necessary practical tools for financial decisions and corporate valuation. In detail the course covers the following topics:- financing sources of public firms- stock prices and the cost of equity- security issuance process (IPOs)- dividends and stock repurchases- determinants of the optimal debt/equity ratio- weighted average cost of capital- brief introduction into corporate valuation
Learning Outcomes:	The main objective of this Corporate Finance course is to help students develop skills and abilities in financial analysis in a corporate setting. The course provides a framework for making financing and investment decisions. Such a framework is rooted on the value creation concept and firm value maximization principle. Topics covered include fundamental concepts in corporate finance, such as value creation, capital budgeting, capital structure policies, and introduction to business valuation.
Textbook Information:	Brealey, Richard A., Stewart C. Myers and Franklin Allen (2010): Principles of Corporate Finance, 10th ed. - internat. ed., Boston, McGraw Hill.

Expected Workload

Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2

Grading Information: Exam 100%

Prerequisites for successful Participation:

- sound knowledge in the English language
- knowledge in the area of the relevant mathematical and statistical methods (modules mathematics and statistics)
- basic knowledge of financial markets and in economics

Further Information: Two exams will be written "Foundations of Finance" and "Corporate Finance". The module grade will be based on the total score in both exams.
 In the "Corporate Finance" lecture practitioners will give talks on the linkage between corporate strategy and corporate finance decisions.

Title:	Negotiations for Managers and Entrepreneurs
Course Code:	MGMT435
Lecturer/s:	Kaufmann, Lutz
Contact Information (E-Mail):	lutz.kaufmann@whu.edu
Semester:	Spring 2019
Course Description:	<p>This course is critical for students who want to get an in-depth understanding of and practical training with tools to negotiate effectively.</p> <p>To achieve that, the first half of this concentration module follows the framework below:</p> <ol style="list-style-type: none">1. Negotiation setup - Stakeholders, interests, sequencing, etc.2. Deal design - Effective trade and contingent contracts3. Negotiation tactics - Think, talk, and act at the negotiation table <p>In the second half, participants are offered the opportunity to apply their negotiation skills to real-life contexts: they can choose to a) help a company tackle a negotiation challenge, b) develop a negotiation simulation rooted in a real-life problem, or c) investigate a specific negotiation or negotiation setting of their choice (this can also be accomplished through a negotiation-focused interview).</p> <p>The number of participants is limited to 24 students.</p>
Learning Outcomes:	<ul style="list-style-type: none">· Behavioral decision theory· Power-dependence theory· Resource-dependence theory· Coalition building theory· Rational expectation· Information asymmetry· Risk aversion· Principal-agent theory
Textbook Information:	Course pack including case studies. Secondary literature: announced in the course pack
<u>Expected Workload</u>	
Total Workload (in h):	180
Self-Study (in h):	48
Contact Time (in h):	48
Examination (in h):	84
Grading Information:	Exam, participation, simulation/role play performance, student projects, case studies. Your role plays will be (audio or video) recorded. You will be asked to sign a letter of consent.
Prerequisites for successful Participation:	<p>The number of participants is limited to 24 students.</p> <p>Presence in class is required for all sessions of the Negotiations course. Students with arrangements that are likely to collide with any course sessions are kindly asked to refrain from registering for this course.</p>
Further Information:	

Title:	Making a Case for Advancing SCM: Applied Supply Chain Management
Course Code:	SCM413
Lecturer/s:	Reimann, Felix; Wallenburg, Carl Marcus; Kaufmann, Lutz
Contact Information (E-Mail):	felix.reimann@whu.edu; wallenburg@whu.edu; lutz.kaufmann@whu.edu
Semester:	Spring 2019
Course Description:	<p>Cases are insightful vehicles for learning. They put those who work on real-life cases into the shoes of a manager who faces a particular challenge. As such, cases allow a professor or trainer to give learning groups the experience of working on real-life challenges inside the classroom. Course participants enjoy working with cases because they usually lead to vigorous discussions among case team members and among course participants as a whole. The fact that cases are concrete make the content sticky: we all remember certain cases for a very long time, if not forever. Cases are also bridges. They bridge the gap between conceptual models and frameworks on the one hand and the complexity and detail of the real world on the other hand. However, to serve as a bridge, the case story as such must be interesting to read from a journalistic standpoint. In addition, to serve as effective teaching material, the case must offer the trainers and teachers some background of a conceptual and pedagogical nature.</p> <p>This experiential learning format turns students from case users into case producers: students in teams will develop exciting real-life case studies and do so on the basis of their own consulting projects with a company (as exceptions, cases can also be based on secondary data). The course is limited to 24 participants.</p>
Learning Outcomes:	depending on specific case topic
Textbook Information:	depending on specific case topic
<u>Expected Workload</u>	
Total Workload (in h):	180
Self-Study (in h):	66
Contact Time (in h):	48
Examination (in h):	66
Grading Information:	Acquiring a case company. Solving a real-life business problem at the case company. Writing a case + teaching plan. Solving a different group's case and providing improvement suggestions. Presenting the own final case in a gallery walk.
Prerequisites for successful Participation:	Content of the two courses Supply Management (SCM200b) and Logistics (SCM200c)
Further Information:	

Title:	Sustainability in the Textile Industry
Course Code:	GEN311
Lecturer/s:	Rilke, Rainer Michael
Contact Information (E-Mail):	rainer.rilke@whu.edu
Semester:	Spring 2019
Course Description:	<p>The course is taught in a lab format. Students are expected to interact, ask questions and comment on the research findings presented.</p> <p>In the first lecture of the course, I will give an theoretical introduction to sustainability issues and a glance at the textile industry. I will cover the questions: (1) Why are we bothered with sustainability (in the textile industry)? (2) What are the industries special circumstances? (3) Are there business cases for sustainability in the textile industry? I will approach these questions from a philosophical and applied (case based) perspective.</p> <p>Students will then receive a research topic and elaborate findings from research in an presentation (30% of the grade). The presentation is a short-format presentation that will be given in class.</p> <p>In their final strategy essay (70% of the grade) students are required to describe the transformation a self-chosen conventional product into a sustainable product.</p>

Learning Outcomes:

Textbook Information: Will be specified during the lecture

Expected Workload

Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2

Grading Information: Your grade in the class will be determined as follows:

- Presentation (30%, due date: 30.01.2019)
- Strategy Essay (70%, due date: 08.03.2019)

Students will work in groups on their Presentation and Strategy Essay.

Prerequisites for successful Participation:

Further Information:

Course Description

Title:	Business Information Systems (BIS I)
Course Code:	MGMT421
Lecturer/s:	Heimbach, Irina; Rehm, Sven-Volker
Contact Information (E-Mail):	Irina.Heimbach@whu.edu; sven.rehm@whu.edu
Semester:	Spring 2019
Course Description:	Part I The Networked Business Environment Chapter 1 The Networked Business Environment Chapter 2 An Introduction to Information Systems Research Chapter 3 Information Systems: Strategy and Organization of Value Creation Chapter 4 Ethical, Social and Political Questions Part II Information and Communication Infrastructures Chapter 5 IT Infrastructure Components and Development Trends Chapter 6 Data Organization and Data Management Chapter 7 Communication systems, Internet, World Wide Web and Web 2.0 Part III Information Processing Within and Across the Enterprise Chapter 8 Application Systems
Learning Outcomes:	Basic concepts of information systems and information management; core tools and approaches of information management; evaluation of recent trends in enterprise IT; assessment of organizational change through IT and IT project management; Business Process Modeling (BPM), Data Modeling (Entity Relationship Model), basic knowledge on Systems Analysis, Design and Engineering, Sociotechnical Systems, and others
Textbook Information:	Laudon, K. C., & Laudon, J. P. (2012). Management Information Systems: Managing the Digital Firm. Twelfth/Global edition: Addison Wesley Longman Ltd.

Expected Workload

Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2

Grading Information:	Exam, Seminar Paper
Prerequisites for successful Participation:	none
Further Information:	

Title:	Psychology
Course Code:	GEN301
Lecturer/s:	Brach, Simon
Contact Information (E-Mail):	brach@uni-jena.de
Semester:	Spring 2019
Course Description:	Theoretical perspectives on principles of human behavior in organizations and work environments. Motivation Emotions Perception Attitudes Communication Learning Identity Social interactions and groups Stress and coping Decision making and problem solving Organizational Research Leadership
Learning Outcomes:	This class concentrates on the psychological foundations and processes underlying the behavior of individuals and groups in organizations and work environments. The objective of this class lies in providing students with a sound understanding of psychological theories and models of human behavior. Upon successful completion of this course, students should be able employ psychological principles to analyze and understand individuals' and groups' behaviors in organizations and the contemporary workplace.
Textbook Information:	Optional Readings: Gray, P. & Bjorklund, D.F. (2014). Psychology, 7.ed., New York, Worth. Landy, F.J. & Conte, J.M. (2016). Work in the 21st Century, 5. ed., New York, Wiley & Sons.

Expected Workload

Total Workload (in h):	90
Self-Study (in h):	70
Contact Time (in h):	18
Examination (in h):	1,5

Grading Information: Exam (closed book)

Prerequisites for successful Participation:

Further Information:

Title:	International Trade, Economic Integration and Development
Course Code:	ECON406
Lecturer/s:	Fendel, Ralf
Contact Information (E-Mail):	ralf.fendel@whu.edu
Semester:	Spring 2019
Course Description:	<ol style="list-style-type: none">1. Trade Theory2. Trade Policy3. Regional Economic Integration4. Development Theory
Learning Outcomes:	<ul style="list-style-type: none">- Getting familiar with the basic trade models and learning about the gains from international trade.- Becoming aware about the theoretical concept of comparative advantages and the role of economies of scale in international trade.- Understanding the dynamics of the world economy and upcoming challenges.- Understand how protectionist measures such as tariffs affect the economy and individual businesses.- The World Trade Organisation (WTO) and the political economy of trade multilateral and bilateral trade arrangements.- Becoming familiar with the European Economic Integration process and understanding the implications of the Brexit.- Becoming aware of the special challenges that developing nations face in the world economy.
Textbook Information:	Carbaugh, Robert J., International Economics, 16th edition, Cengage Learning, Boston, 2017. Secondary Literature: Krugman, P., Melitz, M. and Obstfeld, M., International Economics: Theory and Policy, 10th edition, Pearson Series in Economics, 2014.
<u>Expected Workload</u>	
Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2
Grading Information:	Exam
Prerequisites for successful Participation:	Macroeconomics I + II Microeconomics I + II Knowledge of intermediate macroeconomics and microeconomics
Further Information:	

Title: UX & UI Design (in cooperation with Le Wagon)

Course Code: GEN435

Lecturer/s: Fendel, Ralf

Contact Information (E-Mail): ralf.fendel@whu.edu

Semester: Spring 2019

Course Description: Context
Airbnb changed the way people travel, Netflix changed the way people entertain themselves, Slack changed the way people communicate at work. Why are these services so successful? They identified a strong need and built a great user experience around it.
Learning Objective: build your app's prototype
The UX & UI Design course will enable students to collaborate much more efficiently with designers and developers throughout their career. It guides them through the process of designing a digital product (e.g. a web or mobile application): from understanding a user's pain to drafting a solution and finally building and testing an interactive mock-up. In short, students will learn how to build a product that responds to the needs of the market. They will also become familiar with the usual design workflow for any digital product (user research / wireframe / user tests / mock-up / UX analytics).
Targeted Skills
- Define UX personas and user journeys for the most important tasks of your application.
- Draw user flows to model your user journeys.
- Build an interactive prototype using professional design tools (Figma)
- Run user tests to collect feedback and validate your design Learn the basics of visual identity
- In-depth understanding of designers' workflow

Learning Outcomes:

Textbook Information:

Expected Workload

Total Workload (in h): 30

Self-Study (in h): 30

Contact Time (in h):

Examination (in h):

Grading Information:

Prerequisites for successful Participation:

Further Information:

Title: Ethics: Business Ethics

Course Code: GEN303

Lecturer/s: Müthel, Miriam

Contact Information (E-Mail): miriam.muethel@whu.edu

Semester: Spring 2019

Course Description: In this course, we focus on ethical challenges that managers are facing during their careers and discuss how these challenges can be addressed successfully. In consequence, we will deal with ethical questions that are relevant to managers, such as:

- 1) "How to prepare ethically sound decisions?"
- 2) "How to make ethically sound decisions"
- 3) "What makes people tap into an ethics trap?"
- 4) "How should we individually respond to ethical failures?"

To address these questions, theoretical concepts and empirical findings will be introduced and then applied to real-life case studies. Thus, above and beyond a lecturing part by the professor, there will be case study presentations by students. For this aim, students will be grouped in teams and each student team will prepare one case study (out of class) to be presented in class. Please note that the number of participants is limited to 62 students. Places will be distributed on a first come first served basis.

Learning Outcomes:

How to prepare ethically sound decisions?

- Analytic interpretation of facts
- Systematic ethical decision making preparation: Developing decision making options

How to make ethically sound decisions?

- Values- vs. consequences based ethical decision making
- Rationalizations: Potential flaws in the decision-making process

What makes people tap into an ethics trap?

- Individual characteristics that contribute to a lack of awareness
- Corporate characteristics that contribute to a lack of awareness

How should we individually respond to ethical failures?

- Individual responses to individual failure
- Individual responses to corporate failure

Textbook Information: Readings lists will be provided in class.
Optional Readings:
Ethics for the Real World: Creating a Personal Code to Guide Decisions in Work and Life, Ronald A. Howard & Clinton D. Korver (2008) ISBN-10: 1422121062
Giving Voice to Values: How to Speak Your Mind When You Know What's Right, Mary C. Gentile (2012) ISBN-10: 0300181566

Expected Workload

Total Workload (in h): 90

Self-Study (in h): 40

Contact Time (in h): 24

Examination (in h): 26 (1 hour exam + preparation for exam and case)

Grading Information: Group Cases (20%), Exam (80%)

Prerequisites for successful Participation:

Further Information:

Title:	Web Development (in cooperation with Le Wagon)
Course Code:	GEN436
Lecturer/s:	Fendel, Ralf
Contact Information (E-Mail):	ralf.fendel@whu.edu
Semester:	Spring 2019
Course Description:	<p>Context</p> <p>Have you ever wanted to learn frontend coding from scratch? Wondered how the content of a website automatically adapts to the screen of a mobile? How long it really takes to create a “check-out” button? How to integrate external services for newsletters, payments and much more?</p> <p>Web developers do not constantly code the same components or layouts. Instead, they build and improve their libraries using the latest design techniques and re-use these libraries for any new website.</p> <p>Learning Objective: code your first website</p> <p>This module will teach students how to code simple, beautiful and responsive websites using HTML5 and CSS3 (front-end languages for coding websites). It will also show them how to launch their website online, configure the domain name, integrate 3rd party services through APIs that can manage payment, newsletters, geolocation, surveys, and much more. Finally, students will learn how to implement Google Analytics to monitor their website’s traffic and its users’ behaviour.</p> <p>Targeted Skills</p> <ul style="list-style-type: none">- Mark-up your content with HTML.- Design a website with CSS.- Build a UI library of components with CSS- Host your website online and integrate 3rd party services

Learning Outcomes:

Textbook Information:

Expected Workload

Total Workload (in h):	30
Self-Study (in h):	30
Contact Time (in h):	
Examination (in h):	

Grading Information:

Prerequisites for successful Participation:

Further Information:

Title:	Strategic Management
Course Code:	MGMT461
Lecturer/s:	von Oetinger, Bolko
Contact Information (E-Mail):	bolko.v.oetinger@hotmail.de
Semester:	Spring 2019
Course Description:	The course starts out with an analysis of the historical foundations of strategic management. It deals in detail with strategies for individual business and for multi businesses corporations, including industry analysis, segmentation and analysis of competitive advantage. The course describes strategic change and the strategy process. The final chapter deals with the future of strategy in the context of the evolution of the global capitalistic system. 1. What is strategy? 2. How to think in strategy? 3. How to manage strategy? 4. How to lead in strategy? 5. How to evaluate strategic success?
Learning Outcomes:	classic approaches (Clausewitz, Sun tsu), overview over well set methods (positioning; resource based, proces based, adaptive systems, architecture)
Textbook Information:	
<u>Expected Workload</u>	
Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2
Grading Information:	Written exam
Prerequisites for successful Participation:	basic knowledge of business administration
Further Information:	

Title:	Negotiation Strategies and Skills
Course Code:	MGMT436
Lecturer/s:	Karaevli Yurtoglu, Ayse
Contact Information (E-Mail):	Ayse.Karaevli@whu.edu
Semester:	Spring 2019
Course Description:	<p>Negotiation is the art and science of securing agreements between two or more interdependent parties who seek to maximize their outcomes. It is a key leadership skill. While leaders need analytical skills to develop optimal solutions, they also need negotiation skills to win acceptance and implementation of these solutions.</p> <p>While we negotiate often, many of us know very little about the strategy and psychology of effective negotiations. In this course, students will have the opportunity to evaluate their existing approach to negotiations, learn new strategies, and learn how to apply these strategies to the wide variety of negotiations they will encounter across their career. The course is designed for students in all managerial and entrepreneurial careers.</p> <p>The course will be largely experiential, providing students with an opportunity to develop their skills by participating in negotiation role-plays and integrating their experiences with the principles presented in the assigned readings and course discussions.</p> <p>The course has four major parts, adding more complexity as we proceed in the course:</p> <ol style="list-style-type: none"> (1) Single-Issue, Two-Party Negotiations (2) Multiple Issues, Two-Party Negotiations (3) Multi-Party Negotiations (4) Negotiations in International Context
Learning Outcomes:	<ol style="list-style-type: none"> (1) Gain a broad intellectual understanding of central concepts in negotiation to understand the structure and dynamics of negotiation in a variety of contexts (2) Learn to develop strategic plans for negotiating in a variety of contexts (3) Improve ability to lead the negotiation process and execute win-win agreements (4) Assess one's own and the other party's style, strengths, weaknesses, and biases (5) Build confidence in negotiation skills (6) Negotiate effectively across cultural boundaries
Textbook Information:	<p>R. Lewicki, D. M. Saunders, B. Barry. Essentials of Negotiation (6th Edition)</p> <p>R. Fisher & W. Ury (and B. Patton as Editor of the Revised Edition) (4th Edition), Getting to Yes: Negotiating Agreement Without Giving In, New York, NY: Penguin Books</p> <p>"The Hidden Challenge of Cross-Border Negotiations" by J.K. Sebenius, Harvard Business Review, March 2002</p>
<u>Expected Workload</u>	
Total Workload (in h):	180
Self-Study (in h):	143
Contact Time (in h):	25
Examination (in h):	12 (presentation + written paper)
Grading Information:	<p>Grades in this course will be based on the following three components:</p> <ul style="list-style-type: none"> ·Class Contribution (10%) ·Team Presentation (40%) ·Self-Assessment and Reflection Paper (50%) <p>For details, please see the Syllabus (PDF-File).</p>
Prerequisites for successful Participation:	

Further Information:

ATTENDANCE:

Because of the experiential nature of the course, it is impossible to make up any missed classes. Any participant's absence also complicates the organization of the class exercises and adversely affects his/her classmates' learning. Therefore, **attendance is mandatory for all sessions of this course.** Students with conflicting schedules will not be allowed to register for this class.

Only an official doctor report or an official notification from the Examination Office to me explaining the personal emergency etc. will be counted as a legitimate excuse for non-attendance in any of the classes or significant parts of them.

Title:	Statistics II, Group A-C1
Course Code:	QUANT202
Lecturer/s:	Massmann, Michael; Bertram, Philip
Contact Information (E-Mail):	michael.massmann@whu.edu
Semester:	Spring 2019
Course Description:	Applying the methods of inductive statistics theoretically and practically to a broad range of economic phenomena.
Learning Outcomes:	Random variables and probability distributions, sampling theory, hypothesis testing, regression analysis
Textbook Information:	Sibbertsen, Lehne: Statistik, Berlin (Springer) 2012. Fahrmeir, Künstler, Pigeot, Tutz: Statistik: Der Weg zur Datenanalyse, Berlin (Springer) 2009. Schira: Statistische Methoden der BWL und VWL, München (Pearson) 2009.

Expected Workload

Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2

Grading Information:	Exam
Prerequisites for successful Participation:	Statistics I
Further Information:	

Title:	Cases in Business Taxation
Course Code:	ACCT402
Lecturer/s:	Westphälinger, Sven
Contact Information (E-Mail):	swestphaelinger@kpmg.com
Semester:	Spring 2019
Course Description:	<p>The aim of the course Cases in Business taxation is to deepen the understanding of how taxes affect business decisions, in particular, structuring of businesses in the international landscape. The course combines national and international taxation in theory and in real-life cases. The objective of the class is that students learn to understand and apply the implications of international taxation. The course is taught by Sven Westphälinger, Partner at KPMG. There are three sessions and students are asked to attend all sessions. In the first and second session, the instructor introduces aspects of national and international taxation. In the second and third session, students present their solutions to the cases. Students work in groups.</p> <p>The grading of the course is based on the case presentation, the discussion of the cases, as well as general class participation.</p> <p>Additional information for WHU Students:</p> <p>This course is part of the module Business Taxation that comprises two parts. First, the lecture "Business Taxation" by Prof. Dr. Martin Jacob gives an introduction to tax planning and the effect of taxation on business decisions. To deepen the understanding of these concepts, the second part of the module is based on case studies. The course "Cases in Business Taxation" is taught by Sven Westphälinger, Partner at KPMG.</p> <p>As this course is part of the module "Business Taxation", the overall grade for the module based on the exam for the lecture "Business Taxation" (50%) and the course "Cases in Business Taxation" (50%).</p>
Learning Outcomes:	<p>The aim of the course Business Taxation is to give an introduction to the topic of taxation of corporations, shareholders, and businesses and to deepen the understanding of how taxes affect business decisions. The course, for example, deals with the tax influence on investment decisions, financing decisions, the choice of organizational form, and mergers and acquisitions. The lecture focuses on concepts that can be applied to different tax systems around the world. After successfully participating in the course Business Taxation, participants understand the role of taxes in key business decisions and are able to apply the concepts to practical problems.</p>
Textbook Information:	All cases and references will be distributed in class
<u>Expected Workload</u>	
Total Workload (in h):	90
Self-Study (in h):	80
Contact Time (in h):	10
Examination (in h):	
Grading Information:	The grading of the course is based on case studies and case presentations.
Prerequisites for successful Participation:	Students should have successfully passed the lecture "Business Taxation".
Further Information:	

Title:	Sustainable mega sport events: Oxymoron or reality?
Course Code:	GEN312
Lecturer/s:	Schreyer, Dominik
Contact Information (E-Mail):	dominik.schreyer@whu.edu
Semester:	Spring 2019
Course Description:	<p>Public referenda have become a frequent tool of popular sovereignty across Western democracies (Casella & Gelman, 2008). Unsurprisingly, this general trend also affects applicant cities willing to host the Olympic Games. For example, referenda have recently put an end to seven Olympic candidatures (Graubünden, Munich, and Krakow for the 2022 Olympics, Hamburg for the 2024 Olympics, Innsbruck and Graubünden again for the 2026 Olympics, and Vienna for 2028 Olympics). Additionally, Boston and Budapest canceled their candidatures for the 2024 Olympics facing both an apparent lack of public support and demands for referenda.</p> <p>Potentially triggered by the recent rejections of Olympic host ambitions, researchers have begun to explore the determinants of individual citizen support for Olympic bids (e.g., Atkinson, Mourato, Szymanski, & Ozdemiroglu, 2008; Coates & Wicker, 2015; Preuss & Werkmann, 2011; Walton, Longo, & Dawson, 2008; Wicker & Coates, 2018; Wicker, Whitehead, Mason, & Johnson, 2016). Interestingly, an argument frequently raised by opponents is that such a hosting is unlikely to be (ecologically) sustainable or, even worse, harmful to the environment.</p> <p>Therefore, in this course, we will assess the environmental footprint of mega sports events such as the Olympic Games. Based on this initial assessment, students will work in teams to develop a concept for sustainable mega sports events.</p>
Learning Outcomes:	<p>Learn how to analyze corporate sustainability activities:</p> <ul style="list-style-type: none"> ·Students will learn how to effectively define and measure/assess sustainability. <p>Learn about the economics of mega sport events:</p> <ul style="list-style-type: none"> ·Students will gain a first understanding of key issues in the economics of mega sport events such as the FIFA World Cup and the Olympic Games.
Textbook Information:	There are no prerequisite readings. References will be announced during the first class meeting of the course at the beginning of the semester.
<u>Expected Workload</u>	
Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2
Grading Information:	<p>The course assessment is based on the quality of the group assignment and a short reflection paper:</p> <ul style="list-style-type: none"> ·Group assignment and presentation (80%) ·Reflection paper (20%)
Prerequisites for successful Participation:	No specific courses.
Further Information:	

Title:	International Accounting
Course Code:	ACCT411
Lecturer/s:	Glaum, Martin
Contact Information (E-Mail):	martin.glaum@whu.edu
Semester:	Spring 2019
Course Description:	<p>This module provides an introduction to, and systematic overview of, the financial reporting and capital market communication of internationally active and publicly traded companies.</p> <p>The course "International Accounting" familiarizes students with the system of International Financial Reporting Standards (IFRS) which are applied by stocklisted firms in the European Union and in more than 100 countries worldwide. We first introduce the institutional and conceptual backgrounds of IFRS and we answer the questions of how IFRS develop and why they are relevant in Germany and wider Europe. The course then covers issues of financial statement recognition, measurement, presentation and disclosure related to the most common business activities, transactions and events. These include accounting for revenue recognition, property, plant and equipment, intangible assets, impairment of assets, inventories, provisions and financial instruments. Practice cases and research insights serve as a basis for class discussion. Special emphasis is placed on the notion that financial reporting according to IFRS is based on judgments and estimates.</p>
Learning Outcomes:	Accounting theory, Valuation, Agency theory
Textbook Information:	<p>Alexander/Britton/Jorissen, International Financial Reporting and Analysis, 6. Auflage. 2014 Picker/Leo/Loftus/Wise/Clark/Alfredson, Applying International Financial Reporting Standards, 3. Aufl. 2013 German: Pellens/Fülbier/Gassen/Sellhorn, Internationale Rechnungslegung, 9. Aufl., 2014 Secondary literature: announced in class</p>
<u>Expected Workload</u>	
Total Workload (in h):	90
Self-Study (in h):	70,5
Contact Time (in h):	18
Examination (in h):	1,5
Grading Information:	Exam 100%
Prerequisites for successful Participation:	Foundations of Financial Accounting (Grundlagen des Externen Rechnungswesens; Semester 1) Financial Statements (Jahresabschluss; Semester 1) Financial Statement Analysis (Jahresabschlussanalyse; Semester 2)
Further Information:	

Title:	Seminar: Ethical Decision Making and Behavior
Course Code:	MGMT454
Lecturer/s:	Jost, Peter-J.
Contact Information (E-Mail):	peter-j.jost@whu.edu
Semester:	Spring 2019
Course Description:	<p>Imagine you are the pilot of a jet fighter and following a plane that has been hijacked and now changed its direction towards a football stadium crowded with thousands of people. If you shoot a missile at the plane you will kill the innocent passengers of the hijacked plane but save the lives of thousands of football spectators. What do you do? And does your judgement change if the prime minister orders you to either do so or let the plane go? Does it have an impact if your family is either in the stadium or in the hijacked plane?</p> <p>In this course on "Ethical Decision Making and Behavior", you will learn important insights about the ethical behavior of others, but also how you morally act – in business situations as well as in everyday life:</p> <ul style="list-style-type: none"> · On a theoretical level, the course provides an economic-psychological approach to understanding ethical decision making by integrating important contributions from economics, psychology and sociology. In particular, we focus on several determinants of ethical behavior and discuss the limitations of actual ethical behavior due to cognitive, motivational and institutional distortions. · On a practical level, the course focuses on current research in Behavioral Ethics. Using the determinants of ethical behavior as topics for your seminar papers, it will be your task to summarize the relevant literature in experimental economics in this area and to write a literature overview on your topic. As starting point for your literature survey, we distribute seminal readings up-front. Moreover, you will test and experience your own ethical behavior as well as that of your classmates by a classroom experiment. <p>Although individual ethical decision making is in the center of our discussion in this course, we will extend this perspective by considering ethical behavior also in the context of social interactions:</p> <ul style="list-style-type: none"> · First, we consider the personal and situational determinants of ethical decision making, taking the environment in which the individual acts as given. In this part, we follow the literature on behavioral economics that divide overall individual decision making into the judgment and the decision making process. · Second, we consider ethical decision making in a situation in which the individual is interacting with others. Here, we follow the literature on behavioral economics that discusses the strategic aspects of interdependent ethical decision making. <p>In this course you will learn several analytical tools relevant not only for this course but for your further studies. These are the psychological concepts of Motivation Theory and Attribution Theory, the economic theories of Normative and Subjective Decision Making as well as insights into the Economics of Information, Contract Theory, Incentive Theory and Game Theory.</p>
Learning Outcomes:	<ul style="list-style-type: none"> · Attendance: Learning different determinants of ethical decision making will help you understand why people do not act ethically · In-class discussion: Answering the questions will help you to reconsider the theory you prepared · Research Paper: Learning to write a research paper will help you to deal with a new topic and be useful for your thesis · Paper analysis: Learning to analyze research papers will help you to critically analyze the underlying theories · Experiment: Learning how to design an experiment will be useful for identifying differences between theory and practice · Presentation: Learning to speak in front of others will be useful for your university and business career
Textbook Information:	Will be distributed in class.

Expected Workload

Total Workload (in h):	180
Self-Study (in h):	78
Contact Time (in h):	24
Examination (in h):	78

Course Description

Grading Information:

- Experiment: 30%
- Presentation: 20%
- Seminar Paper: 50%
- Class participation: tie-breaker

**Prerequisites for successful
Participation:**

Further Information:

Title: Introduction to the Raspberry pi (Part II): Build your own Amazon Echo digital assistant
Course Code: SCM442
Lecturer/s: Spinler, Stefan
Contact Information (E-Mail): stefan.spinler@whu.edu
Semester: Spring 2019

Course Description:

Learning Outcomes:

Textbook Information:

Expected Workload

Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2

Grading Information:

**Prerequisites for successful
Participation:**

Further Information:

Title:	Services Marketing
Course Code:	MKT431
Lecturer/s:	Gouthier, Matthias
Contact Information (E-Mail):	
Semester:	Spring 2019
Course Description:	<p>Introduction to services marketing</p> <ul style="list-style-type: none"> ·Definition of services and their characteristics ·Importance of services and service industries ·Specialties of services marketing <p>Managing customer relationships</p> <ul style="list-style-type: none"> ·Relationship vs. transactional marketing ·Service attributes, expectations and experiences ·Customer satisfaction, delight and loyalty ·Customer value <p>Service design</p> <ul style="list-style-type: none"> ·Service Design Thinking ·Service environments ·Blueprinting <p>Service delivery</p> <ul style="list-style-type: none"> ·Service profit chain ·Service orientation ·Service culture ·Emotional labor <p>Service outcomes and implementation</p> <ul style="list-style-type: none"> ·Service quality ·Complaint handling and service recovery ·Service excellence <p>The course is limited to 42 participants!</p>
Learning Outcomes:	<p>The objective of this class lies in enabling students to comprehend and apply key marketing management paradigms and tools aiming at establishing profitable and lasting customer relationships by means of designing and delivering effective services to customers. Successful participants of this class should be able to:</p> <ul style="list-style-type: none"> ·Acknowledge the critical roles of perceived service quality, experienced customer satisfaction, and customer loyalty. ·Reflect on the value of a customer. ·Outline the key properties and managerial implications of a contemporary relationship marketing approach. ·Analyze the processes, structures, and mechanisms that shape perceived service outcomes. ·Design efficient and effective customer services. ·Implement mechanisms to recover successfully from service failures. ·Measure the service quality provided by a firm. ·Implement a management system of service excellence.
Textbook Information:	<p>Essential reading: Jochen Wirtz and Christopher H. Lovelock (2018). Essentials of Services Marketing, 3rd edition, Pearson.</p> <p>Additional literature: Jochen Wirtz and Christopher H. Lovelock (2016). Services Marketing: People, Technology, Strategy, 8th edition, World Scientific. 3 Case Studies (tba)</p>

Expected Workload

Total Workload (in h):	90
Self-Study (in h):	70
Contact Time (in h):	18
Examination (in h):	1,5

Course Description

Grading Information: Final exam 70% Case studies and student presentations 30%

**Prerequisites for successful
Participation:**

Further Information:

Title:	Seminar: Smart Cities
Course Code:	SCM423
Lecturer/s:	Spinler, Stefan
Contact Information (E-Mail):	stefan.spinler@whu.edu
Semester:	Spring 2019
Course Description:	Characteristics of multi-modal logistics platforms Shipping traffic, rail traffic, truck traffic and associated terminals Success factors and constraints Contribution of multi-modal logistics to reduce CO2-emissions
Learning Outcomes:	Analytic modeling of transportation decisions, simulation models
Textbook Information:	included in coursepack

Expected Workload

Total Workload (in h):	180
Self-Study (in h):	78
Contact Time (in h):	24
Examination (in h):	78

Grading Information:	Seminarpaper and Presentation
Prerequisites for successful Participation:	Foundations of operations management, logistics management and supply chain management
Further Information:	

Title:	Seminar in Financial Accounting
Course Code:	ACCT421
Lecturer/s:	Glaum, Martin
Contact Information (E-Mail):	martin.glaum@whu.edu
Semester:	Spring 2019
Course Description:	<p>In this seminar, students autonomously prepare short research papers (theses) on financial reporting and financial statement analysis topics. At the end of the seminar, the theses are presented to the class.</p> <p>This seminar aims at providing insights into current topics that are academically interesting and practically relevant for company managers, investors, analysts, auditors or standard setters, by exposing you to recent, state-of-the-art research in the area of financial accounting and reporting. Another objective of this seminar is to introduce you to thesis writing in general, as well as more specifically in the area of financial reporting. It gives you the opportunity to focus in detail on a specific area in financial reporting, while teaching you the fundamentals of scientific inquiry in this field. Gaining skills and experience in conducting research will equip you with essential expertise for your subsequent Bachelor (and Master) thesis.</p> <p>A further benefit of the seminar is that you will train your presentation skills, an important competency for executives and academics alike.</p>
Learning Outcomes:	The learning objectives strongly depend on the topics chosen.
Textbook Information:	<p>Turabian, A Manual for Writers of Research Papers, Theses, and Dissertations: Chicago Style for Students and Researchers, 8th ed. 2013. Theisen, Wissenschaftliches Arbeiten, 14. Aufl., München 2008. Fülbier, Wissenschaftstheorie und Betriebswirtschaftslehre, in: WiSt, 33. Jg. (2004), S. 266-271. Topic-specific literature will be provided.</p>
<u>Expected Workload</u>	
Total Workload (in h):	180
Self-Study (in h):	156
Contact Time (in h):	24
Examination (in h):	
Grading Information:	<p>Thesis (2/3) and presentation (1/3) For details, please see the Syllabus (PDF-File).</p>
Prerequisites for successful Participation:	Introduction to Financial Accounting (1st semester BSc) Financial Statement Analysis (2nd semester BSc)
Further Information:	

Title:	Business Information Systems (BIS II)
Course Code:	MGMT422
Lecturer/s:	Heimbach, Irina
Contact Information (E-Mail):	Irina.Heimbach@whu.edu
Semester:	Spring 2019
Course Description:	1.1 Introduction to the Course 1.2 Foundations and Technologies for Decision Making 1.3 Overview of Business Intelligence, Analytics, and Decision Support 2.1 Conceptual Data Modeling; Entity-Relationship Modeling 2.2 Relational Databases and SQL 3.1 Business Reporting, Visual Analytics and Business Performance Management 3.2 Data Visualization with Tableau 4.1 Predictive Modeling; Data Mining; Decision Trees 4.2 Introduction to Artificial Neural Networks 5.1 Web Analytics, Web Mining and Social Analytics 5.2 Text Analytics, Text Mining, and Sentiment Analysis 6.1. Introduction to Big Data Analytics 6.2 Guest Lecture, tba 6.3 Course Outro and Q & A
Learning Outcomes:	<ul style="list-style-type: none"> ·Improved data literacy and data-analytic thinking ·Understanding of main concepts related to Decision Support Systems ·Understanding of basic data mining concepts and approaches ·Improved skills in working with specific software
Textbook Information:	<i>R. Sharda et al. (2014): Business Intelligence and Analytics: Systems for Decision Support, 10th Edition, Prentice Hall.</i> <i>Valacich and George (2017): Modern Systems Analysis and Design, 8th Edition, Pearson.</i>

Expected Workload

Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2

Grading Information:	50% exam, 50% assignments
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Prerequisites for successful Participation:

Further Information:

Title: Seminar: Family Business and Entrepreneurship Research
Course Code: EAI447
Lecturer/s: Kammerlander, Nadine
Contact Information (E-Mail): nadine.kammerlander@whu.edu
Semester: Spring 2019

Course Description:

Learning Outcomes:

At the end of the seminar, the students should have achieved the following learning goals:

- Deep knowledge on one specific aspect of family firm management (based on own work)
- Broad overview of diverse topics related to family firm management (based on attendance of the lectures)
- Intensified experience with searching for and working with academic literature as well as its application to practice (based on own literature research and application to a real case)

Textbook Information:

A list of references relevant for the individual family firm topics will provided at the first lecture. Selection of important articles related to family firm management:
 Chrisman, J. J., Chua, J. H., & Sharma, P. (1999). Defining the Family Business by behavior. *Entrepreneurship Theory and Practice*, 23(4), 19-39.
 Gómez-Mejía, L. R., Haynes, K. T., Núñez-Nickel, M., Jacobson, K. J., & Moyano-Fuentes, J. (2007). Socioemotional wealth and business risks in family-controlled firms: Evidence from Spanish olive oil mills. *Administrative science quarterly*, 52(1), 106-137.
 Kammerlander, N., Sieger, P., Voordeckers, W., & Zellweger, T. (2015). Value creation in family firms: A model of fit. *Journal of Family Business Strategy*, 6(2), 63-7
 Miller, D., & Le Breton-Miller, I. (2005). Management insights from great and struggling family businesses. *Long Range Planning*, 38(6), 517-530.
 Sirmon, D. G., & Hitt, M. A. (2003). Managing resources: Linking unique resources, management, and wealth creation in family firms. *Entrepreneurship theory and practice*, 27(4), 339-358.
 Tagiuri, R., & Davis, J. (1996). Bivalent attributes of the family firm. *Family business review*, 9(2), 199-208.

Expected Workload

Total Workload (in h): 180
Self-Study (in h): 156
Contact Time (in h): 24
Examination (in h):

Grading Information:

Prerequisites for successful Participation: The motivation to understand the specifics of family firms and the willingness to work with international literature published in academic journals.

Further Information:

Title:	Business Taxation
Course Code:	ACCT401
Lecturer/s:	Jacob, Martin
Contact Information (E-Mail):	martin.jacob@whu.edu
Semester:	Spring 2019
Course Description:	<p>The aim of the course Business Taxation is to give an introduction to the topic of taxation of corporations, shareholders, and businesses and to deepen the understanding of how taxes affect business decisions. The course, for example, deals with the tax influence on investment decisions, financing decisions, the choice of organizational form, and mergers and acquisitions. The lecture focuses on concepts that can be applied to different tax systems around the world. After successfully participating in the course Business Taxation, participants understand the role of taxes in key business decisions and are able to apply the concepts to practical problems. The course content comprises, for example:</p> <ul style="list-style-type: none"> ·Fundamentals of business taxation <ul style="list-style-type: none"> ·US Tax Law ·German Tax Law ·Taxation of Partnerships and Corporations ·Integrating income taxes into finance <ul style="list-style-type: none"> ·Partnerships: The after-tax 'Standard Model' ·Corporations: Corporate tax systems ·Investment and payout decisions of corporations ·Influence of loss offset rules ·Neutral income tax systems <ul style="list-style-type: none"> ·Cash-Flow Tax ·Allowance for Corporate Equity Tax ·Taxation of Economic Profits ·Corporate Tax Avoidance and International Profit Shifting of Multinationals <ul style="list-style-type: none"> ·Debt vs. equity financing ·Transfer pricing ·Use of royalties and licenses <p>The course is taught by Prof. Dr. Martin Jacob. Additional information for WHU Students: This course is part of the module Business Taxation that comprises two parts. First, the lecture "Business Taxation" by Prof. Dr. Martin Jacob gives an introduction to tax planning. To deepen the understanding of these concepts, the second part of the module is based on case studies. The course "Cases in Business Taxation" is taught by Sven Westphaling, Partner at KPMG. The grading of the course is based on the final exam (90 min). As this course is part of the module "Business Taxation", the overall grade for the module based on the exam for the lecture "Business Taxation" (50%) and the course "Cases in Business Taxation" (50%).</p>
Learning Outcomes:	<p>The aim of the course Business Taxation is to give an introduction to the topic of taxation of corporations, shareholders, and businesses and to deepen the understanding of how taxes affect business decisions. The course, for example, deals with the tax influence on investment decisions, financing decisions, the choice of organizational form, and mergers and acquisitions. The lecture focuses on concepts that can be applied to different tax systems around the world. After successfully participating in the course Business Taxation, participants understand the role of taxes in key business decisions and are able to apply the concepts to practical problems.</p>
Textbook Information:	<p>Scholes, Myron S. / Wolfson, Mark A. et al.: Taxes and Business Strategy. A Planning Approach, 4th ed. , 2009</p> <p>Schanz, Deborah / Schanz, Sebastian. Business Taxation and Financial Decisions, 2011. (downloadable at Springerlink)</p>

Expected Workload

Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2

Grading Information: Exam. The grading is based on the lecture "Business Taxation" (50%) and the course "Cases in Business Taxation" (50%).

Prerequisites for successful Participation: There are no prerequisites for this course

Further Information:

Title:	Production and Service Operations Management, Group C
Course Code:	SCM201
Lecturer/s:	Huchzermeier, Arnd
Contact Information (E-Mail):	arnd.huchzermeier@whu.edu
Semester:	Spring 2019
Course Description:	<p>Part I: Introduction 1. Process view and productivity</p> <p>Part II: Process Execution and Improvement 2. Process organizations 3. The impact of variability on process performance 4. Critical chain project management 5. Scheduling 6. Quality management 7. Lean management</p> <p>Part III: Process Planning and Optimization 8. Inventory management 9. Inventory management under risk 10. Closed-loop supply chain and returns policies</p> <p>Part IV: Industrial Excellence 11. Strategy Activation in Organizations 12. Operational Excellence in Practice</p> <p>Theories:</p> <ul style="list-style-type: none"> ·Process analysis and optimization ·Project management ·Queuing theory ·Deterministic and stochastic inventory models ·Scheduling ·Lot sizing models ·Statistical process control ·Management Quality model for Industrial Excellence
Learning Outcomes:	This course provides an introduction to Production and Service Operations Management. Overall, we adopt a process view. The main objective of this course is to provide students with the basic background on how to effectively analyse, manage, and improve processes of manufacturing and service firms.
Textbook Information:	Cachon and Terwiesch (2013): Matching Supply with Demand. 3rd Ed. / International Edition, McGraw Hill, New York, ISBN 978-007-132622-3 (Gefordertes Textbuch)
<u>Expected Workload</u>	
Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2
Grading Information:	Moodle Quizzes (20 %), Exam (80%) Exam
Prerequisites for successful Participation:	None
Further Information:	

Title:	Cases in International Accounting
Course Code:	ACCT412
Lecturer/s:	Löw, Edgar
Contact Information (E-Mail):	edgar@eloew.de
Semester:	Spring 2019
Course Description:	This module provides an understanding of the capital market communications of internationally active and publicly traded firms and introduces you to the accounting rules applied by publicly-listed firms in more than 100 countries worldwide. The course "Cases in International Accounting" is a case study seminar that starts where "International Accounting" left off. The course focuses on the IFRS provisions for specific financial reporting issues in the context of certain industries and real companies. After learning, in "International Accounting", about the most important IFRS issues facing companies and firms and auditors in practice, you will be working in teams to gain a closer and more detailed understanding of selected topics and their application problems, incentive effects, and earnings management potential in practice. Instead of "consuming" ready-made case studies with fixed solutions, you will be preparing your own case studies based on real or fictitious companies operating in specific industries and encountering specific financial reporting issues under IFRS.
Learning Outcomes:	Accounting theory, Valuation, Agency theory
Textbook Information:	English: Picker/Leo/Loftus/Wise/Clark/Alfredson, Applying International Financial Reporting Standards, 3. Aufl. 2012 Palepu/Healy/Bernard/Peek, Business Analysis and Valuation (IFRS edition), 3. Aufl., 2013 German: Pellens/Fülbier/Gassen/Sellhorn, Internationale Rechnungslegung, 8. Aufl., Stuttgart 2011 Secondary literature: Announced in class

Expected Workload

Total Workload (in h):	90
Self-Study (in h):	33
Contact Time (in h):	24
Examination (in h):	33

Grading Information:	70% case study write-up; 20% individual presentation of case study + participation in discussion of other group presentations; 10% peer evaluation sheet evaluating (confidentially) your group members
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Prerequisites for successful Participation:	International Accounting (Internationale Rechnungslegung; Semester 4) Foundations of Financial Accounting (Grundlagen des Externen Rechnungswesens; Semester 1) Financial Statements (Jahresabschluss; Semester 1) Financial Statement Analysis (Jahresabschlussanalyse; Semester 2)
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Further Information:

Title:	Seminar: Operations Management: The Scheduling Perspective?
Course Code:	SCM424
Lecturer/s:	Shen, Liji
Contact Information (E-Mail):	liji.shen@whu.edu
Semester:	Spring 2019
Course Description:	The following topics will be addressed: <ol style="list-style-type: none"> 1.Capacity planning 2.Facility location 3.Layout planning 4.Forecasting 5.Inventory management
Learning Outcomes:	<ul style="list-style-type: none"> - Students demonstrate an understanding of key functional areas of business and key principles in economics - Students will collaborate effectively within working teams - Students will prepare written reports about the solution of management decision problems
Textbook Information:	Pinedo, M. L.: Scheduling: Theory, Algorithms, and System 5th edition, Springer International Publishing, 2016.

Expected Workload

Total Workload (in h):	180
Self-Study (in h):	150
Contact Time (in h):	30
Examination (in h):	

Grading Information:	Seminar paper / presentation
Prerequisites for successful Participation:	(Recommended requirements, not strictly necessary) Basic knowledge in <ul style="list-style-type: none"> - Mathematics - Computer science - Quantitative optimization methods to solve business decision problems (e.g. linear programming) Scientific writing skills
Further Information:	

Title: Introduction to Research and Academic Writing

Course Code: GEN411

Lecturer/s:

Contact Information (E-Mail):

Semester: Spring 2019

Course Description: This course provides an introduction to the fundamentals of scientific research in economics as well as the stylistic and formal aspects of academic writing. The main goal of the course is to enable students to conduct own research projects and write research papers such as a Bachelor thesis. After an introduction to the concepts of theory building and theory testing, the course will cover all stages of a research project, such as searching for literature, building hypotheses, collecting and analyzing data, and drawing conclusions. In addition to that, the course will cover formal aspects of a Bachelor thesis and the citing of references following the APA style.

Learning Outcomes:

Textbook Information: Publication Manual of the American Psychological Association, 6th ed., Washington DC, 2010
Academy of Management Journal Style Guide for Authors (Academy of Management Journal 2011, Vol. 54, No. 5, 1081-1084).

Expected Workload

Total Workload (in h): 90

Self-Study (in h): 64

Contact Time (in h): 24

Examination (in h): 2

Grading Information: Presentation (25%), Short Paper (75%)

Prerequisites for successful Participation: None

Further Information:

Title: Restructuring of Companies

Course Code: LAW304

Lecturer/s: Jungmann, Carsten

Contact Information (E-Mail): carsten.jungmann@law-school.de

Semester: Spring 2019

Course Description: 1. Determining the Appropriate Business Organization 2. Transformation of a Sole Proprietorship or a Partnership into a Limited Liability Company 3. Corporate Finance and Corporate Governance of a Limited Liability Company 4. Transformation of a Limited Liability Company into a Stock Corporation 5. Entry of Investors, Capital Measures 6. The Law of Affiliated Enterprises 7. Corporate Governance Code 8. Corporate Restructuring and Recapitalization 9. Corporate Insolvency Reorganization

Learning Outcomes:

Textbook Information: Tegen/Reul/Heidinger/Tersteeegen, Unternehmensrecht - Handelsrecht, Gesellschaftsrecht, Umwandlungsrecht, 2011 Timmerbeil/Reinhard, Grundriss des Konzern- und Umwandlungsrechts, 2012
 Schwedhelm, Die Unternehmensumwandlung, 8. Aufl. 2016 Zimmermann, Walter, Grundriss des Insolvenzrechts, 10. Aufl. 2015 Kuhlmann/Ahnis, Konzern- und Umwandlungsrecht, 4. Aufl. 2016
 Weiterführende Literatur: Ettinger/Schmitz, Umstrukturierungen im Bereich mittelständischer Unternehmen, 2. Aufl. 2012 Limmer, Peter, Handbuch der Unternehmensumwandlung, 4. Aufl. 2012
 Sagasser/Bula/Brünger, Umwandlungen, 4. Aufl. 2011 Hebig, Michael, Existenzgründungsberatung, 6. Aufl. 2014

Expected Workload

Total Workload (in h): 90

Self-Study (in h): 64

Contact Time (in h): 24

Examination (in h): 2

Grading Information: Exam

Prerequisites for successful Participation:

Further Information:

Title:	Seminar: Sports economics
Course Code:	EAI445
Lecturer/s:	Schreyer, Dominik
Contact Information (E-Mail):	dominik.schreyer@whu.edu
Semester:	Spring 2019
Course Description:	<p>First and foremost, the seminar is designed to serve you as an introduction to academic work and thereby prepares you for your bachelor thesis.</p> <p>During the seminar, we will survey a set of current topics in the analysis of the economics of professional team sports (e.g., football spectator no-show behavior). For example, we will consider different analytic strategies for explaining variations in the demand for professional team sports (e.g., football/soccer) and better understanding the important but ambiguous role of competitive balance and uncertainty with regard to the expected game outcome therein.</p> <p>After an opening session where potential topics are explained and distributed, you will work on your term paper which is presented in a second session.</p>
Learning Outcomes:	<p>Learn about the economics of sports:</p> <ul style="list-style-type: none">·Students will gain a first understanding of key issues in the economics of professional team sports. <p>Learn how to write a BSc-Thesis:</p> <ul style="list-style-type: none">·Students will learn how to conduct a literature review;·Students will learn how to develop a research framework for their thesis;·Students will learn how to structure their thesis;·Students will learn how to identify managerial implications.
Textbook Information:	There are no prerequisite readings. References will be announced during the first class meeting of the seminar at the beginning of the semester.
<u>Expected Workload</u>	
Total Workload (in h):	180
Self-Study (in h):	156
Contact Time (in h):	24
Examination (in h):	
Grading Information:	<p>The course assessment is based on the quality of the term paper and the presentation:</p> <ul style="list-style-type: none">·Term paper presentation (25%)·Term paper (75%)
Prerequisites for successful Participation:	No specific courses; the seminar is open to all WHU Bachelor students who are interested in the economics of professional team sports.
Further Information:	

Title:	Entrepreneurial Transformation in Corporations
Course Code:	EAI451
Lecturer/s:	Faems, Dries
Contact Information (E-Mail):	Dries.Faems@whu.edu
Semester:	Spring 2019
Course Description:	This course aims to provide students an in-depth understanding of the theoretical and practical challenges of entrepreneurial transformation in corporations. During the course, the students will be introduced to several strategies that corporates can use to engage in entrepreneurial transformation. By means of assignments, the students will be challenged to apply this knowledge.
Learning Outcomes:	In-depth knowledge on core strategies (e.g. corporate venturing, alliances, acquisitions) that corporates can apply to realize entrepreneurial transformation Ability to apply these insights in real life setting to address particular challenges
Textbook Information:	<p>Module 1: Introduction (March 8, 2019). This module provides an introduction to why companies are forced to become more entrepreneurial than ever, and what prevents them from doing so. In this first session, the different assignments for this course (i.e. individual and group assignment) will also be introduced and described.</p> <p>Module 2: Intrapreneurship and Corporate venture capital + Workshop on identifying transformational challenges (March 13, 2019) In this module, we examine a variety of strategies, processes and practices by which companies can foster entrepreneurship within their organizations. In addition, a workshop will be conducted on how to identify transformational challenges for the individual assignment. Reading material □ Scott, A. 2012. The New Corporate Garage. Harvard Business Review, September, 2012: 44-53 □ Lerner, J. 2013. Corporate Venturing. Harvard Business Review, 91(10): 86-94</p> <p>Module 3: Alliances with and acquisitions of entrepreneurial firms + Workshop on identifying corporate transformation programs (March 20, 2019) Alliances with and acquisitions of entrepreneurial firms are viable strategies for corporates to develop new capabilities, identify new business opportunities and access new technologies. In this module, we examine these strategies and discuss the challenges when implementing these strategies in corporates. In addition, a workshop will be conducted on how to identify corporate transformation programs for the individual assignment. Reading material □ Faems, D.; Janssens, M.; Van Looy, B. (2010) Managing the competition cooperation dilemma in R&D alliances: A multiple case-study in the advanced materials industry. Creativity and Innovation Management, 19: 3-22. □ Kale, P., Singh, H., and Raman, A.P. 2009. Don't Integrate Your Acquisitions, Partner with Them. Harvard Business Review, 87(12): 109-115.</p> <p>Module 4: Novel corporate transformation programs part I (March 27, 2019) In this module, we discuss three novel corporate transformation programs: Innovation outposts, corporate hackatons and innovation labs. Reading material - How corporate headquarters can get more from innovation outposts. https://hbr.org/2017/05/how-corporate-hq-can-get-more-from-innovation-outposts- Magadley, W. & Birdi, K. 2009. Innovation Labs: An Examination into the Use of Physical Spaces to Enhance Organizational Creativity. Journal of Creativity and Innovation Management. DOI: 10.1111/j.1467-8691.2009.00540.x- Briscoe, G & Mulligan, C. Digital Innovation: The Hackathon Phenomenon</p> <p>Module 5: Novel corporate transformation programs part II (April 3, 2019) + Workshop on recommendation for individual assignment. In this module, we discuss two additional novel corporate transformation programs: Corporate accelerators and Open Innovation Contests. In addition, a workshop will be conducted on how to identify managerial recommendations for the individual assignment. Reading material - Mahmoud-Jouini, S.B., Duvert, C., & Esquirol, M. (2018). Key Factors in Building a Corporate Accelerator Capability. Research-Technology Management, 61(4), 26-34. doi: 10.1080/08956308.2018.1471274- King, A. & Lakhani, K.R. (2013) Using Open Innovation to Identify the Best Ideas. MIT Sloan Management Review</p> <p>Module 6: Implementing corporate transformation programs In this section, we discuss the general challenges of implement corporate transformation programs.</p>

Expected Workload

Course Description

Total Workload (in h):	90
Self-Study (in h):	36
Contact Time (in h):	24
Examination (in h):	30
Grading Information:	Individual assignment (80%); group assignment (20%)
Prerequisites for successful Participation:	There are no prerequisites.
Further Information:	

Title: Asset Management

Course Code: FIN402

Lecturer/s: Michel, Gaston; Schaub, Nic

Contact Information (E-Mail):

Semester: Spring 2019

Course Description: This course covers the main topics of asset management and the investment process. It provides an overview of the investors' preferences as well as a broad range of available asset classes and their risk and return characteristics. Within this framework the optimal asset allocation is derived and portfolio insurance strategies are implemented. The course focuses, then, on stock portfolio management including the various investment philosophies and the comparison between active and passive management. Finally, it gives insights into the field of transaction management and covers performance measurement methods. The course is structured as follows:

1. Investors' Preferences and Investment Restrictions
2. Asset Classes and Allocation
3. Stock Portfolio Management
4. Transaction Management and Best Execution
5. Portfolio Performance Evaluation and Attribution

The final case study covers the analysis of an active stock portfolio management strategy based on historical returns. The students take over the role of a portfolio management advisor and are asked to show their skills by illustrating whether it is worthwhile to consider a value investment approach. The performance of the value portfolio is compared to the market portfolio for the sample period from July 1951 to September 2017. The results must be handed as a paper and must be presented in class.

Learning Outcomes: Modern Portfolio Theory and Extensions, Capital Market Theory, Utility Theory

Textbook Information: Arnott, Robert D. Bernstein, Peter L. (2002): What Risk Premium Is "Normal"?, Financial Analysts Journal 58, 64-85.
 Beninnga, Simon (2006): Principles of Finance with Excel, New York et al.
 Bodie, Zvi / Kane, Alex / Marcus, Alan J. (2014): Investments, 10th Edition
 Elton, Edwin / Gruber, Martin / Brown, Stephen Goetzmann, William (2003): Modern Portfolio Theory and Investment Analysis, 6th edition, New York et al.
 Grinold, R.C. / Kahn, R.N. (2000): Active Portfolio Management, McGraw-Hill.
 Bodie, Zvi / Kane, Alex / Marcus, Alan J. (2014): Investments, 10th Edition Brealey, Richard A., Stewart C. Myers, and Franklin Allen (2014) "Principles of Corporate Finance - Global Edition", 11th edition

Expected Workload

Total Workload (in h): 90
Self-Study (in h): 64
Contact Time (in h): 24
Examination (in h): 2

Grading Information: Course Grading: Exam (50 %), Case Study (50 %) 50% of the overall grade in the International Finance Modul

Prerequisites for successful Participation: Course International Capital Markets and Derivatives (recommended)

Further Information:

Title:	Introduction to the Raspberry pi (Part I): Build your own blockchain
Course Code:	SCM441
Lecturer/s:	Huchzermeier, Arnd
Contact Information (E-Mail):	arnd.huchzermeier@whu.edu
Semester:	Spring 2019
Course Description:	<p>MODULE 1 Understanding Blockchain:</p> <ul style="list-style-type: none"> ·Discover the technology underpinning blockchain ·Understand the structure of blockchain ·Explore the scope of the blockchain industry by analyzing the scale of investment in the industry, key stakeholders, and the evolution of the industry landscape. <p>MODULE 2 Blockchain and Business:</p> <ul style="list-style-type: none"> ·Explore blockchain trends ·Investigating the market disruptions caused by technology and the impact of blockchain in industries worldwide ·Develop your understanding of the WHU Blockchain Strategy framework - which you will apply to a blockchain use case. <p>MODULE 3 Trustless Value Transfer:</p> <ul style="list-style-type: none"> ·Explore how blockchain is powering new payment rail and cryptocurrencies ·Storage of land title registries, and new mechanisms for trading, settlement, and clearing. ·Investigate key strategic challenges and opportunities in these areas, and work with a group to analyze the scope, scale, and trajectory of the market for your own blockchain business strategy. ·Install Ethereum Wallet on your smartphone, buy some Ether (something like 10,- EUR) and do a live transaction <p>MODULE 4 Smart Contracts:</p> <ul style="list-style-type: none"> ·Discover how blockchain is enabling new forms of management and organization through decentralized applications, smart contracts, and new frameworks for identity and data sharing, and assess industry regulation and competitive analyses. <p>MODULE 5 Basics of Ethereum:</p> <ul style="list-style-type: none"> ·Introduction to the main elements of the Ethereum protocol and Blockchain, as well as that key role that his technology has played in the emergence of smart contracts. <p>MODULE 6: Intro to Solidity:</p> <ul style="list-style-type: none"> ·Introduction to Solidity, the Turing-complete programming language that is underlying the Ethereum network. <p>MODULE 7 First Smart Contract:</p> <ul style="list-style-type: none"> ·Building on learning of module 5 & 6, we will use this session to implement a first smart contract and launch it on the Ethereum blockchain. <p>MODULE 8 Leveraging Oracles:</p> <ul style="list-style-type: none"> ·To build meaningful Blockchain-based application, the incorporation of 3rd party data sources are crucial. ·Module 8 introduces oracles – which perform exactly this function for the Ethereum ecosystem. <p>MODULE 9-12</p> <ul style="list-style-type: none"> ·Pallet POC Implementation: Apply agile principles, patterns and practices to build a proof-of-concept distributed app that runs on the Ethereum blockchain. ·Utilize open source tools like SSH, GIT, NodeJS, NPM, Truffle, Debian & more. ·Connect to an external sensor via Bluetooth & indicate status with a LED using GPIO. ·Implement and deploy a minimum viable product.
Learning Outcomes:	
Textbook Information:	Introducing Ethereum and Solidity: Foundations of Cryptocurrency and Blockchain Programming for Beginners

Expected Workload

Course Description

Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2
Grading Information:	Quizzes (25%); Final Presentation (75%)
Prerequisites for successful Participation:	N/A
Further Information:	

Title:	Structured Problem Solving
Course Code:	MGMT434
Lecturer/s:	Schäffer, Utz
Contact Information (E-Mail):	utz.schaeffer@whu.edu
Semester:	Spring 2019
Course Description:	<p>During the course you will work on a case study for a medium sized company. Doing so you will learn how to approach a problem solving process and the communication of your results in a structured way. The work on the case study and two lectures complement each other. In the case study, information is not given upfront as a package to be analyzed by your team, instead you will collect information actively and decide what is important for your work. In addition, interaction with the faculty is not limited to the lecture and your final presentation, instead you will conduct interviews and present preliminary findings. Both may alter the course of your analysis. Finally, intensive and timely feedback is a key element of the course. Feedback is not limited to your final grade, instead we will provide immediate feedback after each interview and each presentation.</p> <p>Professor Utz Schäffer can look back on many years of experience in consulting, and can provide insights and detailed feedback on skills required in real life problem solving processes, which are not only required for consultants, but likewise for managers and entrepreneurs.</p>
Learning Outcomes:	<ol style="list-style-type: none"> 1. Develop a profound and practical understanding of how to define problems. 2. Develop a profound and practical understanding of how to structure a problem solving process and how to work in a hypothesis-driven way. 3. Develop a profound and practical understanding of how to analyze problems. 4. Develop a profound and practical understanding of how to communicate problem solutions effectively. 5. Gain first experiences with team issues in a problem-solving class.
Textbook Information:	<p>Basic readings</p> <p>Minto, B. (2009): The Pyramid Principle, 3rd rev. ed., London et al. Rasiel, E. (1999): The McKinsey Way, New York et al. Zelazny, G. (2006): Say it with Presentations, 2nd ed., New York et al. Optional readings</p> <p>Reynolds, G. (2011): Presentation Zen – Simple Ideas on Presentation Design and Delivery, 2nd ed., Berkeley. Graebig, M./Jennerich-Wünsche, A./Engel, E. (2011): Wie aus Ideen Präsentationen werden, Wiesbaden.</p>
<u>Expected Workload</u>	
Total Workload (in h):	180
Self-Study (in h):	156
Contact Time (in h):	24
Examination (in h):	
Grading Information:	Interviews 20%, Interim presentation 20%; Final report 30%; Final presentation 30%
Prerequisites for successful Participation:	none
Further Information:	

Title:	International Capital Markets and Derivatives
Course Code:	FIN403
Lecturer/s:	Wang, Mei
Contact Information (E-Mail):	mei.wang@whu.edu
Semester:	Spring 2019
Course Description:	<ul style="list-style-type: none"> ·Bond pricing (Yield curve and duration, term structure) ·Financial derivatives (Futures and forwards, swaps, options) ·Excel case study
Learning Outcomes:	Portfolio and Capital Market Theory, Probability Theory, Option Pricing Theory
Textbook Information:	Bodie, Zvi/Kane, Alex/Marcus, Alan J. (2010): Investments, 9th edition, Boston et al.; McGraw Hill (other editions are also accepted). Secondary literature:Grinold, R.C. / Kahn, R.N. (2000): Active Portfolio Management, McGraw- Hill.Hull, John C. (2008): Options, Futures and Other Derivatives, 7th Edition, Upper Saddle River NJ, Pearson/Prentice-Hall.Elton, Edwin / Gruber, Martin / Brown, Stephen Goetzmann, William (2003): Modern Portfolio Theory and Investment Analysis, 6th edition, New York et al.

Expected Workload

Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2

Grading Information:	Written Exam Presentation/Seminar Papers
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Prerequisites for successful Participation:	<ul style="list-style-type: none"> ·MathematicsI(Analysis) ·MathematicsII(LinearAlgebra) ·StatisticsI(DescriptiveStatisticsandEconomicDataAnalysis) ·StatisticsII(FoundationsofEconometrics) ·FoundationsofFinance ·CorporateFinance
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Further Information:	It is possible to attend this module as Core Elective, Elective or in another study program.
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Title:	Business Psychology
Course Code:	GEN310
Lecturer/s:	Wagner, Tillmann
Contact Information (E-Mail):	tillmann.wagner@whu.edu
Semester:	Spring 2019
Course Description:	<ul style="list-style-type: none"> ·Theoretical perspectives on consumer behavior ·Stages in the consumer decision-making process <ul style="list-style-type: none"> ·Problem recognition ·Information search ·Alternative evaluation ·Purchase decision ·Post-purchase evaluation ·Motivation ·Perception ·Attitude formation ·Knowledge integration ·Learning ·Principles of persuasion ·Consumer research methods

Learning Outcomes:	<p>This class concentrates on the consumer psychology underlying the behaviors in today's market place. That is, the process and activities people engage in when searching for, selecting, purchasing, using, evaluating, and disposing of products and services in order to satisfy their needs and desires. The objective of this class lies in enabling students to articulate the stages of the decision-making process and to characterize corresponding psychological dispositions and processes. Upon successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> ·Outline critical elements of the consumer decision-making process. ·Articulate the complex nature of psychological processes pertaining to human motivation, perception, attitude formation, knowledge integration, and learning. ·Identify relevant psychological dispositions or processes that may explain an observed marketplace behavior. ·Employ psychological principles to shape the deployment of contemporary marketing tasks such as consumer segmentation, product positioning or advertising.
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Textbook Information:

Expected Workload

Total Workload (in h):	90
Self-Study (in h):	70
Contact Time (in h):	18
Examination (in h):	1,5

Grading Information:	Exam
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Prerequisites for successful Participation:

Further Information:

Title:	Interdependent Decision Making and Coordination
Course Code:	MGMT412
Lecturer/s:	Jost, Peter-J.
Contact Information (E-Mail):	peter-j.jost@whu.edu
Semester:	Spring 2019
Course Description:	<p>Although individual decision making is in the centre of our discussion in this course, we will extend this perspective by considering individual behaviour in the context of social interactions:</p> <ul style="list-style-type: none"> ·First, we consider decision making in isolation, taking the environment in which the individual acts as given. In this part, we follow the literature on behavioural economics and divide the overall decision making process into two sub-processes: The judgment process which refers to the perception and interpretation of the environment; and the actual decision process which refers to the choice of an activity. ·Second, we place the individual into an organisation and consider its decision making in a situation in which the consequences of its own behaviour are also affected by others with whom it interacts. Here, we follow the literature on managerial economics and discuss the behavioural consequences on individual decision making if the individual aims are not completely in line with each other. Based on resulting motivational problems, we then discuss possibilities how to align their individual decision making by appropriate incentive setting.
Learning Outcomes:	<p>By the end of the course, you will advance your knowledge in different ways:</p> <ul style="list-style-type: none"> ·Learning the influences of psychology and sociology will help you understand why and how people make decisions ·Answering questions regarding the respective last lecture will help you to reconsider the contents discussed in class ·Learning to write a research paper will help you to deal with a new topic and be useful for your BSc-thesis ·Learning to analyse an experimental paper will help you to critically analyse the underlying theories ·Learning how to design an experiment will be useful for identifying differences between theory and practice ·Learning to speak in front of others will be useful for your university and business career
Textbook Information:	Jost, P.-J.: The Economics of Organization and Motivation: An Introduction. Edward Elgar, Cheltenham, 2014.
<u>Expected Workload</u>	
Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2
Grading Information:	<ul style="list-style-type: none"> ·Experiment & Presentation: 45% ·Paper: 35% ·In-class assignments: 20% ·Participation: Tiebreaker
Prerequisites for successful Participation:	Your willingness to solve puzzles!
Further Information:	

Title:	Seminar: Case Studies in Management Accounting and Control
Course Code:	MGMT451
Lecturer/s:	Reimer, Marko
Contact Information (E-Mail):	marko.reimer@whu.edu
Semester:	Spring 2019
Course Description:	<p>The goal of this seminar is to showcase the complexities of managerial decision problems and to highlight the potential value of strategic management accounting tools in such situations. Students will be faced with questions such as “Which of the firm’s products are not profitable and what should the CEO do about it?” or “Under what conditions should the firm invest in new production facilities?” To provide answers to these questions, students will put strategic analyses as well as management accounting tools such as activity-based costing, discounted cash flow approaches and balanced scorecards into practice. They will learn about the value of management accounting information for strategic decision-making and how to present their findings.</p> <p>The students will work independently on case studies in order to apply management accounting instruments to real-life business problems. They will hand in a written solution and present their findings and recommendations in simulated board meetings. This seminar is limited to 24 participants.</p>
Learning Outcomes:	Sensitivity towards the applicability of instruments of management accounting
Textbook Information:	<p>Weber, J./Schäffer, U.: Einführung in das Controlling, 15th edition, Stuttgart 2016. Bhimani, A. et al.: Management and cost accounting, revised 5th edition, Harlow 2015.</p> <p>Secondary literature will be announced in class for each case study.</p>

Expected Workload

Total Workload (in h):	180
Self-Study (in h):	78
Contact Time (in h):	24
Examination (in h):	78

Grading Information:	Case Studies (50%), Presentations (50%)
Prerequisites for successful Participation:	Prior knowledge of cost accounting and management control
Further Information:	

Title:	Seminar: Leadership Styles and their Representatives
Course Code:	MGMT455
Lecturer/s:	Müthel, Miriam
Contact Information (E-Mail):	miriam.muethel@whu.edu
Semester:	Spring 2019
Course Description:	The fundamental objective of this course is to explore various leadership styles of top managers (i.e., generally CEOs) in the context of multinational companies. We will discuss leadership styles such as charismatic, authentic, and responsible leadership and explore how actual business leaders of multinational companies enact these styles, and what their benefits and downsides are.
Learning Outcomes:	<p>Learn about Leadership</p> <ul style="list-style-type: none"> ·Students will gain a profound understanding of specific leadership styles (through their thesis) ·Students will gain a broad understanding of the variety of leadership styles (as provided during the presentations) ·Students discuss research frameworks and managerial implications in the field of leadership and thus understand the current challenges leaders are facing. <p>Learn how to write a BSc-Thesis</p> <ul style="list-style-type: none"> ·Students will write in teams of 3, so that the total amount of pages written is equivalent to the BSc-Thesis ·Students will learn how to conduct an efficient literature review ·Students will learn how to develop a research framework for their thesis ·Students will learn how to structure their thesis ·Students will learn how to identify managerial implications
Textbook Information:	<p>Each student team will be provided a reading list for their respective leadership style.</p> <p>Optional Reading: Yukl (2013) Leadership in Organizations, 8/E, ISBN-10: 0132771861 • ISBN-13: 9780132771863</p>

Expected Workload

Total Workload (in h):	180
Self-Study (in h):	78
Contact Time (in h):	24
Examination (in h):	78

Grading Information: 1) Thesis 70% (80% Individual Grade, 20% Team Grade) 2) Group Presentation 30% (Team Grade)

Prerequisites for successful Participation: --

Further Information:

Title:	Organizational Behavior and Leadership, Group C
Course Code:	MGMT402
Lecturer/s:	Le, Jane
Contact Information (E-Mail):	Jane.le@whu.edu
Semester:	Spring 2019
Course Description:	<p>Organizational behavior (OB) is the study of individuals and groups within an organizational context, and the study of internal processes and practices as they affect individuals and groups. OB investigates the impact individuals, groups, and structure have on behavior within organizations for the purpose of applying such knowledge toward improving an organization's effectiveness. The course gradually broadens the level of perspective, building up on the individual level perspective developed in the courses on Psychology, including perceptions, personality, attitudes, motivation, and emotions. It proceeds to a dyadic and group level perspective on culture, leadership, and team processes. It concludes with an organizational level perspective on human resource practices and organizational change.</p> <p>Learning topics include:</p> <ul style="list-style-type: none"> ·Organizational Structure ·Teamwork ·National and Organizational Culture ·Leadership ·Human Resource Management ·Organizational Change
Learning Outcomes:	<p>The primary objective of this course is to provide students with an understanding of the basic principles of OB. The theories and practices taught in this course are applicable in a wide array of positions in all types of organizations in which students may eventually find themselves. The principal learning outcomes of this course are:</p> <ul style="list-style-type: none"> ·to provide students with a broad and critical understanding of the key issues and concepts in OB; ·to stimulate both appreciation and critical consideration of current OB theory and research; ·to allow students to reflect on their own experience, extrapolate and develop better people skills; ·to prepare students for future roles in which they need to work with individuals and groups in organizations.
Textbook Information:	<p>The course book that contains the preparation chapters listed above is:</p> <ul style="list-style-type: none"> ·Robbins, S.P. & Judge, T.A. Organizational Behavior, published by Pearson. Any edition after 2010 is fine, the provided chapters are from the 18th edition. <p>To account for potential differences in the chapter structure between different editions, please make sure the chapter refers to the relevant lecture topic. The course book is available in the library; it is also available for purchase from most book dealers, either as a printed book or as an e-book. Additionally, you will be provided with scientific or practitioner articles which shall help you to deepen your knowledge in the topics discussed.</p> <p>Chapters and articles which are mandatory readings will be provided on Moodle.</p> <p>For each lecture, the slides may contain references that point you to additional literature. It is highly encouraged that you read at least a few original articles per lecture topic.</p>
<u>Expected Workload</u>	
Total Workload (in h):	90
Self-Study (in h):	52
Contact Time (in h):	24
Examination (in h):	14
Grading Information:	<p>The course will be assessed with Quizzes and Reflection Notes. The quizzes will be consisting of Multiple-choice questions answered on Moodle. The reflection notes shall be prepared as pdf-files and uploaded on Moodle as well.</p> <p>It is possible to obtain a total of 90 points, 60 from reflection notes and 30 from quizzes. In each of the six quizzes it is possible to collect 6 points (0.5 points for each correct answer), thus the quiz with the lowest number of points will not be included in the assessment. If you miss a quiz or miss to hand in a reflection note by the set deadline, it cannot be re-taken.</p>

**Prerequisites for successful
Participation:**

You will get the best out of this course if you prepare for each lecture by reading the relevant chapters in the course book and mandatory readings provided. You should attend all lectures, actively engage in discussions and group work, and demonstrate both sensitive psychological thinking and creative management thinking. When you actively participate, everyone benefits from a positive learning environment and the class becomes interesting and fun.

Further Information:

Title: Seminar: Market Dynamics and Industrial Evolution

Course Code: ECON414

Lecturer/s: Günther, Christina

Contact Information (E-Mail): christina.guenther@whu.edu

Semester: Spring 2019

Course Description: The seminar approaches the topic of market dynamics and industry evolution from different perspectives. On the one hand, the evolutionary concept of industry life cycles and its different versions will be considered. On the other hand, regional dynamics, such as agglomeration effects, and regional innovation networks will be discussed as well as entry and exit dynamics and spin-off processes in the context of the industry evolution. The different dimensions of industry evolution will be assessed from a theoretical perspective and will be supported by the analysis of empirical studies. In the seminar we will work in groups on a real life case. Moreover an essay will be written by each student. At the end of the seminar the project results will be presented.

Learning Outcomes: Content: Industry life cycle theory and agglomeration economics
 Skills: presentation, feedback skills, basics of scientific research & writing

Textbook Information:

Expected Workload

Total Workload (in h): 180

Self-Study (in h): 78

Contact Time (in h): 24

Examination (in h): 78

Grading Information: Seminar thesis, project presentation, discussion

Prerequisites for successful Participation: Mikroökonomik I und II

Further Information:

Title:	Creating Social Value
Course Code:	EAI412
Lecturer/s:	Kammerlander, Nadine
Contact Information (E-Mail):	nadine.kammerlander@whu.edu
Semester:	Spring 2019
Course Description:	<p>In its traditional form, social entrepreneurship is mostly dealing with developing countries and health, education or income related issues of the poor and socially neglected groups of people. As such, social entrepreneurship projects have often been followed and partly managed or organized by international non-profit organizations. However, current trends and developments point towards an increased interest of entrepreneurs in starting social ventures that contribute to social development and the society while also generating profit. As such, social entrepreneurs face the challenge to balance social topics and ideas with business models targeted towards generating revenue and surplus. In this course, we look at new forms of social entrepreneurship and focus on entrepreneurial opportunities that deal with current social issues and challenges. While social entrepreneurship has emerged from projects in countries in e.g. Africa or India, this course also looks at social topics in Europe, Germany and other developed countries. Jointly, we identify important social topics that, for instance, deal with unemployment, financial illiteracy, immigration, the homeless, sick or care for the elderly. We discuss the question: What is the future of the social enterprise? And, can profit orientation help to solve social issues or does it rather harm the original intentions of social projects? In the course we use methods and tools to apply "evidence based entrepreneurship". These methods mainly come from design thinking and customer development and help social entrepreneurs to investigate social problems and social segments using real data and insights. We develop assumptions and test them, using primary and secondary data. Thus, this course provides a useful framework for students that 1) want to focus on social entrepreneurship and learn more about the functioning of socially responsible ventures and social business models and/or 2) want to complement skills they have gained in other entrepreneurship courses that deal with idea generation, business modeling or business planning. Main components of the course are: " Identification of social topics, networks, organizations " Learning from social entrepreneurship cases " Identifying and developing a unique social opportunity " Understanding and describing social value " Learning to evaluate social ventures and their scalability " Understanding/addressing concepts of sharing economy Grading: Final presentation of group project (group work): 50 % Reflection paper (individual): 40 % In-class participation: 10 %</p>
Learning Outcomes:	We draw on literature dealing with social entrepreneurship and social enterprises, the entrepreneurial process, opportunity identification and evaluation, and social business model generation.
Textbook Information:	
<u>Expected Workload</u>	
Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2
Grading Information:	
Prerequisites for successful Participation:	
Further Information:	

Title:	Risks and Opportunities of Climate Change
Course Code:	GEN313
Lecturer/s:	Glanemann, Nicole
Contact Information (E-Mail):	nicole.glanemann@whu.edu
Semester:	Spring 2019
Course Description:	<p>Climate change has environmental, social, political, and economic repercussions. In addition, the efforts to reduce greenhouse gas emissions and the various impacts of climate change affect business operations globally. For some companies, climate change may imply severe financial risks. Others may have the opportunity to benefit from climate policy measures or from the need to adapt or to mitigate climate change. So are you looking for a better understanding of climate change and want to work towards solutions?</p> <p>This course aims to provide a better understanding of climate change in an interdisciplinary approach. First, an invited natural scientist (Prof. Dr. Ricarda Winkelmann) will give an introduction to the basic physics of climate change, which involves explanations of the greenhouse gas effect, feedback effects and clarifications of the question whether climate change is caused by human activities. She will also give an overview of the various future impacts of climate change we currently know about. Then, the course will deal with the economics of climate change and in particular with climate policy measures that directly affect business operations. The third part of the course demonstrates selected business solutions. Experts will give talks about</p> <ul style="list-style-type: none"> ·Stimulating energy efficiency financing in the EU through capacity building in the banking sector (Dr. Svenja Hector, adelphi) ·TCFD reporting and Carbon Delta's Solutions (David Lunsford, CEO of Carbon Delta) ·Introduction into CO2-Accounting (Frederik Pöschel und Christopher Buers, ecocockpit, Effizienz Agentur NRW) ·E-Mobility (Dr. Michael Riesener, CEO of e.GO Digital GmbH) <p>The students will write a short paper on an allocated topic that is related with climate economics, the talks given by the experts or another business solution. In the last lecture, the students will give a short presentation of their results.</p>
Learning Outcomes:	<ul style="list-style-type: none"> ·Knowing and understanding basic concepts and mechanisms of climate change, global warming and climate damages ·Good understanding of climate policy instruments in practice and the economics of climate change ·Good understanding of the business concepts introduced in the expert talks ·Learning to analyze business concepts from the climate change perspective
Textbook Information:	Topics from the basic physics of climate change and from climate economics can be found in the respective IPCC reports available at http://www.ipcc.ch/report/ar5/ .
<u>Expected Workload</u>	
Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2
Grading Information:	In groups, students will write a short seminar paper of 4 pages on an allocated topic that is closely related with the content of the lecture and / or the expert talks. In the final lecture, the students will give a presentation of their results.
Prerequisites for successful Participation:	none
Further Information:	

Title:	Developing Novel Business Models
Course Code:	EAI411
Lecturer/s:	Faems, Dries
Contact Information (E-Mail):	Dries.Faems@whu.edu
Semester:	Spring 2019
Course Description:	<p>This course aims to provide students an in-depth understanding of the theoretical and practical challenges of developing novel business models. During the course, the students will deal with the generation and identification of promising entrepreneurial opportunities as well as the systematic evaluation of business concepts. Furthermore, the course provides content on the lean startup methodology and addresses the required skills to pitch an initial business model. In the course, students are confronted with state-of-the-art academic and practical insights regarding the topic of business model development. They are expected to absorb theoretical knowledge, apply and gain experience with practical tools and critically reflect on hypes and trends with respect to business model development.</p>
Learning Outcomes:	<p>Applied theories and methods Creativity methods and tools Business idea pitching and business pitch videos Evaluation methods and tools Business Model Canvas methodLean startup approach</p>

Textbook Information:

Throughout the course, we will use several chapters of the book Osterwalder, A. and Y. Pigneur. 2010. Business Model Generation. This book is available WHU Online Library (personal login data required):<https://ebookcentral.proquest.com/login.bibproxy.whu.edu/lib/whuo/detail.action?docID=581476>

Module 1: Fundamentals of Business Models and Problem Mapping

In this first module, we discuss the fundamentals of business models. Subsequently, we engage in an ideation workshop, using the Serious Lego Play methodology. This workshop will help in identifying the core problem and core customer segment(s) for the group assignment. Reading material:- Osterwalder, A. and Y. Pigneur. (2010): Subsection on Ideation (pp 134-145).- Teece, D.J. (2010) Business Models, Business Strategy and Innovation. Long Range Planning, 43: 172-194.- Chesbrough, H. (2010) Business Model Innovation: Opportunities and barriers. Long Range Planning, 43: 354-363.- Christensen, C.M., Bartman, T., van Bever, D. (2016) The hard truth about business model innovation. MIT Sloan Management Review, 58.- Zott, C., Amit, R. and Massa, L. (2011) The Business Model: Recent development and future research. Journal of Management, 37: 1019-1042.

Module 2: The Role of Customers and End-Users

In this module, we delve deeper into the core role of customers and end-users for business model generation. First, we discuss some important trends regarding customer and user involvement based on academic articles. Subsequently, we engage in a customer empathy mapping workshop. The purpose of this workshop is to get a better feeling for the needs and problems of the core customer segment(s) in the group assignment and to start developing a value proposition. Reading material:- Osterwalder, A. and Y. Pigneur. 2010: Subsection on Customer Insight (pp 126-133).- Von Hippel, E. (2005) Democratizing innovation: The evolving phenomenon of user innovation. JfB, 55: 63-78.- Chesbrough, H. (2007) Why companies should have open business models. MIT Sloan Management Review, 48.- Eisenmann, T., Parker, G., and Van Alstyne, M.W. (2006) Strategies for two-sided markets, October 2006.

Module 3: The Business Model Canvas

In this module, we discuss the different aspects of the business canvas model and resulting business model patterns. During this module, students will be challenged to apply the provided insights, developing a first business model for their own group assignment.

Reading material:

- Osterwalder, A. and Y. Pigneur. 2010: Section on Canvas (pp 10-51) and section on Patterns (pp 52-121)

Module 4: Hypotheses Development and Lean Startup

In this module, we look into the lean startup approach and evidence based entrepreneurship. A workshop will be conducted, stimulating students to engage in hypotheses development and smoke testing their business model for the group assignment.

Reading Material:

- Steve Blank. 2013. Why the Lean Start-Up Changes Everything. Harvard Business Review, May.- Eisenmann, T. R., Ries, E., & Dillard, S. 2012. Hypothesis-driven entrepreneurship: The lean startup. (Harvard Business School 9-812-095)

Module 5: Introduction to Pitching and Feedback Session

In this session, we provide an overview of best practices in pitching a new business models. Students will actively apply these insights and start developing a pitch for their own business model.

Reading Material:

- Osterwalder, A. and Y. Pigneur (2010) Subsection on Storytelling (pp 170-179)

Module 6: Pitching and Reflection

In this module, all groups will conduct an in-class pitch of their business model. At the end of this course, students will also be encouraged to reflect on their learning experiences during this course.

Expected Workload

Total Workload (in h):	90
Self-Study (in h):	36
Contact Time (in h):	24
Examination (in h):	30

Grading Information: Group assignments and individual assignment

Prerequisites for successful Participation: No prerequisites present

Further Information:

Title:	Seminar in Finance and Innovation
Course Code:	FIN411
Lecturer/s:	Pisa, Magdalena
Contact Information (E-Mail):	magdalena.pisa@whu.edu
Semester:	Spring 2019
Course Description:	Following topics in Finance and Innovation are discussed: - Employee Innovation- Firm and Innovation- Financial Innovation- Political System and Innovation
Learning Outcomes:	<p>The aim of this seminar is to develop a basic tool-set required for writing Bachelor thesis. Based on recent research in the area of Finance and Innovation, you will learn the structure of scientific thesis, purpose of literature review, delivery of hypothesis, identification methods, and rigor in delivering results. During the seminar, you will explore research designs (i.e. methods and statistics) which ensure that research is solid. In a short introduction I will explain the basics and put them into context by providing you with examples when things can go wrong.</p> <p>With this knowledge, you will be able to evaluate research articles with respect to their methodological quality. Also, this course prepares you to design and perform your own research, i.e. in form of Bachelor thesis.</p> <p>In this seminar the workload is high and you can expect that writing and preparing your essay will occupy much of your time.</p> <p>This seminar is capped at 30 students.</p>
Textbook Information:	<p>Employee Innovation</p> <ol style="list-style-type: none"> 1. Bernstein, Shai, Timothy James McQuade, and Richard R. Townsend (2017). Does Economic Insecurity Affect Employee Innovation?. Working Paper. 2. Bradley, Daniel, Incheol Kim, and Xuan Tian (2017). Do Unions Affect Innovation?. Management Science 63, 2251-2271. 3. Jaravel, Xavier, Neviana Petkova, and Alex Bell (2018). Team-Specific Capital and Innovation. American Economic Review 108, 1034-73. 4. Emerick, Kyle, Alain de Janvry, Elisabeth Sadoulet, and Manzoor H. Dar (2016). Technological Innovations, Downside Risk, and the Modernization of Agriculture. American Economic Review 106, 1537-61. 5. Hirshleifer, David, Po-Hsuan Hsu, and Dongmei Li (2018). Innovative Originality, Profitability, and Stock Returns. The Review of Financial Studies 7, 2553-2605. 6. Hombert, Johan, and Adrien Matray (2017). The Real Effects of Lending Relationships on Innovative Firms and Inventor Mobility. The Review of Financial Studies 7, 2413-2445. 7. Hombert, Johan, and Adrien Matray (2018). Can Innovation Help U.S. Manufacturing Firms Escape Import Competition from China?. The Journal of Finance 73, 2003-2039. 8. Balyuk, Tetyana (2018). Financial Innovation and Borrowers: Evidence from Peer-to-Peer Lending. Working Paper. 9. Lin, Tse-Chun, and Vesa Pursiainen (2018). Gender Differences in Reward-Based Crowdfunding. Working Paper. 10. Tang, Huan (2018). Peer-to-Peer Lenders versus Banks: Substitutes or Complements?. Working Paper. 11. Donges, Alexander, Jean-Marie A. Meier, and Rui C. Silva (2018). The Impact of Institutions on Innovation. Working Paper. 12. Fang, Lily H., Josh Lerner, and Chaopeng Wu (2017). Intellectual Property Rights Protection, Ownership, and Innovation: Evidence from China. The Review of Financial Studies 7, 2446-2477. 13. Mukherjee, Abhiroop, Manpreet Singh, and Alminas Žaldokas (2017). Do corporate taxes hinder innovation?. Journal of Financial Economics 124, 195-221. 14. Pérignon, Christophe, Boris Vallée (2017). The Political Economy of Financial Innovation: Evidence from Local Governments. The Review of Financial Studies 30, 1903-1934.

Expected Workload

Total Workload (in h):	180
Self-Study (in h):	78
Contact Time (in h):	24
Examination (in h):	78

Grading Information:

Your final grade will be based on a seminar essay and its presentation, as follows:-Seminar essay 70%-Presentation of the seminar essay: 25%-Participation in the discussion: 5%

Seminar essay:-The essay reviews the internal validity of one of the research articles that you choose from the Reference list. Your essay will include: introduction, methodology, data, findings, and your critical evaluation of the article. If the research article that you choose does not contain methodology or data section, you are not required to include it in your essay.-Seminar essay is to be prepared individually and must represent only your own work. Be aware: I will check your essay for plagiarism and I will not tolerate any dishonesty.-The essay should be between 5 and 7 pages excluding tables, graphs, and bibliography. The maximum number of 7 pages must be respected, otherwise the I may decide to correct only the first 7 pages.- While writing your essay, please use the following formatting: --Font: Times New Roman 11 pt.;--Double-spacing;--Page margins: 1 inch on the sides and 1.5 inch top and bottom;--Please make sure the paragraphs are indent;--Please do not leave a separate title page. Your essay should start immediately below the essay's title and your name;-- Bibliography should start on a new page.- Among others I will evaluate the clarity in identifying the question; your explanation on why it is an important topic; your research into the existing evidence; your critical evaluation; originality of your contribution; visibility of your contribution; scientific approach (scope of the topic, no superfluous content); structure (logical structure, common thread); logic of arguments (choice and motivation of arguments, illustrations, applications); formal quality of written essay (quality of references, journals); clarity of written descriptions (style, orthography, precision of illustration).-You will have about 5 weeks to prepare your essay. Tentatively the deadline for submitting the essay is Friday, 01.03.2019 midnight CET. Should the final thesis not be submitted before the deadline, it will be given a mark of 5.0.

Presentation of the seminar essay:-During the last session (tentatively scheduled on Wednesday, 13.03.2019 from 11:30 am), you will have between 15 and 30 minutes to present your seminar essay. The time available for your presentation will depend on the number of students enrolled in the seminar and it will be communicated at a later date. This time slot includes a 3 to 5 minutes Q&A session.-Among others I will evaluate the originality of your contribution; visibility / clarity of your contribution; structure and logic (i.e. structure of your presentation, clarity of slides, clarity of your verbal descriptions); formal quality (i.e. timing, your demeanor); and your performance during the Q&A session.

Participation in the discussion:- During the last session, your participation will be evaluated.-You are expected to listen and ask relevant questions.-I will also evaluate your demeanor and if you communicate your questions with respect.

I repeat: in this seminar the workload is high and you can expect that writing and preparing your essay will occupy much of your time.

Prerequisites for successful Participation:

Statistics, internet connection, motivation.
If you work from home you may want to learn how to establish a VPN connection with WHU. For more details refer to MyWHY.

Further Information:

Title:	Strategic Management (Business Game)
Course Code:	MGMT401
Lecturer/s:	Leitterstorf, Max Peter; Kammerlander, Nadine
Contact Information (E-Mail):	max.leitterstorf@whu.edu; nadine.kammerlander@whu.edu
Semester:	Spring 2019
Course Description:	1 Introduction 2 Strategic reorientation of the company 3 Redesign of the product portfolio 4 Market entry 5 Analyst conference 6 Introduction of new products 7 Leadership in difficult environments 8 Final debriefing The course is solely eligible for students of the 3rd semester.
Learning Outcomes:	General firm strategy
Textbook Information:	

Expected Workload

Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2

Grading Information:	Presentation, Company Performance
Prerequisites for successful Participation:	Basic management and strategy knowledge from previous BSc semesters.
Further Information:	

Title:	Seminar: Trading and Real Time Data Interpretation
Course Code:	FIN412
Lecturer/s:	Seidens, Sebastian
Contact Information (E-Mail):	
Semester:	Spring 2019
Course Description:	In this seminar students will be made familiar with the foundations of developing systematic trading strategies that will directly be applied in a case study. After introducing the basics of technical analysis and trading systems the focus of the seminar will be in applying the learnings in a case study. In the case study the students will simulate a complete trading cycle with realtime data. Therefore they will get access to the ayondo trade hub platform, a real world FinTech trading platform with the opportunity to trade more than 4000 different instruments. Before implementing their own strategy students will get additional insights into the real world of trading by sharing their perspective with a representative of ayondo.
Learning Outcomes:	Portfolio Theory, Asset Allocation, Asset Pricing, Performance Measurement, Risk Management, Trading Strategies
Textbook Information:	John J. Murphy, 1999, Technical Analysis of the Financial Markets

Expected Workload

Total Workload (in h):	180
Self-Study (in h):	78
Contact Time (in h):	24
Examination (in h):	78

Grading Information:	Case Study 70%, Presentation 30 %
Prerequisites for successful Participation:	Basic knowledge about Asset Management processes and instruments as taught in the courses Foundations of Finance or Asset Management
Further Information:	

Title:	Seminar: Leading Strategic Change
Course Code:	EAI446
Lecturer/s:	Karaevli Yurtoglu, Ayse
Contact Information (E-Mail):	Ayse.Karaevli@whu.edu
Semester:	Spring 2019
Course Description:	<p>Managing in global economy and in turbulent times requires a solid understanding of what strategic change is about, what are its critical aspects, and how one can lead change initiatives in an effective way. Yet according to management experts, majority of corporate change initiatives fail for various reasons including lack of vision and clear strategy, difficulties aligning the new strategic direction with existing structure, resources and capabilities, internal resistance and distrust. This seminar will tackle these issues by focusing on the theory and practice of strategic change from the general manager and consultants' perspective. The emphasis will be on understanding the environmental, organizational, and individual factors that facilitate or impede change, and organizational strategies/business models, structures and processes that impact the ability of managers to successfully craft and execute change strategies.</p> <p>The seminar content is structured in the following way:</p> <p>(1) CHANGE OVERVIEW</p> <ul style="list-style-type: none"> ·Understanding Strategy in Dynamic Business Environment <p>(2) CHANGE TARGETS:</p> <ul style="list-style-type: none"> ·Business Model & Positioning ·Competition (Employing Blue Ocean Strategy) ·Organizational Design (Employing McKinsey's 7-S Model) <p>(3) CHANGE EXECUTION AND LEADERSHIP</p> <ul style="list-style-type: none"> ·Planning, Sequencing, and Executing the Change Process
Learning Outcomes:	<p>Specific learning objectives of the seminar are geared towards gaining an in-depth understanding of and developing knowledge and skills for:</p> <ol style="list-style-type: none"> 1.purpose, models, levels, and dynamics of organizational change 2.when organizations change their strategy/business models or fail to do so, and how to reposition a company's business model successfully 3.when to question conventional strategy models, and employing blue ocean strategy to change the market structure and competition 4.optimal organizational designs (i.e., structure and culture) for executing strategy in different environments, and complexity and dynamics of changing organizational design elements 5.optimal planning, sequencing and execution of successful change process 6.how to become effective change agents and leaders by effectively using change management tools
Textbook Information:	
<u>Expected Workload</u>	
Total Workload (in h):	180
Self-Study (in h):	140
Contact Time (in h):	20
Examination (in h):	20 (written paper)
Grading Information:	<p>The grading in this seminar will be based on two components:</p> <p>(a) Class Contribution (15% of the grade)</p> <p>(b) Written Paper on Strategic Change Analysis (85% of the grade)</p> <p>For details, please see the Syllabus (PDF-File).</p>
Prerequisites for successful Participation:	
Further Information:	<p>ATTENDANCE RULES:</p> <p>Because of the condensed schedule and interactive nature of classes, attendance is mandatory for all sessions of this seminar. Students with conflicting schedules should not be registering for this seminar. Only an official doctor report will be counted as a legitimate excuse for non-attendance in any of the classes or significant parts of them.</p>

Title: Seminar: New Venture Creation

Course Code: EAI441

Lecturer/s: Brettel, Malte

Contact Information (E-Mail): malte.brettel@whu.edu

Semester: Spring 2019

Course Description: This course is as close as it gets to founding your own company! Based on the lean startup methodology, you will work out an idea for a company and try it out in the market. You will think about your financials, your operations, your sales approach, etc. Overall, you will think about everything you should think about when starting a business from scratch. WHU Incubator, experienced entrepreneurs, venture capitalists, and business angels will support you during (bi-)weekly individual coaching sessions. The course focuses strongly on work outside of the classroom and insights gained from real customers. These insights and the coaching sessions help you to constantly improve your idea over time and tremendously increase your chances of success. The class culminates in the final demo day. On the demo day, you will pitch your company to us. In addition to chair representatives, there will be actual business angels/ VCs in the audience, who might be willing to invest into your company. For some students, the endeavor of founding their own company ends with their final presentation in this course. Others might want to continue working on their idea and actually found their company right after WHU. Either way, this course is a great way to get a feeling of what it takes to be an entrepreneur. Over the years, many startups such as Barzahlen or Evopark have started in this course.

Learning Outcomes:

Textbook Information: Reading the following books is optional: -- Timmons, J. and Spinelli, S., New Venture Creation: Entrepreneurship for the 21st Century, 7th Edition (New York: McGraw Hill, 2007) -- Kuratko, D. F. and R. M. Hodgetts, Entrepreneurship: Theory, Process, Practice, 7th Edition. (Mason; Thomson, 2007) -- In German: Grichnik, D., Brettel, M. Koropp, C. und Mauer, R.: Entrepreneurship: Unternehmerisches Denken, Entscheiden und Handeln in innovativen und technologieorientierten Unternehmungen (Schäffer-Poeschel 2010)

Expected Workload

Total Workload (in h): 180

Self-Study (in h): 78

Contact Time (in h): 24

Examination (in h): 78

Grading Information:

Pitch Deck: 40%

- o 1-page executive summary (PDF)
- o 5-to-15-slide presentation (PowerPoint)
- o Appendix (PowerPoint and/ or Excel) for supporting materials, e.g., calculations and assumptions
- o Optional: website, app mockup, video, etc. - your choice

Final Presentation: 40%

- o Oral
- o max. 10 minutes for your pitch (for matters of fairness, timing will be strictly enforced)
- o ~10 minutes Q&A with jury

Participation/ Other: 20%

- o Show up well prepared to your coaching sessions, make constant progress, implement feedback

Prerequisites for successful Participation:

Further Information:

Title:	Foundations of Marketing, Group C
Course Code:	MKT202
Lecturer/s:	Jensen, Ove; Schlereth, Christian
Contact Information (E-Mail):	ove.jensen@whu.edu; christian.schlereth@whu.edu
Semester:	Spring 2019
Course Description:	<p>Relevance of the course "There is only one valid definition of business: to create a customer (?) Marketing is the unique and defining function of the enterprise", wrote Peter Drucker, the best-known management thinker in 1954. At this time unsaturated seller markets changed into saturated buyer markets - and remained until today. Today's companies' focus on customer needs and customer benefits has been the central success factor of the corporate management. The implementation of a market-oriented management led to a rise of the marketing division within the company. Learning objectives The course provides basic concepts and the vocabulary of the marketing strategy as well as the product and customer management. Course content " Introduction to marketing and misconceptions (session 1) " Strategic marketing (session 2) " Buying behavior theory: ECONS vs. HUMANS (session 3+4) " Market research (session 5) " Customer centric marketing (session 6) " Pricing policy (session 7) " Product policy (session 8+9) " Guest lecture to improve knowledge of prior sessions (session 10) " Distribution and communication policy (session 11) " Exercise course (session 12)</p>
Learning Outcomes:	<ul style="list-style-type: none"> - Fundamental understanding of Marketing in a broader sense - Profound knowledge on setting the 4Ps - The use of regression analysis to support business decisions - Customer centricity
Textbook Information:	Will be announced in class
<u>Expected Workload</u>	
Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2
Grading Information:	60 points of grading will be given by exam (60 minutes). During the 6 week lecture additional 30 points will be given by assignments and can be finished at home.
Prerequisites for successful Participation:	This course is based on the knowledge of the BSc-course "Foundations of sales management (Grundlagen des Vertriebs)". These two courses form the exam module "Foundations of marketing and sales".
Further Information:	

Title: Law of the Capital Market

Course Code: LAW303

Lecturer/s: Pekmezovic, Alma

Contact Information (E-Mail): alma.Pekmezovic@law-school.de

Semester: Spring 2019

Course Description: The course will unfold the complexity of modern capital markets. The main focus lies on different market participants (issuers; investors; intermediaries as financial analysts and rating agencies) and enforcement-concepts (supervision by national authorities; administrative penalties; private enforcement).
 The course covers disclosure obligations stipulated by capital markets law concerning inside information, director' dealings, transparency of major shareholdings and financial instruments. Further, market manipulation and insider dealing will be discussed as well as certain market participants such as banks, financial analysts, credit rating agencies and investment firms. Finally, competences of national and European supervisory authorities will be covered.

Learning Outcomes:

Textbook Information: Veil, European Capital Markets Law, 2nd ed, 2017; Gesetzestexte zum BörsG, WpPG, WpHG und der einschlägigen Ausführungsverordnungen, z.B.: Kapitalmarktrecht, 4. Aufl. 2017, Beck-Verlag.

Expected Workload

Total Workload (in h): 90

Self-Study (in h): 64

Contact Time (in h): 24

Examination (in h): 2

Grading Information: Exam

Prerequisites for successful Participation:

Further Information:

Title:	Brand Management
Course Code:	MKT401
Lecturer/s:	Brexendorf, Tim Oliver
Contact Information (E-Mail):	tim.brexendorf@whu.edu
Semester:	Spring 2019
Course Description:	I. Relevance and concept of brand managementII. Brand strategy and positioningIII. Planning and implementing brand management programsIV. Brand developmentV. Brand evaluation
Learning Outcomes:	I/III: Brand Management Theoretical perspectives and models of brand management The participants should know about the importance of brands to consumers, brand manufacturers, and retailers. ... how a brand positioning can be developed. ... how to build and strengthen a brand. ... how to build and structure a portfolio of brands. ... how to grow a brand/with brands. ... how to evaluate the equity and the value of a brand. II/IV: Marketing Communication Engel-Kollat-Blackwell Model of consumer behavior, theory of reasoned action, elaboration likelihood model, behavioral learning theory, cognitive learning theory, response hierarchy models, persuasion knowledge model, means-end theory, expectancy-disconfirmation theory, persuasion matrix, integrated marketing communications planning model
Textbook Information:	Recommended literature uploaded on Moodle. Optional: Keller, K.L. (2013). Strategic Brand Management, 4th Edition.

Expected Workload

Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2

Grading Information:	Exam
Prerequisites for successful Participation:	Basic knowledge in marketing
Further Information:	

Title: Ability to communicate
Course Code: GEN412
Lecturer/s: Haux, Friedrich
Contact Information (E-Mail): friedrich.haux@gmx.de
Semester: Spring 2019
Course Description: Basic elements of communication
·somatic and mental fitness
·Self-confidence and self-assessment
-Rhetoric, body language, speech training The course ist limited to 50 participants.

Learning Outcomes:

Textbook Information:

- Körpersprache und Kommunikation (Argyle, M.), Junfermann, Paderborn
- The Silent Language (Hall, E.), Anchor books, New York
- so werden Sie schlagfertig und erfolgreich (Pöhm, M.), Mosaik-Verlag bei Goldmann, München
- Vergessen Sie alles über Rhetorik (Pöhm, M.) mvg Verlag, Frankfurt
- Das Nonplus Ultra der Schlagfertigkeit (Pöhm, M.) mvg Verlag, Frankfurt

Expected Workload

Total Workload (in h): 90
Self-Study (in h): 64
Contact Time (in h): 24
Examination (in h): 2

Grading Information: 70 % reports and 30 % oral participation

Prerequisites for successful Participation:

Further Information:

Title:	Ethik: Behavioral Business Ethics & Governance
Course Code:	GEN309
Lecturer/s:	Rilke, Rainer Michael
Contact Information (E-Mail):	rainer.rilke@whu.edu
Semester:	Spring 2019
Course Description:	<p>The focus of this course is the study of ethics in a business context. It combines ethical philosophy with empirical and case studies to understand (un)ethical behavior in a business context and apply and evaluate ethical arguments to dilemma situations.</p> <p>The course aims to answer the following questions: What is ethics? What are relevant ethical dimensions along which situations and actions of individuals can and should be judged? What are the advantages and disadvantages of different ethical arguments one can advance to defend a particular course of action? What role do emotions and cognitive constraints play in this process? How should we approach lying and deception in business? How important is trust within the firm and how can it be fostered? How and when should employees report unethical behaviour within the firm? What characterizes an ethical relationship between employer and employee? At the level of the marketplace, what constitutes fair pricing and to what degree is competition ethical?</p> <p>The issues studied will be considered both from a theoretical and an empirical standpoint. Particular emphasis is placed on the contributions of behavioural economics to understand unethical behaviour in a business context. The course will only require basic mathematical knowledge but will call for rigorous reasoning. Basic knowledge of statistical and experimental methods will also be helpful but is not required. In the classes, students are expected to participate actively in the discussions.</p>

Learning Outcomes:

Textbook Information:	To prepare for the course in advance it is advisable to read the following book: - Sandel, M. (2010). Justice - What's the right thing to do?
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Expected Workload

Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2

Grading Information:

Prerequisites for successful Participation:

Further Information:

Title: Strategic Brand Management - the applied power of soft values

Course Code: GEN427

Lecturer/s: Klein, Arne

Contact Information (E-Mail):

Semester: Spring 2019

Course Description: The lecture presents a definition of values and explains which decisions are responsible for the development of values and therefore the formation of the image and identity of a brand. Students and lecturer also question how the management team should deal with soft values, which not only have a direct impact on the social environment but also strongly influence the success of the company. And of course - how gut feeling could be backed by scientific methodology.

As a matter of course this lecture cannot fully cover all aspects of personal development of future executives, which is crucial in dealing with soft values, but it is the goal of this lecture to train the value-creating processes in three consecutive steps (cognition - development - decision) with the help of a concrete case study. This course tries to combine basic methodological knowledge of value-based business- and brand-administration with case studies right from the beginning. Thus, participants do not only see themselves confronted with the methodological development of brand strategies but will be challenged to take real branding decisions.

As far as it is possible, the second part of this course consists of a visit from a manager who reports on his personal experience handling soft values in his daily management routine.

The third part of the course is a teamwork that asks participants to come up with a new brand strategy for a brand of their choice. Afterwards each team will give a presentation on the brand strategy in front of the course. Technical approach, internal discussion of values, creative strategy development and distinctness of the branding as well as the presentation itself will be basis for the grading of this lecture and demand the commitment of each participant.

Learning Outcomes:

Textbook Information: Very diverse, e.g., Franz-Rudolf Esch - Moderne Markenführung, Gabler Verlag; Carsten Baumgarth – Markenpolitik, Gabler Verlag; Arnd Florack – Psychologie der Markenführung, Vahlen Verlag; Heribert Meffert – Markenmanagement, Gabler Verlag; Werner Gaede, Abweichen von der Norm, Enzyklopädie kreativer Werbung, Wirtschaftsverlag Langen Müller Herbig; Mario Pricken, Kribbeln im Kopf, Kreativitätstechniken und Brain-Tools und Visuelle Kreativität, Verlag Hermann Schmidt, Mainz; Anke Meyer-Grashorn, Spinnen ist Pflicht, Querdenken und Neues Schaffen, mvg Verlag; Edward de Bono, De Bonos neue Denkschule, mvg Verlag; kreAKtiv, kreativ werden - kreativ sein, Sus Grubenman, Verlag A&O des Wissens, Ahrendt und Omlin, Zürich und Hamburg; Daniel Goleman/PaulKaufman/Michael Ray, Kreativität entdecken, dtv.

Expected Workload

Total Workload (in h): 90
Self-Study (in h): 64
Contact Time (in h): 24
Examination (in h): 2

Grading Information: Team presentations

Prerequisites for successful Participation:

Further Information:

Title:	Ethics: In Praxi-Seminar "Business Leadership and Civic Spirit"
Course Code:	GEN414
Lecturer/s:	Rusche, Thomas; Fischer, Karsten
Contact Information (E-Mail):	t.rusche@soer.de; karsten.fischer@gsi.uni-muenchen.de
Semester:	Spring 2019
Course Description:	Part 1: Common welfare from a political science perspective Part 2: Business leadership from a business ethics perspective This unique seminar will be supervised by two outstanding lecturers responsible for working with the students on the intersection of business leadership and common welfare. The two lecturers will represent a combination of entrepreneurial personality and scientific rigor to ensure that students will benefit from their practical experiences and theoretical knowledge. It is intended to highlight aspects of business ethics from a practical perspective supplemented by political science analyses of the phenomenon of common welfare. Deadline for submission of your essays: 15.03.18, 23:59h

Learning Outcomes:

Textbook Information:	[1] Gemeinwohl und Gemeinsinn, hg.v. Herfried Münkler, Harald Bluhm und Karsten Fischer, 4 Bde., Berlin 2001/2002 [2] Gemeinwohl - Auf der Suche nach Substanz. WZB-Jahrbuch 2002, hg.v. Gunnar Folke Schuppert / Friedhelm Neidhardt, Berlin 2002 [3] Universitas. Orientierung in der Wissenswelt, 57. Jg., September 2002, Nr. 675, darin Dokumentation der von der Berlin-Brandenburgischen Akademie der Wissenschaften und der Eberhard von Kuenheim Stiftung 2002 durchgeführten Konsultation "Gemeinsinn unternehmen" mit hochrangigen Vertretern aus Politik, Wirtschaft, Wissenschaft, Kirchen, Bildungseinrichtungen, Medien und Interessengruppen [4] Karsten Fischer: Moralkommunikation der Macht. Politische Konstruktion sozialer Kohäsion im Wohlfahrtsstaat, Wiesbaden 2006
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Expected Workload

Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2

Grading Information:	·Participation ·Essay
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Prerequisites for successful Participation:

Further Information:

Title:	Creating Entrepreneurial Mindsets - Improvising as a Method
Course Code:	GEN409
Lecturer/s:	Armbrüster, Corinna; Mauer, René
Contact Information (E-Mail):	rmauer@escpeurope.eu
Semester:	Spring 2019
Course Description:	<p>In order to grasp the elements of entrepreneurial thinking and action, the course addresses - among others - the following topics: The nature of uncertainty and uncertain projects Models of entrepreneurial thinking and action Definition of bricolage, effectuation and improvisation as examples of entrepreneurial techniques Training the application of bricolage, effectuation and improvisation Entrepreneurial thinking, decision-making and action in a story-telling project on stage The number of participants is limited to 16. Please come in casual and comfortable clothing! The objective of this course is to discover the elements of an entrepreneurial mindset in the project context of theatrical story-telling in order to develop the capability of action-oriented, spontaneous and creative action in the face of uncertainty. For successful self-regulating actions it is on the one hand important to think in a strategic and problem-solving manner. On the other hand, it is important to develop flexibility and spontaneity which allow for process-oriented action at all times. As uncertainty and dynamism increase in today's world, the capability to react adequately to unexpected situations and creatively produce innovations will grow in importance. This capability is also key to any kind of communication and team processes. An entrepreneurial mindset is regarded key to these challenges. It can be enhanced through the practice of techniques such as bricolage, effectuation and improvisation. This course introduces the students to a wide range of exercises incorporating concepts from these techniques. Building upon the concepts of Levi Strauss and Ted Baker, Saras Sarasvathy, as well as Keith Johnstone and Viola Spolin, the course is dedicated to learn creative and spontaneous action in order to develop an entrepreneurial mindset. Participants will 1) apply the techniques to a joint project of story-telling on stage (leveraging improv theater set-ups), 2) will experience different levels of uncertainty, 3) will try out entrepreneurial techniques for coping with uncertainty and 4) will discuss their applicability to the professional and educational sphere. Applying entrepreneurial techniques from bricolage, effectuation and improvisation Enhancing flexibility and spontaneity Fostering self-confidence and self-awareness Developing concentration and discipline Experiencing sense of sequences, operations and dramaturgy Acknowledging the value of supporting and accepting partners and their ideas Exploring teamwork and responsible leadership Driving problem solving skills for contexts of different uncertainty levels</p>
Learning Outcomes:	Bricolage, effectuation and improvisation, creation theory
Textbook Information:	To be announced Secondary literature: Johnstone, Keith: Theaterspiele Johnstone, Keith: Improvisation und Theater
<u>Expected Workload</u>	
Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2
Grading Information:	Participation including preparation time for reading as well as organizational tasks (40%), final presentation (30%) and preparation of a written reflection paper (30%).
Prerequisites for successful Participation:	Please come in casual and comfortable clothing!
Further Information:	

Title:	The CFO – Roles, career paths, and impact on firm outcomes
Course Code:	MGMT445
Lecturer/s:	Reimer, Marko
Contact Information (E-Mail):	marko.reimer@whu.edu
Semester:	Spring 2019
Course Description:	<p>The course will focus on the role of the Chief Financial Officer (CFO) as the most senior manager in the finance function.</p> <p>In the first part of the course, students will learn about the composition of the C-Suite and the emergence of the CFO position in the corporate world. In addition, we will discuss the recent developments of CFO roles given the fundamental changes in the Finance Function and beyond.</p> <p>In the second part of the course and informed by upper echelons theory, student will learn about the impact of CFOs on strategic choices and firm outcomes. We will review current research to understand the idiosyncratic effects senior financial managers can have on strategic choices such as corporate cash policies, voluntary disclosure practices and implementation of accounting innovations.</p> <p>In the third part of the course, students will learn about CFO career patters. We will also discuss antecedents and consequences of CFO turnover (e.g., CFO dismissals as well as promotions to the CEO position).</p> <p>In the last part of the course, we will shortly discuss opportunities and challenges to study upper echelons such as CFO in the corporate world.</p> <p>In general, all lectures will start with an introduction into the topics mentioned above, followed by presentations and student-led classroom discussions. Research papers and journal articles will be assigned to student groups for a focused preparation of the presentations.</p>
Learning Outcomes:	Students will learn how to survey topical research literature and interpret and discuss findings.
Textbook Information:	Will be provided in class.
<u>Expected Workload</u>	
Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2
Grading Information:	In-class discussions (33%), presentations (67%)
Prerequisites for successful Participation:	No particular requirements.
Further Information:	

Title:	Individual Decision Making and Motivation
Course Code:	MGMT411
Lecturer/s:	Jost, Peter-J.
Contact Information (E-Mail):	peter-j.jost@whu.edu
Semester:	Spring 2019
Course Description:	<p>In the centre of our discussion are systems in which several individuals interact with each other in order to achieve certain common goals. These individual decision makers are in some way connected with each other such that the coordination of their individual behaviour towards the common goal becomes essential. We follow the conceptual framework of institutional economics and discuss three different forms of coordination:</p> <ul style="list-style-type: none"> ·First, market coordination where individual activities are coordinated via the price mechanism. Here we follow the basic microeconomic theory and discuss the functioning of market as well as different sorts of market failures. ·Second, interorganizational coordination where individual activities are coordinated by long-term contracts between autonomous partners. Here we follow the transaction cost theory and discuss several factors which determine the usefulness of this coordination mechanism. ·And third, hierarchical coordination where individual activities are coordinated by a central unit and coordination takes place via commands. Here we follow managerial economic theories and integrate the various coordination instruments used within firms into our analysis.
Learning Outcomes:	<p>By the end of the course, you will advance your knowledge in different ways:</p> <ul style="list-style-type: none"> ·Learning the influences of psychology and sociology will help you understand why and how people make decisions ·Answering questions regarding the respective last lecture will help you to reconsider the contents discussed in class ·Learning to write a research paper will help you to deal with a new topic and be useful for your BSc-thesis ·Learning to analyse an experimental paper will help you to critically analyse the underlying theories ·Learning how to design an experiment will be useful for identifying differences between theory and practice ·Learning to speak in front of others will be useful for your university and business career
Textbook Information:	Jost, Peter-J. (2014). The Economics of Motivation and Organization. Edward Elgar Publishing
<u>Expected Workload</u>	
Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2
Grading Information:	<ul style="list-style-type: none"> ·Experiment & Presentation: 45% ·Paper: 35% ·In-class assignments: 20% ·Participation: Tiebreaker
Prerequisites for successful Participation:	Your willingness to solve puzzles!
Further Information:	

Title:	Ethics: Management based on ethical values
Course Code:	GEN306
Lecturer/s:	Rheinbay, Paul
Contact Information (E-Mail):	prheinbay@pthv.de
Semester:	Spring 2019
Course Description:	<p>The course will introduce students into different approaches of business ethics. Basic anthropological, philosophical and theological questions are discussed. Human values (human dignity, solidarity, subsidiarity, sustainability and justice) are worked out. Possibilities how these values could be taken into consideration in management decisions and what should be done in case of difficulties and limitations will be discussed. Based on stakeholder analysis ethical conflict cases and challenges are discussed and ethical principles are applied.</p> <p>The case is to be submitted on 15.03.17, max. 3 DIN A4 pages, max. 5400 characters including spaces</p>
Learning Outcomes:	
Textbook Information:	<p>E. Göbel: Unternehmensethik. 3. überarb. Aufl. Konstanz / München 2013; P. Ulrich: Integrative Wirtschaftsethik, 4. Aufl., Bern u.a. 2008.</p> <p>Optional:</p> <p>C. Nietsch - Hach: Ethisches Verhalten in der modernen Wirtschaftswelt, Konstanz / München 2014, A. Suchanek: Unternehmensethik, Tübingen 2015; A. Sen, Ökonomie für den Menschen, München 2002; K. Stosch (Hg.): Wirtschaftsethik - interreligiös, Paderborn 2014; J. Wallacher u.a. (Hg.): Ethik in Wirtschaft und Unternehmen in Zeiten der Krise, Stuttgart 2011; M. Aßländer: Handbuch Wirtschaftsethik, Stuttgart / Weimar 2011; W. Korff u.a. (Hg.): Handbuch der Wirtschaftsethik, Bd. 1-4, v.a. Bd. 3, Gütersloh 1999.</p>
<u>Expected Workload</u>	
Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2
Grading Information:	Exam 75 %, case study 25 %
Prerequisites for successful Participation:	
Further Information:	

Title: International Monetary Relations

Course Code: ECON405

Lecturer/s: Frenkel, Michael

Contact Information (E-Mail): michael.frenkel@whu.edu

Semester: Spring 2019

Course Description:

1. Globalization, international transactions, and the balance of payments
2. The foreign exchange market, the equilibrium exchange rate, and currency
3. The determination of the exchange rate in the long run and in the short run
4. International monetary systems and the adjustment mechanism
5. Currency crises
6. Macroeconomic policy in an open economy

Learning Outcomes: This course introduces students to the foreign exchange market and the vital role it plays in the economy. It discusses the interaction of exchange rates, interest rates, output, and foreign exchange reserves. It begins with a look at what international transactions comprise and how countries across the world record them. It then continues with a look at the market participants in the foreign exchange markets and shows how their interaction determines the equilibrium exchange rate. The course highlights the difference between short run and long run drivers of the exchange rate. Finally, the discussion focuses on the effects of economic policy in an open economy.

Textbook Information: Carbaugh, Robert J., International Economics, 16th edition, Boston 2017 (Cengage Learning)

Expected Workload

Total Workload (in h): 90

Self-Study (in h): 64

Contact Time (in h): 24

Examination (in h): 2

Grading Information: Final Exam and Group Project

Prerequisites for successful Participation:

Further Information:

Title:	Microeconomics II: Market Imperfections and Strategic Interaction, Group A-C1
Course Code:	ECON202
Lecturer/s:	Thomes, Tim; Yurtoglu, Besim Burcin
Contact Information (E-Mail):	tim.thomes@whu.edu; burcin.yurtoglu@whu.edu
Semester:	Spring 2019
Course Description:	1. Interactions in many markets: General equilibrium 2. Welfare economics: The two fundamental theorems of welfare economics 3. Market power: Oligopoly (Cournot, Bertrand) 4. The toolbox for analyzing strategic interaction: Game theory (concepts, Nash equilibrium, dominant strategies, mixed strategies, strategic complements and substitutes) 5. Asymmetric information (Adverse selection, moral hazard) 6. Externalities and public goods
Learning Outcomes:	Standard micro theory and game theory
Textbook Information:	Robert S. Pindyck, Daniel L. Rubinfeld, Microeconomics, 6th Edition, Pearson-Prentice Hall (2005) Secondary literature: Will be announced during the course

Expected Workload

Total Workload (in h):	90
Self-Study (in h):	64
Contact Time (in h):	24
Examination (in h):	2

Grading Information:	Final Exam (100%)
Prerequisites for successful Participation:	Microeconomics I, Mathematics I
Further Information:	

Title:	Foundations of Sales, Group C
Course Code:	MKT201
Lecturer/s:	Jensen, Ove
Contact Information (E-Mail):	ove.jensen@whu.edu
Semester:	Spring 2019
Course Description:	<p>A. Managing the Sales Process</p> <p>A.1 Setting and Getting Prices (price negotiation, price-volume-cost-terms calculations): Sessions 01-02</p> <p>A.2 Selling Value (value proposition, value-in-use calculation, personal selling techniques): Sessions 03-04</p> <p>A.3 Building Relationships (opportunity management, networking, key account management): Sessions 05-06</p> <p>B. Managing the Sales Force (sales force deployment, forecasting and pipeline management, compliance): Sessions 07-09</p> <p>C. Managing Sales Channels (demand generation process, selling through distributors, future of consumer goods sales and retailing): Sessions 10-12.</p>

Learning Outcomes:	<p>The course intends to enhance your factual, conceptual, and procedural knowledge:</p> <ul style="list-style-type: none"> ·In regard to factual knowledge, the participants are enabled to apply salespeople jargon to discussing the status of a sale (such as the “buying center”, “red flags”, “pipeline”, “RFQ”, “gatekeepers”, and other idioms) and a price negotiation (such as “BATNA”, “ZOPA”, “walk-away price”, “non-offer offer”). They are enabled to understand the specific terminology of sales management in various industry sectors (FMCG, engineering, IT, professional services, medical and electrical equipment, trade). ·In regard to conceptual knowledge, the participants are enabled to analyze the composition of a buying center, to evaluate the fit of the sales process with organizational structure, to apply methods for sizing the sales force, to compute trade-offs between price and other profit drivers, and to explain the typical strategic and selling challenges in a variety of industry contexts. ·In regard to selling-specific procedural knowledge, the participants are enabled to apply a structured sales process and negotiation blueprint, to evaluate the win probability of an opportunity and to identify potential roadblocks, to evaluate the needs of a customer through questions, to create and deliver a sales presentation, to deal with customer objections, and to provide constructive feedback on selling behavior of others. ·In regard to general business-relevant procedural knowledge, the participants are enabled to prepare for business meetings and internal committee sessions, to make the best out of a limited preparation time budget, to make concise contributions to meetings, to constructively build and comment on contributions by other participants in the meeting, and to derive a course of action from a careful analysis of the situation and a structured evaluation of alternatives.
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Textbook Information:	The learning material for this course includes presentation slides, copies of articles, case studies, videos, black board notes, and exercises. These and further course-related information are available on the learning management system myWHUcourses (another name for it is “Moodle”).
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Expected Workload

Total Workload (in h):	90
Self-Study (in h):	0
Contact Time (in h):	24
Examination (in h):	66

Grading Information:

The course grade is assigned as a module grade together with the course Foundations of Marketing. The sales part contains points for cases assignments and online quizzes. In the normal case, students submit case preparation notes and take quizzes for the course sessions in January and February. The module exam in May only encompasses questions on the course Foundations of Marketing.

In case of illness, this exam can be retaken in August.

Students who do not pass the module Marketing & Sales can take a 180-minute examination resit in August. 90 points of the examination resit refer to Foundations of Sales and 90 minutes to Foundations of Marketing. In case of illness in August, students can retake the course together with the next class in January and February.

Prerequisites for successful Participation:

While enrollment in this course is not limited by pre-experience prerequisites, you should be aware of the following required commitments: Because of a highly interactive learning method, the course requires that you speak German fluently. The course requires your preparation for each session and involves a substantial reading load every week. If you don't invest a couple of study hours between sessions, you won't be able to follow the discussions in the classroom - and your learning from the course will be very limited. Finally, class attendance is important for interactive courses like this one. If you cannot commit to attending, I cannot recommend that you take this course.

Further Information:

Because of a highly interactive learning method, the course requires that you speak German fluently. The course requires your preparation for each session and involves a substantial reading load every week. If you don't invest a couple of study hours between sessions, you won't be able to follow the discussions in the classroom - and your learning from the course will be very limited.

Title:	Seminar: Business War Gaming
Course Code:	ECON413
Lecturer/s:	Günther, Christina
Contact Information (E-Mail):	christina.guenther@whu.edu
Semester:	Spring 2019
Course Description:	Frameworks and tools for analysing competition and designing competitive strategies One-day War Gaming Workshop with role playing and business simulations
Learning Outcomes:	Content: strategic thinking, game theory Skills: presentation skills, analyzing complex interactions, adapting strategies,
Textbook Information:	Will be provided at the beginning of the course.

Expected Workload

Total Workload (in h):	180
Self-Study (in h):	78
Contact Time (in h):	24
Examination (in h):	78

Grading Information:	Seminar thesis Project presentation discussion
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Prerequisites for successful Participation:	Microeconomics I and II
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Further Information: