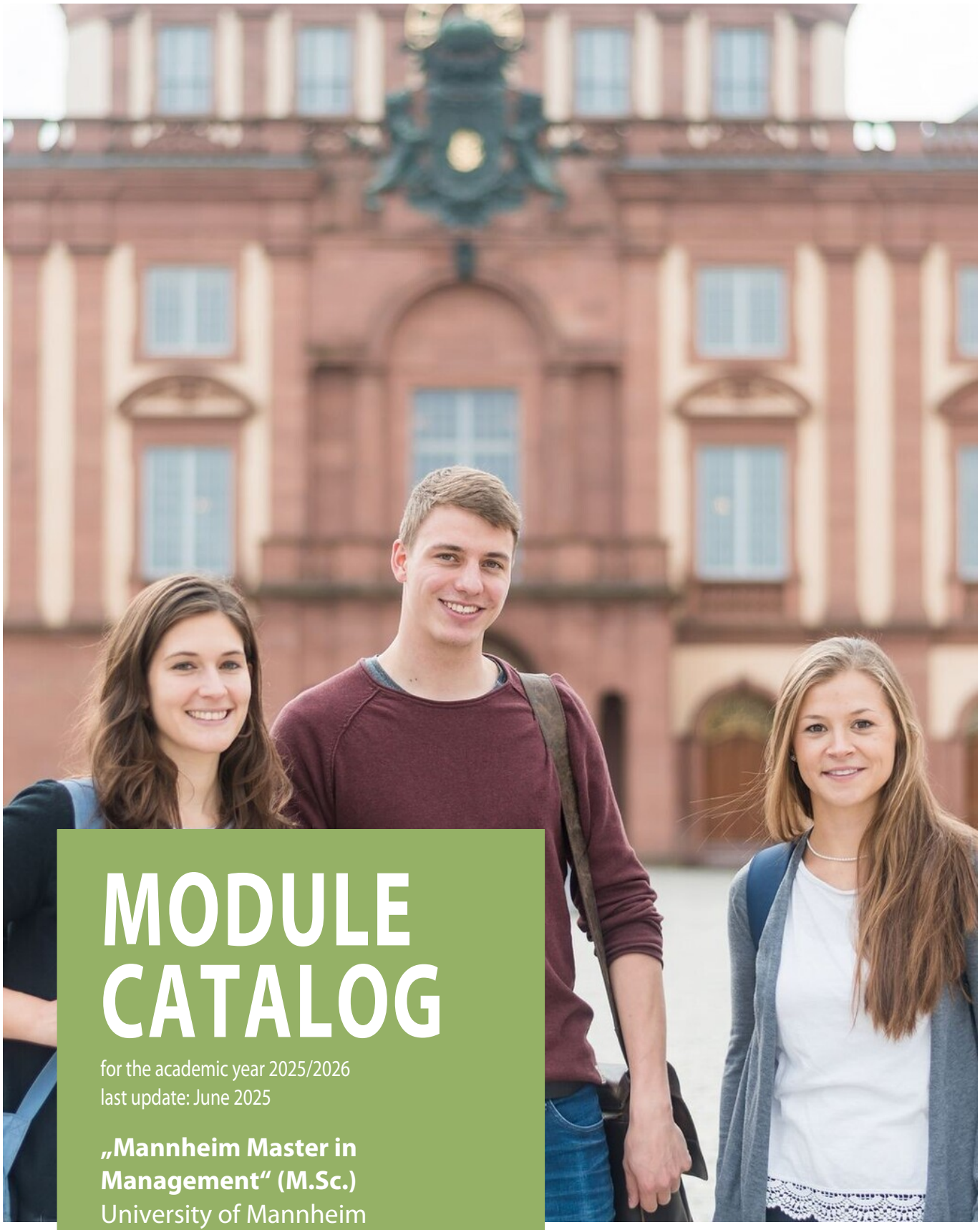
UNIVERSITY OF MANNHEIM
Business School

Educating responsible leaders **for tomorrow**.



# MODULE CATALOG

for the academic year 2025/2026
last update: June 2025

**„Mannheim Master in Management“ (M.Sc.)**
University of Mannheim

AACSB ACCREDITED · EQUIS ACCREDITED · ASSOCIATION OF MBAS ACCREDITED

# Preface

In Mannheim, we have been educating the elite of Germany's business world for over 100 years. As a member of the Mannheim Master in Management program, you are part of a special network of ambitious, responsible, and talented individuals, that will accompany you throughout your studies and, subsequently, your career. As a leading Business School in Europe, we offer a customized, international program that combines cutting-edge research and hands-on teaching – providing you with an excellent foundation for challenging tasks in leading positions. No matter if you pursue a career in Consulting, Business Analytics, Digital Business, CSR Management, Marketing, or as an Entrepreneur – the MMM is the stepping stone to reach your personal goals.

Benefit from our strong partners in the business world and academia, learn from our renowned faculty, become a part of the MMM-network and experience the Mannheim spirit!

I am looking forward to welcoming you to Mannheim.

Prof Dr Philipp Dörrenberg – Academic Director of the MMM

# Table of contents

# Structure and Concept of the Program

The "Mannheim Master in Management" (MMM) is a full-time study program designed for four semesters. It has a unique curriculum, which allows an individual and flexible design of one's study plan.

The six areas of the Business School of the University of Mannheim

- Accounting and Taxation
- Finance, Banking and Insurance
- Information Systems
- Management
- Marketing & Sales
- Operations Management

offer together over 120 courses in Business Administration.

In three mandatory core courses in Core Competences and two core courses in Business Economics, students acquire a profound scientific basis for the master's degree in Business Administration.

Beyond that, students can choose from a wide range of elective courses in Business Administration. They can decide for themselves whether they want to specialize in one particular field of research or if they want to combine courses from different areas. The decision can be adjusted every semester anew, so that students can thus create their own individual academic profile.

The study concept is completed by an optional integration of an Elective (e.g. psychology, history, business law or computer science). This enables students to develop an even more individual profile beyond the boundaries of their own discipline.

According to the examination regulations, the MMM program thus comprises the following Subject Areas:

- Core Competences (16 ECTS credits, two mandatory (CC 501 and CC 504) and one mandatory elective course (CC 502 or CC 503))
- Business Economics (12 ECTS credits, two mandatory courses (BE 510 and BE 511))
- Business Administration (44-68 ECTS credits, to be freely selected from over 120 elective courses offered by the six areas of the Business School)
- Elective (0-24 ECTS credits, one out of 13 electives can be chosen)
- Master's Thesis (24 ECTS credits)

Besides the high flexibility in the choice of courses, the "Mannheim Master in Management" is also characterized by its international focus. Alongside the option of applying for a double degree pro-

gram, MMM students have the opportunity to spend a semester abroad during their master's studies. Outstanding students pursuing an academic career, can apply for the program option Business Research. Taking courses from the doctoral programs of the Center for Doctoral Studies in Business (CDSB) enables them to shorten the time to doctorate.

The "Mannheim Master in Management" covers the following superordinated program-specific Competency Goals (CGs):

- Profound subject-specific knowledge – Participants will distinguish and apply the theoretical and conceptual foundations in pivotal business domains (CG 1).
- Professional managerial skills – Participants will be proficient team players, analytical decision-makers, and responsible, self-reliant professionals (CG 2).
- Social responsibility – Participants will be critical, reflective, and ethical decision-makers (CG 3).
- Enhanced scientific research capabilities – Participants will be highly skilled researchers and analysts (CG 4).

# List of abbreviations

**DE:** Course is taught in German.

**EN:** Course is taught in English.

**ECTS:** ECTS (European Credit Transfer and Accumulation System) are credit points that specify the number of working hours dedicated to one course over one semester. 1 ECTS equals 30 hours (1,800 minutes) of studying.

**Form of assessment:** The statet form of assessment applies to the regular examination dates (first examination attempt).

**FSS:** Spring semester

**HWS**: Fall semester

**Necessary prerequisites:** You must fulfil the necessary prerequisites to be admitted to the exam (this will be automatically checked when you register for the exam!). Please note that courses, that are a necessary prerequisite for another course, have to be passed successfully upon the exam registration if not stated otherwise ("parallel attendance possible").

**Program-specific Competency Goals (CG):** Competency Goals specify the competences students will have obtained upon their graduation. You find the Competency Goals of the MMM program at the beginning of the module catalog. The Competency Goals are regularly assessed in the Assurance of Learning process.

**Recommended prerequisites**: Prerequisites you should fulfil to help you pass a course successfully. They are simply a recommendation and are not being checked.

**Study programs that include some MMM-modules (for details see "range of application" of each module):**

- M.Sc. MMM: Master of Science: Mannheim Master in Management
- M.Sc. Bus. Edu.: Master of Science: Business Education
- M.Sc. Econ.: Master of Science: Economics
- M.Sc. Bus. Inf.: Master of Science: Business Informatics
- M.Sc. Bus. Math.: Mater of Science: Mathematics in Business and Economics
- MAKUWI: Master of Arts: Culture and Economy
- MMDS: Master of Science: Mannheim Master in Data Science
- LL.M.: Master of Laws

**SWS (weekly working hours):** Number of hours you need to dedicate to the course per week ("**S**emester**w**ochen**s**tunden"). They are subdivided in “contact hours” (time you participate in lectures) and “independent study time” (time you need to prepare for lectures and assessments). 1 SWS equals 45 minutes.

# Module overview

## Preface

## Structure and Concept of the Program

## List of abbreviations

## 1 Core Competences

500 modules

| Code | Module description | ECTS | Spring | Fall |
|---|---|---|---|---|
| CC 501 | Decision Analysis: Business Analytics II | 6 | EN | EN |
| CC 502 | Applied Econometrics | 6 | | EN |
| CC 503 | Empirical Methods: Business Analytics I | 6 | EN | EN |
| CC 504 | Corporate Social Responsibility | 4 | EN | EN |

## 2 Business Economics

500 modules

| Code | Module description | ECTS | Spring | Fall |
|---|---|---|---|---|
| BE 510 | Business Economics I | 6 | | EN |
| BE 511 | Business Economics II | 6 | EN | |

## 3 Business Administration

## 3.1 Area Accounting and Taxation

500 modules

| Code | Module description | ECTS | Spring | Fall |
|---|---|---|---|---|
| ACC/MAN 560 | Managerial Accounting - Evaluating Financial and Non-Financial Performance | 8 | EN | |
| ACC/TAX 550 | International Course – Accounting and Taxation | | EN | EN |

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|---|---|---|---|---|
| ACC/TAX 570 | ESG Regulation and Sustainability Reporting | 8 | EN | |
| ACC 510 | Financial Accounting | 8 | DE | |
| ACC 520 | IFRS Reporting and Capital Markets | 8 | | EN |
| ACC 530 | Group Accounting | 8 | | EN |
| ACC 540 | Financial Statement Analysis & Equity Valuation | 8 | EN | |
| TAX 520 | Taxation of Companies | 6 | | DE |
| TAX 521 | Specialisation in Company Taxation | 4 | DE | |
| TAX 530 | Taxation of Businesses and Individuals | 6 | | EN |

600 modules

| Code | Module description | ECTS | Spring | Fall |
|---|---|---|---|---|
| ACC/MAN 660 | Corporate Sustainability Strategies and Value Creation | 4 | | EN |
| ACC/MAN 661 | Corporate Sustainability Performance: Measurement, Assessment and Improvement | 6 | EN | |
| ACC/MAN 662 | Private Equity: Due Diligence and Value Creation | 6 | EN | |
| ACC 620 | Accounting for Financial Instruments and Financial Institutions | 6 | EN | |
| ACC 670 | Audit Theory | 6 | | EN |
| ACC 676 | Case Studies on Consulting in Financial Services Firms | 4 | EN | |
| ACC 680 | Disclosure Theory | 6 | EN | |
| TAX 620 | Causal Data Science for Business Decision Making | 8 | | EN |
| TAX 630 | International Business Taxation | 6 | EN | |
| TAX 631 | International Taxation of Multinational Enterprises | 4 | DE | |
| TAX 660 | Tax Planning: The Role of Taxes for Business Decisions | 6 | | EN |

| | | | | |
|---|---|---|---|---|
| TAX 661 | Case Studies in International Tax Planning | 4 | EN | |

700 modules

| Code | Module description | ECTS | Spring | Fall |
|---|---|---|---|---|
| ACC 750 | Accounting Seminar | 6 | DE/EN | DE/EN |
| TAX 730 | Seminar in Business Taxation | 6 | DE/EN | DE/EN |

## 3.2 Area Finance

500 modules

| Code | Module description | ECTS | Spring | Fall |
|---|---|---|---|---|
| FIN 500 | Investments | 6 | | EN |
| FIN 540 | Corporate Finance I - Lecture (Capital Structure, Cost of Capital and Valuation) | 5 | | EN |
| FIN 541 | Corporate Finance I - Case Study (Capital Structure, Cost of Capital and Valuation) | 5 | | EN |
| FIN 550 | International Course – Banking, Finance and Insurance | | EN | EN |
| FIN 555 | Financial Markets and Employees | 3 | EN | |
| FIN 580 | Derivatives – Basic Strategies and Pricing | 6 | | EN |
| FIN 590 | Financial Institutions I | 4 | | EN |

600 modules

| Code | Module description | ECTS | Spring | Fall |
|---|---|---|---|---|
| FIN 601 | Bond Markets | 6 | EN | |
| FIN 602 | Trading and Exchanges | 6 | | EN |
| FIN 603 | Empirical Finance | 10 | EN | |
| FIN 604 | Stata in Finance | 2 | EN | EN |
| FIN 606 | FinTech | 4 | | EN |
| FIN 620 | Behavioral Finance | 6 | EN | |
| FIN 630 | Corporate Governance | 6 | | EN |

| | | | | |
|---|---|---|---|---|
| FIN 640 | Corporate Finance II (Mergers, Acquisitions and Divestitures) | 8 | EN | |
| FIN 661 | Responsible Leadership for Honors Program Students | 4 | | DE/EN |
| FIN 682 | International Asset Management - Modern Investment Management, Responsible Investing and Fintech | 6 | EN | |
| FIN 684 | Financial Institutions II | 4 | EN | |
| FIN 685 | Banking Regulation | 6 | EN | |
| FIN 686 | Sustainable Finance and Impact Investing | 6 | EN | |
| FIN 687 | Python in Finance | 2 | EN | EN |

700 modules

| Code | Module description | ECTS | Spring | Fall |
|---|---|---|---|---|
| FIN 703 | Seminar in Financial Markets | 6 | DE/EN | DE/EN |
| FIN 731 | Seminar Corporate Governance | 6 | | EN |
| FIN 740 | Corporate Finance Seminar | 6 | EN | |
| FIN 780 | Seminar in Asset Management & International Finance | 6 | EN | EN |
| FIN 790 | Seminar in Financial Markets and Financial Institutions | 6 | EN | EN |

## 3.3 Area Information Systems

500 modules

| Code | Module description | ECTS | Spring | Fall |
|---|---|---|---|---|
| IS 512 | IT Management in the Digital Age | 6 | EN | |
| IS 513 | Applied IT Management in the Digital Age | 6 | EN | |
| IS 515 | Process Management & Analytics | 6 | | EN |
| IS 540 | Management of Enterprise Systems | 6 | | EN |
| IS 541 | Theories and Methods in Information Systems | 6 | EN | |

| | | | | |
|---|---|---|---|---|
| IS 550 | International Course – Information Systems | | EN | EN |
| IS 556 | Public Blockchains | 6 | EN | |
| IS 557 | Scientific Programming with Python | 6 | EN | EN |

600 modules

| Code | Module description | ECTS | Spring | Fall |
|---|---|---|---|---|
| IS 607 | Digital Innovation | 6 | EN | |
| IS 608 | Analytics for Digital Markets | 6 | EN | EN |
| IS 609 | AI Strategy: Business Models, Competition, and Markets | 6 | EN | EN |
| IS 613 | Applied Project in Enterprise Cloud Design and Development | 6 | | EN |
| IS 614 | Corporate Knowledge Management | 6 | | EN |
| IS 615 | Enterprise Cloud Design and Development | 6 | | EN |
| IS 617 | Large Language Models for the Economic and Social Sciences | 6 | | EN |
| IS 618 | Social Media Data Analysis | 6 | EN | |
| IS 622 | Network Science | 6 | EN | |
| IS 628 | Advances in Public Blockchains | 6 | | EN |
| IS 629 | Agile Software Product Management and Design | 6 | EN | |
| IS 635 | Forschungsmethoden Data-Science | 6 | EN | EN |
| IS 661 | Text Analytics | 6 | | EN |

700 modules

| Code | Module description | ECTS | Spring | Fall |
|---|---|---|---|---|
| IS 703 | Master Seminar "AI, Platforms, and the Digital Economy" | 6 | EN | EN |
| IS 704 | Data Science III: Social Data Science | 6 | | EN |
| IS 712 | Seminar | 6 | EN | EN |

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|---|---|---|---|---|
| IS 723 | Seminar Data-Science II | 6 | EN | EN |
| IS 742 | Seminar Trends in Enterprise Systems | 6 | EN | EN |
| IS 752 | Seminar on Process and Management Analytics | 6 | EN | EN |

## 3.4 Area Management

500 modules

| Code | Module description | ECTS | Spring | Fall |
|---|---|---|---|---|
| ACC/MAN 560 | Managerial Accounting - Evaluating Financial and Non-Financial Performance | 8 | EN | |
| MAN 521 | Science Management | 4 | | DE |
| MAN 522 | Responsibility in Management | 4 | DE | DE |
| MAN 531 | Current Topics in Science Management | 4 | DE | |
| MAN 550 | International Course – Management | | EN | EN |

600 modules

| Code | Module description | ECTS | Spring | Fall |
|---|---|---|---|---|
| ACC/MAN 660 | Corporate Sustainability Strategies and Value Creation | 4 | | EN |
| ACC/MAN 661 | Corporate Sustainability Performance: Measurement, Assessment and Improvement | 6 | EN | |
| ACC/MAN 662 | Private Equity: Due Diligence and Value Creation | 6 | EN | |
| MAN 604 | Effective Leadership & High-Performance | 4 | EN | |
| MAN 605 | Mastering Complexity in Organizations – How to navigate through the complexity of our times | 6 | EN | |
| MAN 608 | Business, Society, and the Environment | 4 | | EN |
| MAN 609 | Strategic Management between Profit and Purpose - Insights from Hybrid Organisations | 4 | | EN |
| MAN 626 | Entrepreneurship and Innovation - Navigating Uncertainty with Entrepreneurial Mastery | 3 | EN | |

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|---|---|---|---|---|
| MAN 630 | Introduction to Entrepreneurship | 6 | | EN |
| MAN 631 | Creativity and Entrepreneurship in Practice | 6 | | EN |
| MAN 632 | Advanced Entrepreneurship | 6 | EN | |
| MAN 638 | Employment Relations | 4 | EN | |
| MAN 639 | TRANSFORM - Innovation & Entrepreneurship for Sustainability | 6 | EN | |
| MAN 644 | Human Resource Training and Development | 6 | EN | |
| MAN 645 | Leadership and Motivation | 6 | | EN |
| MAN 646 | HR Analytics | 6 | | EN |
| MAN 647 | Strategic and International Human Resource Management | 6 | EN | |
| MAN 648 | Incentives and Performance | 6 | EN | |
| MAN 649 | Human Resource Recruitment and Selection | 6 | | EN |
| MAN 654 | Corporate Restructuring | 6 | EN | |
| MAN 655 | Corporate Strategy | 4 | EN | |
| MAN 656 | Mergers & Acquisitions | 6 | | EN |
| MAN 659 | Understanding and Tackling Societal Challenges through Management Research | 6 | | EN |
| MAN 665 | Sustainability Management Simulation: Net Zero | 2 | EN | EN |
| MAN 669 | Technology Ventures - From Invention to Innovation | 6 | EN | |
| MAN 675 | Selected Challenges in Nonprofit Management – Power, Purpose, and Change in Organizations | 6 | | EN |
| MAN 676 | Selected Challenges in Public Management | 6 | DE | |
| MAN 679 | A Scientific Introduction into Public and Nonprofit Management | 6 | | DE |
| MAN 680 | Challenges of Public and Nonprofit Management – Case Study Seminar | 6 | EN | |

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|---|---|---|---|---|
| MAN 690 | Innovation Management | 4 | EN | |
| MAN 691 | Selected Topics in Organizational Behavior | 4 | EN | |
| MAN 693 | Strategic Intellectual Property Management | 4 | | EN |
| MAN 699 | Advanced Topics in Digital Transformation | 6 | | EN |

700 modules

| Code | Module description | ECTS | Spring | Fall |
|---|---|---|---|---|
| MAN 710 | Research Seminar Public & Nonprofit Management | 6 | DE/EN | DE/EN |
| MAN 721 | Research Seminar Organization and Innovation | 6 | EN | EN |
| MAN 741 | Research Seminar on Human Resource Management and Leadership | 6 | EN | EN |
| MAN 750 | Seminar Corporate Strategy & Governance | 6 | EN | EN |
| MAN 770 | Research Seminar | 6 | DE/EN | DE/EN |
| MAN 771 | Seminar on Corporate Decarbonization | 6 | EN | |

## 3.5 Area Marketing and Sales

500 modules

| Code | Module description | ECTS | Spring | Fall |
|---|---|---|---|---|
| MKT 510 | Price and Product Management | 6 | | EN |
| MKT 511 | Marketing Analytics | 6 | EN | |
| MKT 520 | Market Research | 6 | EN | |
| MKT 531 | Marketing Theory: Consumer Behavior and Decision Making | 4 | EN | |
| MKT 545 | Customers, Markets and Firm Strategy | 6 | EN | |
| MKT 550 | International Course – Marketing & Sales | | EN | EN |
| MKT 575 | Marketing Strategy for Innovation & Sustainability | 3 | EN | |
| MKT 580 | Digital Marketing Strategy | 6 | | EN |

600 modules

| Code | Module description | ECTS | Spring | Fall |
|---|---|---|---|---|
| MKT 612 | Business-to-Business-Marketing | 2 | | EN |
| MKT 614 | Marketing Communication | 4 | EN | |
| MKT 615 | Sales Management | 4 | EN | |
| MKT 622 | Country Manager | 2 | | EN |
| MKT 623 | Strategic Marketing Management Simulation | 2 | EN | |
| MKT 624 | Data Scraping for Analytics and AI using R | 4 | EN | |
| MKT 625 | Business AI for Marketing and Sales | 2 | | EN |
| MKT 661 | Consumer Behavior | 2 | EN | |
| MKT 663 | Branding and Brand Management | 4 | EN | |

700 modules

| Code | Module description | ECTS | Spring | Fall |
|---|---|---|---|---|
| MKT 710 | Research Seminar | 6 | DE/EN | DE/EN |
| MKT 720 | Research Seminar | 6 | DE/EN | DE/EN |
| MKT 730 | Research Seminar | 6 | DE/EN | DE/EN |
| MKT 740 | Research Seminar | 6 | DE/EN | DE/EN |

## 3.6 Area Operations Management

500 modules

| Code | Module description | ECTS | Spring | Fall |
|---|---|---|---|---|
| OPM 501 | Logistics Mananagement | 6 | | EN |
| OPM 502 | Inventory Management | 6 | | EN |
| OPM 503 | Transportation Management: Road, Rail, and Sea Freight | 4 | EN | |
| OPM 504 | Transportation Management: Aviation | 4 | | EN |
| OPM 510 | Sustainable Operations Management | 4 | EN | |

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|---|---|---|---|---|
| OPM 544 | Supply Chain Risk Management – from Strategy to Operations | 4 | | EN |
| OPM 550 | International Course – Operations Management | | EN | EN |
| OPM 560 | Business Analytics: Introduction to Operations Analytics with Python | 6 | | EN |
| OPM 561 | Production Management: Lean Approaches and Variability | 4 | | EN |
| OPM 581 | Service Operations Management: From Strategy to Execution | 6 | | EN |
| OPM 582 | Case Studies in Operations Management | 6 | EN | |
| OPM 584 | Case Studies in Airline Operations Management | 6 | | EN |
| OPM 591 | Strategic Procurement | 6 | | EN |
| OPM 593 | Negotiation | 6 | | EN |

600 modules

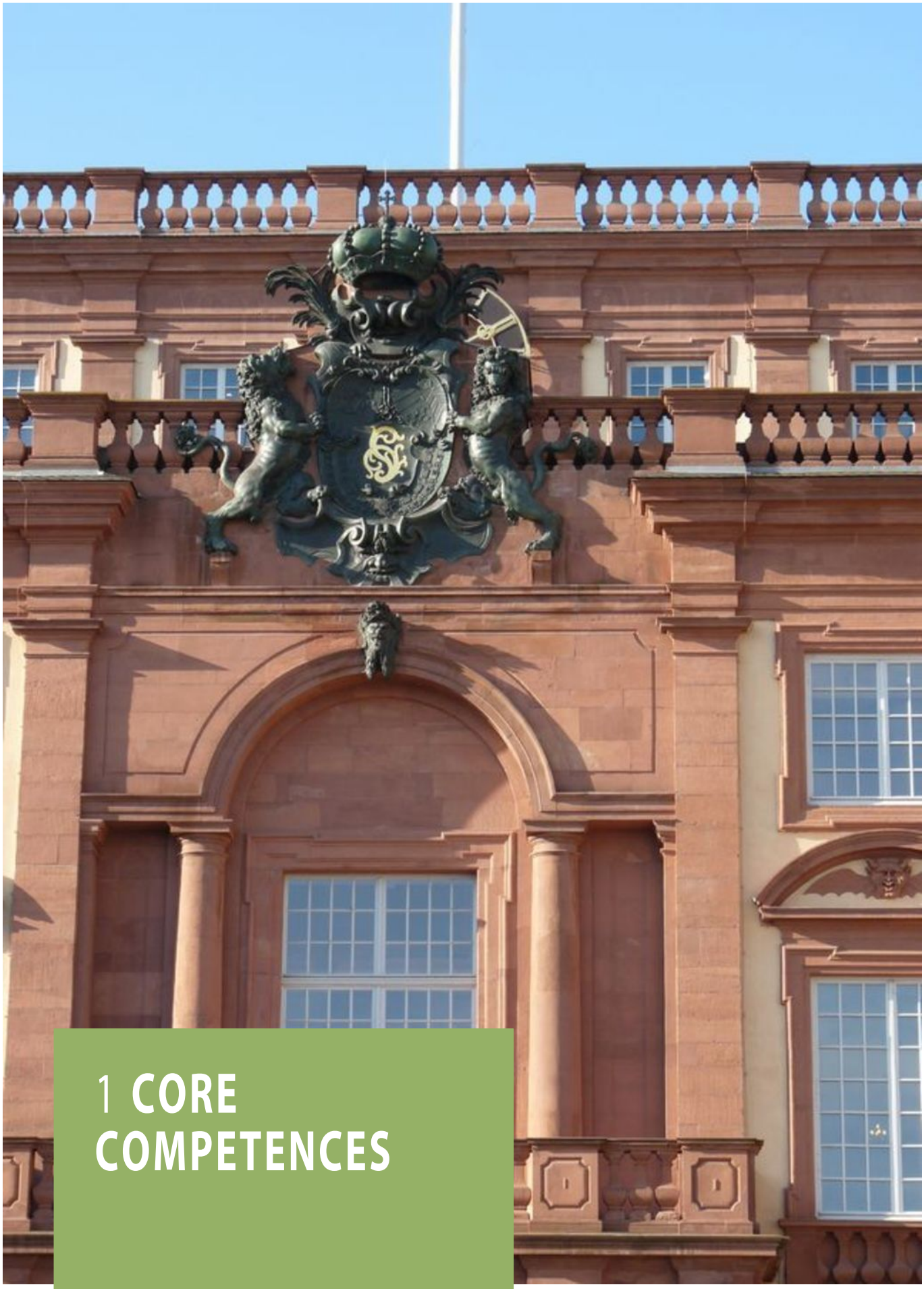
| Code | Module description | ECTS | Spring | Fall |
|---|---|---|---|---|
| OPM 601 | Supply Chain Strategy | 6 | EN | |
| OPM 661 | Business Analytics: Robust Planning in Stochastic Systems | 8 | EN | |
| OPM 662 | Business Analytics: Modeling and Optimization | 8 | EN | |
| OPM 682 | Revenue Management and Dynamic Pricing | 6 | EN | |
| OPM 692 | Strategic Sourcing | 6 | EN | |

700 modules

| Code | Module description | ECTS | Spring | Fall |
|---|---|---|---|---|
| OPM 701 | Research Seminar Supply Chain Management | 6 | | EN |
| OPM 741 | Applied Seminar Supply Chain Management | 6 | EN | |
| OPM 760 | Project Seminar Operations Analytics | 6 | EN | EN |
| OPM 761 | Research Seminar Production Management | 6 | EN | EN |

| | | | | |
|---|---|---|---|---|
| OPM 781 | Research Seminar Service Operations Management | 6 | DE/EN | DE/EN |
| OPM 791 | Research Seminar Procurement | 6 | | EN |
| OPM 792 | Applied Seminar Procurement | 6 | DE/EN | |

## 4 Study Option Business Research



# 1 CORE COMPETENCES

## Core Competences:

Modules CC 501 and CC 504 are mandatory courses. In addition, either Module CC 502 or Module CC 503 have to be taken. Completion of both modules is not allowed.

# **Module**: CC 501 Decision Analysis: Business Analytics II

EN

**Contents**
This course presents methods and concepts that support and improve rational decision making in various areas of application. The focus is on decision support and *prescriptive analytics* tools. Discussion of basic *descriptive* theories ensure a thorough decision-theoretical embedding.

**Learning outcomes**
This course aims to teach students how to use prescriptive models to make better decisions, in particular in a business context. Students will (i) develop a structural approach to *think about* decision problems; (ii) get equipped with a basic prescriptive analytics toolkit; and (iii) be able to confidently discuss with experts/consultants in the field.
Upon successful completion of the course, students will have a solid basic understanding of prescriptive analytics methods. They will be able to abstract a given decision problem into a mathematical model (both in deterministic settings and under uncertainty) and compute a recommended course of action inferred from their model. Depending on the model, the last step may require the application of software/"solvers" (MS Excel). In the context of decision-making under uncertainty, students will learn how to deal with risk. Moreover, they will be aware of well-known behavioral findings that human intuition often conflicts with popular prescriptive models.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** The lecture generally assumes basic knowledge of mathematics and statistics (high school graduation level).

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 6 SWS |
| Exercise class | 2 SWS | 7 SWS |

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|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (90 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  **Prof. Martin Glanzer, Ph.D.**<br>Prof. Dr. Martin Glanzer |
| Frequency of offering | Spring semester & fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Math. |

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| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1 |

# **Module**: CC 502 Applied Econometrics

EN

**Contents**

In this module we first briefly review most essential statistical concepts from descriptive and inferential statistics for univariate and bivariate data. Upon this, some concepts are extended or generalized to higher-dimensional data settings. The second part will mainly provide a treatment of the principles and uses of (linear) regression analysis for various purposes, such as causality analysis, prediction and forecasting. We will learn how the results from such analyses are appropriately interpreted and will discuss the limitations and potential pitfalls of all these techniques as well.

*The Statistical Software R will intensively be used throughout the course and also in the final exam (laptop required).*

**Learning outcomes**

By the end of the module students will have

- a sound understanding of key statistical concepts and techniques,
- familiarity with the principles and core techniques of econometric analysis and how regression results are used and interpreted,
- trained skills in the practical application of these techniques in a programming language

**Prerequisites for participation**

**Necessary:** not taken module CC 503

**Recommended:** knowledge of basic statistics (elementary probability theory and inferential statistics included) at bachelor level required, knowledge of elementary linear algebra (vectors and matrices) helpful, should also know the concept of random variables and expected values

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 6 SWS |
| Exercise class | 2 SWS | 7 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (90 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  **Dr. Toni Stocker**<br>Dr. Toni Stocker |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM |

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| **Preliminary course work** | Successful participation in the exercise program is a mandatory requirement for admission to the final examination. Students must attend a minimum of 8 out of the 13 scheduled exercise sessions, in accordance with the established exercise format. This includes achieving satisfactory results in short assessments as well as demonstrating active engagement during the sessions, which are conducted in a structured group work environment. Comprehensive information regarding the organization and requirements of the exercise sessions will be provided in the course materials. |
| **Program-specific Competency Goals** | CG 1, CG 2 |

# **Module**: CC 503 Empirical Methods: Business Analytics I

EN

**Contents**
Theoretical foundations of empirical research. Statistical foundations of empirical research (key summary statistics, important theoretical probability distributions, hypothesis testing methodology, and key test statistics). Introduction to qualitative empirical research. Introduction to experimental empirical research. Introduction to survey-based empirical research. Introduction to empirical research based on secondary data.

**Learning outcomes**
Participants understand the epistemological possibilities and limitations of empirical research in the domain of business administration. Participants are capable of describing a dataset using appropriate summary statistics and test simple hypotheses about the structure of the data. Participants know the general approach to conducting qualitative studies, experimental studies, survey-based studies, and studies based on secondary data. Participants understand fundamental methods for analyzing causal relationships (particularly ANOVA and analysis of regression). They can correctly interpret results from these methods.

**Prerequisites for participation**
**Necessary:** Not taken CC 502
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |
| Exercise class | 1 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (90 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Florian Kraus**<br>Prof. Dr. Florian Kraus, Smriti Kumar, Ph.D. |
| Frequency of offering | Spring semester & fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, MAKUWI |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1 |

# **Module**: CC 504 Corporate Social Responsibility

EN

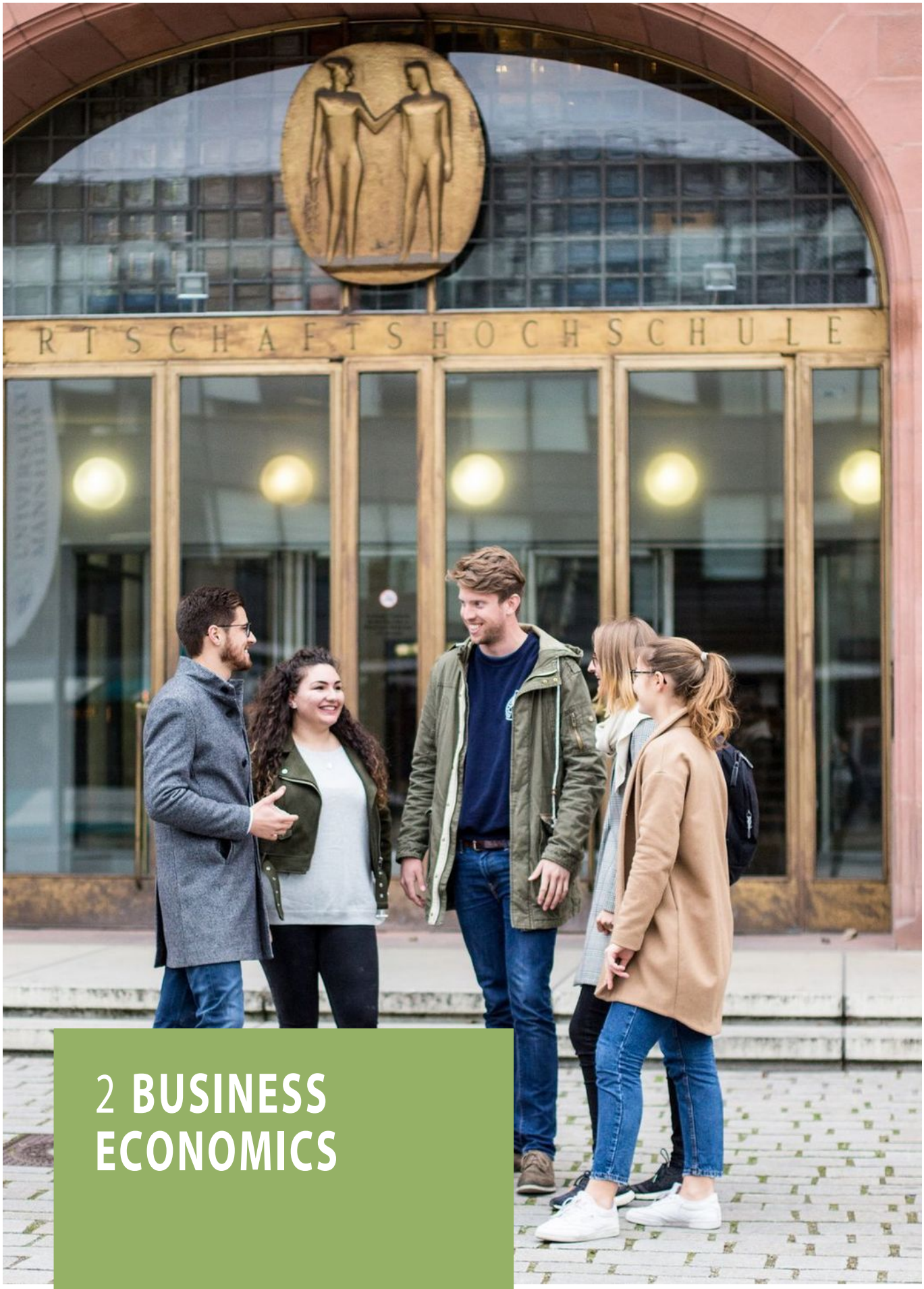
**Contents**
This lecture series deals with the topic of "Corporate Social Responsibility" (CSR) from a management perspective. The focus is on the conceptual background of CSR, its strategic implications for companies, and its implications for leaders and employees. One of the central questions is how CSR can be comprehensively integrated into organizations and how CSR-related practices and values are consistently enacted both inside firms and in firms' external activities. A particular focus will be on the role of leaders. Managerial challenges in the field of CSR management are illustrated by real-life examples.

**Learning outcomes**
This course introduces students to the foundations and frontiers of Corporate Social Responsibility (CSR). By participating, students will develop an understanding of key CSR concepts and explore the challenges and approaches involved in implementing CSR at both the macro (firm) and micro (employee) levels. The course also provides insights into current trends and topics in applied CSR, along with an overview of methods used in contemporary CSR research.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |

| | |
|---|---|
| ECTS credits | 4 |
| Graded | yes |
| Workload | 120h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Max Reinwald**<br>Prof. Dr. Max Reinwald |
| Frequency of offering | Spring semester & fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, MAKUWI |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 3, CG 4 |




# 2 BUSINESS ECONOMICS

## Business Economics:

Both modules BE 510 and BE 511 are mandatory modules.

# **Module**: BE 510 Business Economics I

EN

**Contents**
This module will start with a brief review of standard models of choice, including choice under risk, and then move on to an extended introduction to non-cooperative game theory. Strategic decision making and relevant solution concepts for games of complete and incomplete information will be covered in detail. The course will close with a discussion of basic notions in the economics of information. An important aim is to convey an understanding and a working analytical knowledge of how economists model decision making.

**Learning outcomes**
On completion of the module students will have improved their ability to apply economic reasoning in the context of economic decision making. They will have acquired an advanced understanding of model-based analytical methods and arguments in microeconomics, and they will have gained familiarity with relevant economic and game-theoretical concepts under both full and incomplete information.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** Knowledge of introductory microeconomics at bachelor level

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 10 SWS |
| Exercise class | 2 SWS | 8 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (90 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Henrik Orzen**<br>Prof. Dr. Henrik Orzen |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 2 |

# **Module**: BE 511 Business Economics II

EN

**Contents**
Building on BE 510 Business Economics I, this module will provide an introduction to economic models of strategic decision-making and behavior of firms in the context of oligopolistic competition. Topics will include output and pricing strategies, the economics of collusion, market structure, market entry decisions and product differentiation. Some of these topics require a degree of analytical rigor and we will make use of some game-theoretical and mathematical methods.

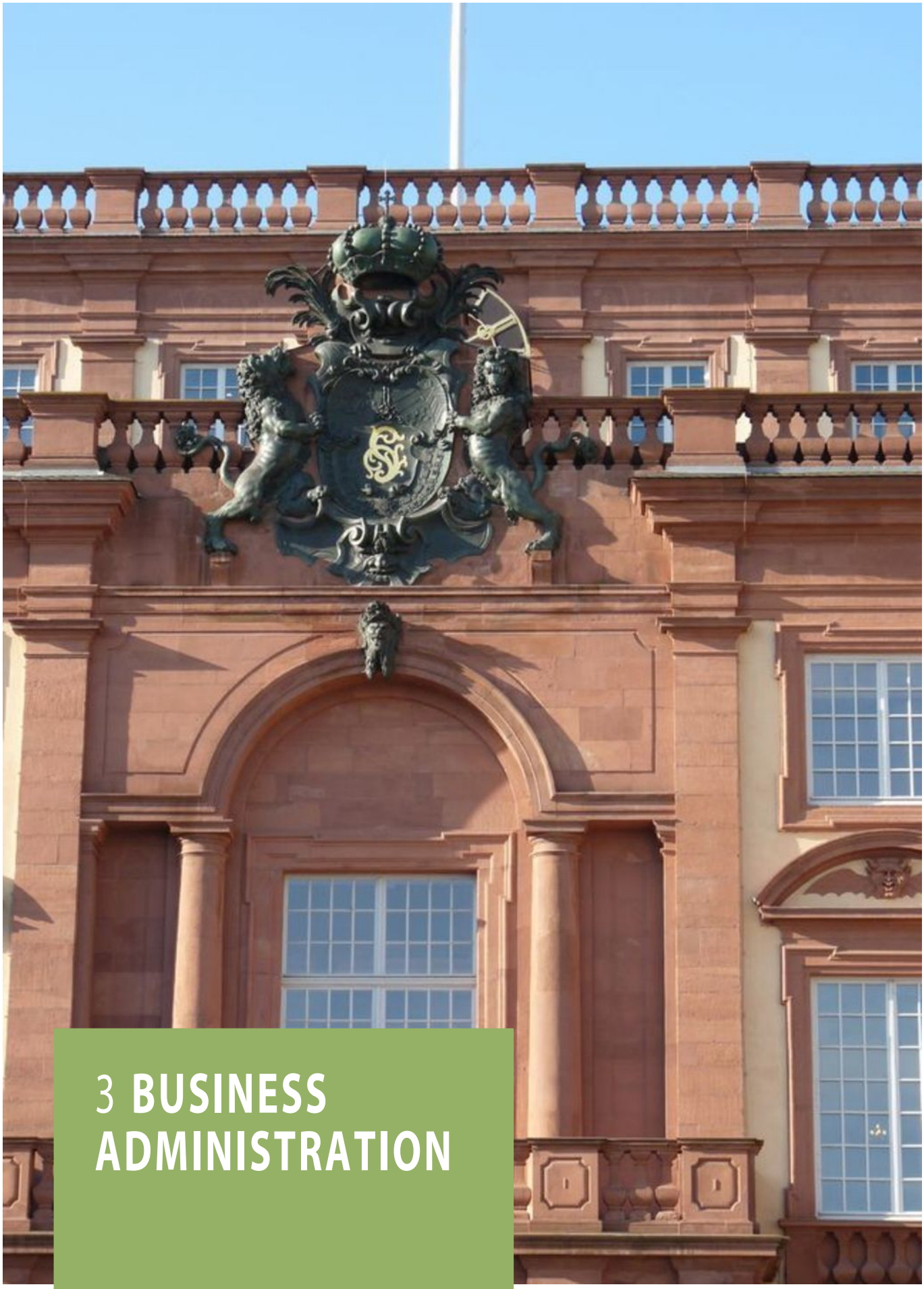
**Learning outcomes**
By the end of the module students will have

- the ability to apply economic reasoning in the context of oligopolistic competition,
- an understanding of model-based analytical methods and arguments,
- and familiarity with basic game-theoretic models of industrial organization.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** Knowledge of introductory microeconomics at bachelor level, BE 510

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 8 SWS |
| Exercise class | 2 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (90 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  **Prof. Dr. Henrik Orzen**<br>Lily Ling Yang, Ph.D. |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 2 |



# 3 BUSINESS ADMINISTRATION

**Business Administrations:**

Below you find the offer of the different Areas within the Business School of the University of Mannheim. You can choose which modules you complete, taking into account the Examination Regulations and possible requirements for the respective module. Generally, level 500 modules convey the fundamentals while level 600 modules often already build upon this basic knowledge (please see the module descriptions for details). Level 700 modules indicate seminars and are hence significant for the Master's thesis.

# 3.1 AREA ACCOUNTING AND TAXATION

# **Module**: ACC/MAN 560 Managerial Accounting - Evaluating Financial and Non-Financial Performance

EN

### Contents

An organization's long-term competitive success is critically dependent on the availability and the efficient use of information about its products, services, processes, organizational units, suppliers, customers, as well as its social and environmental performance. Managerial accounting includes the concepts, models, and systems that provide managers with the information necessary to achieve both the financial and the non-financial (ESG) goals.

The course will familiarize participants with the terminology and basic concepts of managerial accounting. The topics range from the analysis of cost information for decision-making to performance measurement, financial planning, and budgeting. The design and use of internal reporting systems varies substantially across different firms and industries and is closely interlinked with a firm's governance and control systems.

To shed light on these different governance practices, the course integrates a number of real-world cases. Applications cover the manufacturing, the services, and the financial industry.

### Learning outcomes

Students will become familiar with advanced issues in managerial accounting and understand the use of financial and non-financial (ESG) information in managerial decision-making. Students will also develop a thorough understanding of performance measurement systems and managerial incentives.

### Prerequisites for participation

**Necessary:** –

**Recommended:** Bachelor-level knowledge of cost accounting

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |
| Case Study Presentation | 2 SWS | 4 SWS |
| Exercise class | 2 SWS | 4 SWS |

| | |
|---|---|
| ECTS credits | 8 |
| Graded | yes |
| Workload | 240h |
| Language | English |
| Form of assessment | Case study presentation (25%) and written exam (90 min, 75%) |
| Restricted admission | no |
| Further information | Will be counted towards ACC. |

**Examiner**
Performing lecturer

**Prof. Dr. Jannis Bischof**
Prof. Dr. Jannis Bischof (Lecture), Dr. Claudia Max and Can Toygar (Case Studies)

| | |
|---|---|
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M. |
| Preliminary course work | – |

| | |
|---|---|
| **Program-specific Competency Goals** | CG 1, CG 3 |

# **Module**: ACC/TAX 550 International Course – Accounting and Taxation

EN

**Contents**
Depends on course taken abroad

**Learning outcomes**
Depends on course taken abroad

**Prerequisites for participation**
**Necessary:** The level of the course matches that of a regular MMM course (level 500 and above). The module can only be taken while studying abroad and complements the Mannheim curriculum.
**Recommended:** –

| | |
|---|---|
| **Graded** | yes |
| **Language** | English |
| **Form of assessment** | Depends on course taken abroad |
| **Restricted admission** | no |
| **Further information** | More than one class with this code can be taken; conditions apply, make sure to read the respective guidelines. |
| **Performing lecturer** | Lecturer at the host university. Course will be assessed when students request a learning agreement. Please find details in the „Guidelines for learning agreements and course recognition“ in ILIAS > MMM > Auslandssemester/Study Abroad Semester. Dozent/in an der Gastuniversität. Prüfung der Wertigkeit bei Abschluss eines Learning Agreements. Bitte lesen Sie das „Merkblatt zu Learning Agreements und Anerkennungen“ ILIAS > MMM > Auslandssemester/Study Abroad Semester. |
| **Frequency of offering** | Spring semester & fall semester |
| **Duration of module** | 1 semester |
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., other Master programs (depending on respective study regulations) |
| **Preliminary course work** | – |

# **Module**: ACC/TAX 570 ESG Regulation and Sustainability Reporting

EN

### Contents

Environmental, social, and governance (ESG) factors are increasingly important for the long-run performance of companies and their sustainability management. Therefore, the reporting on these factors has gained attention from many private and public initiatives worldwide and recent regulations (such as the CSRD in the European Union) require disclosures of companies' ESG performance. Managers respond to the pressure by regulators and stakeholders by increasingly incorporating the measurement and monitoring of ESG targets in their internal performance evaluation. This course is introducing the theoretical foundations, the regulatory framework as well as trends in current management practice of ESG reporting. Particular emphasis is laid on carbon disclosures and tax transparency.

### Learning outcomes

Students have developed an economic intuition for the theoretical foundations of targeted disclosure regulation. Specifically, they understand how public reporting requirements can support regulatory objectives with regard to ESG factors and they know institutional details of how ESG regulation in the corporate sector contributes to these objectives. They can relate their knowledge to applied cases on topics such as decarbonization and fair taxation.

### Prerequisites for participation

**Necessary:** –
**Recommended:** Bachelor-level knowledge of accounting and taxation

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |
| Case Study Presentation | 1 SWS | 5 SWS |
| Exercise class | 2 SWS | 4 SWS |

| | |
|---|---|
| ECTS credits | 8 |
| Graded | yes |
| Workload | 240h |
| Language | English |
| Form of assessment | Case study presentation (25%) and written exam (90 min, 75%) |
| Restricted admission | no |
| Further information | – |
| Examiner | **Prof. Dr. Jannis Bischof, Prof. Dr. Holger Daske, Prof. Dr. Philip Doerrenberg, Prof. Stefan Reichelstein, Ph.D.** |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| Preliminary course work | – |

| | |
|---|---|
| **Program-specific Competency Goals** | CG 1, CG 2 |

# **Module**: ACC 510 Financial Accounting

DE

### Contents

The lecture introduces the system of German GAAP, which is principally relevant for all domestic companies with the legal obligation to keep records. The lecture further provides an overview of the main accounting concepts within the system of German GAAP.
Hereafter, the course first describes asset and liability recognition criteria, such as the definition of (immaterial) assets, liabilities and onerous contracts. Second, the course introduces revenue recognition principles. Third, the lecture discusses measurement principles, such as acquisition and construction costs, valuation of liabilities and depreciation.

### Learning outcomes

Students obtain detailed knowledge of the general accounting principles, asset and liability recognition, revenue recognition as well as measurement principles under German GAAP. They are able to describe the norms, analyze them from an accounting theoretical perspective and critically assess them.
Moreover, participants are enabled to summarize and solve complex accounting issues with reference to codified norms from court rulings of the Federal Fiscal Court as well as accounting literature. The interdisciplinary orientation of the course offers students deeper insights into the linkage between business administration and law. The knowledge is deepened by means of case studies (in collaboration with KPMG). Students learn to prepare and present solutions as part of a team. They are able to identify problems, analyze and present them in a structured, comprehensible manner. The group work fosters teamwork and leadership skills.

### Prerequisites for participation

**Necessary:** Not taken ACC 512
**Recommended:** Bachelor-level knowledge of financial accounting

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |
| Case Study Presentation | 2 SWS | 4 SWS |
| Exercise class | 2 SWS | 4 SWS |

| | |
|---|---|
| ECTS credits | 8 |
| Graded | yes |
| Workload | 240h |
| Language | German |
| Form of assessment | Case study presentation (25%) and written exam, **Bring Your Own Device:** Students work on campus in a lecture hall on their own device in the ILIAS exam system (with supervision) (90 min, 75%) |
| Restricted admission | yes |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Jens Wüstemann**<br>Prof. Dr. Jens Wüstemann |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |

| | |
|---|---|
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1, CG 2, CG 4 |

# **Module**: ACC 520 IFRS Reporting and Capital Markets

EN

**Contents**
The lecture introduces the most relevant IFRS standards and their informational impact on capital markets. After an analysis of the institutional background of the international harmonization process in financial reporting, we will focus on key accounting issues such as revenue recognition and financial instruments. We will illustrate the effects using current accounting practices of multinational entities, go into major research findings and apply the knowledge to case studies from accounting practice. We will conclude the lecture by an assessment of the importance of accounting for corporate governance and controlling (inside perspective) and for capital-market-oriented financial statement analysis (outside perspective).

**Learning outcomes**
Students will know about economic consequences of financial reporting and about the role accounting information plays on capital markets, understand the special role of IFRS on international capital markets, be familiar with the main IFRS accounting rules and their impact on financial statements, and demonstrate orally and in writing their comprehension in the solution of case studies.

**Prerequisites for participation**
**Necessary:** Not taken ACC 515
**Recommended:** Bachelor-level knowledge of financial accounting

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |
| Case Study Presentation | 2 SWS | 4 SWS |
| Exercise class | 2 SWS | 4 SWS |

| | |
|---|---|
| ECTS credits | 8 |
| Graded | yes |
| Workload | 240h |
| Language | English |
| Form of assessment | Case study presentation (25%) and written exam (90 min, 75%) |
| Restricted admission | no |
| Further information | – |

**Examiner**
Performing lecturer

**Prof. Dr. Jens Wüstemann**
Prof. Dr. Jannis Bischof, Prof. Dr. Jens Wüstemann (Lecture) and Dr. Ulrich Störk (Case Studies)

| | |
|---|---|
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 2 |

# **Module**: ACC 530 Group Accounting

EN

**Contents**
The lecture covers the preparation and interpretation of consolidated financial statements based on IFRS. All consolidation and elimination entries are introduced that are necessary for combining the separate statements of financial position and for eliminating the intercompany transactions. In addition, theoretical models explaining the fundamental approaches to group accounting are presented and discussed. The case study, in collaboration with Deloitte, provides students with a great opportunity to learn how legal and regulatory requirements can be met in the context of group accounting in order to strategically steer a group. The case studies are thus complementing the lecture with first-hand evidence of how specific, practice-relevant issues of group accounting manifest.

**Learning outcomes**
Students know the regulations for group accounting. Based on this knowledge, students are able to prepare consolidated financial statements. They learn how consolidation methods impact the consolidated financial statements and are able to interpret group reports. Furthermore, students learn how the regulatory framework of group accounting can be applied to successfully steer international groups based on case studies.

**Prerequisites for participation**
**Necessary:** Not taken ACC 511
**Recommended:** Bachelor-level knowledge of financial accounting

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |
| Exercise class | 2 SWS | 4 SWS |
| Case Study Presentation | 2 SWS | 4 SWS |

| | |
|---|---|
| ECTS credits | 8 |
| Graded | yes |
| Workload | 240h |
| Language | English |
| Form of assessment | Case study presentation (25%) and written exam (90 min, 75%) |
| Restricted admission | no |
| Further information | – |

| | | |
|---|---|---|
| Examiner<br>Performing lecturer |  | **Prof. Dr. Dirk Simons**<br>Prof. Dr. Dirk Simons |

| | |
|---|---|
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1 |

# **Module**: ACC 540 Financial Statement Analysis & Equity Valuation

EN

### Contents
This course teaches financial statement analysis in the context of equity valuation. The first part covers sources of information and common tools of financial statements analyses (accounting analysis, ratio analysis, cash flow analysis, analysis of narratives). In the second part, methods for equity and asset valuation, the cash-flow based DCF-models and the earnings-based abnormal earnings (AE) and earnings growth (AEG) models, are covered. The coverage includes the derivation and numerical calculation of the required rate of returns and structured forecasts necessary to reach a valuation. Finally, the course covers how ESG information is incorporated in firm analysis and valuation.

### Learning outcomes
The students should get an in-depth understanding of the approaches and methods available for analyzing financial statements, preparing pro-forma financial statements in financial modelling and their application for valuing equity, firms and assets. They should on the one hand understand both the theoretical constructs, assumptions, and limitations behind those concepts, but should, on the other hand, also be capable to implement them (computer-based) in practice. The student's learning will be supplemented by the presentation of case-studies from valuation practice.

### Prerequisites for participation
**Necessary:** –
**Recommended:** Bachelor-level knowledge of financial accounting and finance

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |
| Case Study Presentation | 2 SWS | 4 SWS |
| Exercise class | 2 SWS | 4 SWS |

| | |
|---|---|
| ECTS credits | 8 |
| Graded | yes |
| Workload | 240h |
| Language | English |
| Form of assessment | Case study (25%) and written exam (90 min, 75%) |
| Restricted admission | no |
| Further information | – |

| | | |
|---|---|---|
| Examiner<br>Performing lecturer |  | **Prof. Dr. Holger Daske**<br>Prof. Dr. Holger Daske (Lecture) Dr. Steffen Wagner (Case Study) |

| | |
|---|---|
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| Preliminary course work | – |

| | |
|---|---|
| **Program-specific Competency Goals** | CG 1, CG 2, CG 4 |

# **Module**: TAX 520 Taxation of Companies

DE

### Contents

- Basics of the periodic and non-periodic taxation of German companies depending on the legal form.
- Calculation of the tax burden of different legal forms including combinations of standard legal forms (e.g. "GmbH & Co. KG", so-called "Betriebsaufspaltung").
- Elaboration of the determinants of the tax burden of companies.

### Learning outcomes

- Students become acquainted with the taxation of German companies of various legal forms.
- Students are able to calculate the tax burden of profits and shareholder compensation payments depending on the legal form.
- Moreover, students are able to comment on the tax-optimal choice of legal form.

### Prerequisites for participation

**Necessary:** –
**Recommended:** Basic knowledge of company taxation

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 8 SWS |
| Case Study Presentation | 2 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | German |
| Form of assessment | Written exam (90 min, 70%), group case studies (three to four students, 30%) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Christoph Spengel**<br>Prof. Dr. Christoph Spengel |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1 |

# **Module**: TAX 521 Specialisation in Company Taxation

DE

### Contents

- Tax planning for partnerships
- Tax planning for corporations
- Real estate transfer tax
- Changes of corporate form
- Reorganizations, business acquisitions

### Learning outcomes

- The students study in detail specific rules which are particularly important for the tax planning of partnerships and corporations.
- The students learn to optimize business structuring for tax purposes.
- Particular attention is paid to business reorganizations and the development of efficientt tax solutions.

### Prerequisites for participation

**Necessary:** –
**Recommended:** Basic knowledge of company taxation

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |

| | |
|---|---|
| ECTS credits | 4 |
| Graded | yes |
| Workload | 120h |
| Language | German |
| Form of assessment | Written exam (45 min) |
| Restricted admission | no |
| Further information | https://www.bwl.uni-mannheim.de/en/doerrenberg/ |
| Examiner<br>Performing lecturer |  **Prof. Dr. Philipp Dörrenberg**<br>Prof. Dr. Matthias Rogall |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1 |

# **Module**: TAX 530 Taxation of Businesses and Individuals

EN

### Contents

- Basic principles of taxation, personal income tax, corporate income tax, local profit taxes and non-profit taxes (e.g., net wealth tax, real estate tax)
- Comparative taxation of transparent entities (sole proprietors and partnerships) and separate entities (corporations and their shareholders)
- Determination of taxable profits and relation between tax accounting and financial accounting
- Gift and inheritance taxes, value added tax

### Learning outcomes

- Students will know the basic principles of different types of taxes and understand the structure of these taxes (the lecture focuses on the tax systems in the EU member states and the US).
- Students will understand the relevance and consequences of the transparency principle and the corporation principle and assess the tax burden on profits as well as on shareholder compensations dependent on the legal form of the business.
- Most notably, students will understand how taxes influence business decisions and evaluate tax planning opportunities created by business tax law.

### Prerequisites for participation

**Necessary:** –
**Recommended:** Basic knowledge of financial accounting

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 8 SWS |
| Exercise class | 2 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (90 min, 70%), individual written assignment and group presentation (30%) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Christoph Spengel**<br>Prof. Dr. Christoph Spengel |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 2 |

# **Module**: ACC/MAN 660 Corporate Sustainability Strategies and Value Creation

EN

### Contents
The sustainability of a company's business model is an increasingly important driver of firm value and, therefore, an essential input into the strategy process. This course will teach how sustainability goals can be integrated into strategy development and how this integration creates firm value. Topics include the role of regulation, materiality assessment, sustainability targets, the development of specific measures and flagship initiatives, and the interaction with corporate organization and governance. The course also offers an introduction to the link between sustainability strategies and sustainability reporting. Many business cases from different industries will illustrate the real-world impact of the lecture content.

### Learning outcomes
Students gain a solid understanding of the relationship between corporate sustainability objectives, corporate strategy, and firm value. They develop an economic intuition for the real-world importance of such an integrated approach to corporate sustainability. They also understand how this relationship further interacts with factors such as a company's regulatory environment, internal target setting, corporate organization and governance. They can relate their knowledge to applied business cases.

### Prerequisites for participation
**Necessary:** –
**Recommended:** Bachelor-level knowledge of value-based management

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |

| | |
|---|---|
| ECTS credits | 4 |
| Graded | yes |
| Workload | 120h |
| Language | English |
| Form of assessment | Written exam (45 min) |
| Restricted admission | no |
| Further information | Will be counted towards ACC. |
| Examiner<br>Performing lecturer |  <br>**Jannis Bischof**<br>Dr. Holger Rubel |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 2, CG 3 |

# **Module**: ACC/MAN 661 Corporate Sustainability Performance: Measurement, Assessment and Improvement

EN

**Contents**
The success of a company's sustainability strategy critically depends on its ability to monitor and evaluate sustainability performance. This course introduces the most important management tools to measure and assess sustainability performance, with a particular focus on decarbonization, waste and circular economy management, and life cycle assessment. Building on these sustainability performance metrics, the course will also focus on how to turn the insights from performance measurement into specific actions, for example, by discussing approaches to reduce carbon emissions and increase the circularity of the business model. Many business cases from different industries will illustrate the real-world impact of the lecture content, including cases study exercises and hands-on usage of leading management tools.

**Learning outcomes**
Students gain a comprehensive overview over the measurement of corporate sustainability performance and understand how to measure key metrics, especially in the fields of decarbonization, circularity, and life cycle assessment in general, but also specifically for a variety of industrial businesses. They develop an economic intuition for the real-world application of the metrics and become familiar with typical challenges in their implementation. They also understand how to interpret the indicators and are able to link their interpretation to suitable actions that lead to performance improvement.

**Prerequisites for participation**
**Necessary:** - (from spring **2027**: ACC 510 or ACC 520 or ACC 530 or ACC 540 or ACC 560 or ACC/TAX 570)
**Recommended:** ACC 660, Bachelor-level knowledge of sustainability management and performance measurement

| **Forms of teaching and learning** | **Contact hours** | **Independent study time** |
|---|---|---|
| **Lecture** | 2 SWS | 9 SWS |
| **Case Study Presentation** | 2 SWS | 2 SWS |

| | |
|---|---|
| **ECTS credits** | 6 |
| **Graded** | yes |
| **Workload** | 180h |
| **Language** | English |
| **Form of assessment** | Case study presentation (25%) and written exam (45 min, 75%) |
| **Restricted admission** | no |
| **Further information** | Will be counted towards ACC. |
| **Examiner**<br>Performing lecturer |  **Jannis Bischof**<br>Dr. Holger Rubel |
| **Frequency of offering** | Spring semester |
| **Duration of module** | 1 semester |
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| **Preliminary course work** | – |

| | |
|---|---|
| **Program-specific Competency Goals** | CG 1, CG 2, CG 3 |

# **Module**: ACC/MAN 662 Private Equity: Due Diligence and Value Creation

EN

### Contents

The course aims at exploring Private Equity (PE) as an alternative asset class on the rise and will equip the participants with a sound understanding of its characteristics and mechanics.
After outlining Private Equity's role from an asset management perspective, the course will focus on PE fundamentals (strategy, economics, stakeholders) as well as on detailing the Leverage Buy-out value chain including the sourcing strategy, due diligence, portfolio value creation and exit. There will be a specific emphasis on teaching the LBO mechanics, core due diligence techniques and value creation strategies.
The course will be complemented by several practical exercises, in class discussions, as well as guest lectures from professionals in the Private Equity Industry.

### Learning outcomes

Participants will be able to distinguish Private Equity from other asset classes. In particular, participants understand how to assess and create value from potential investments. Overall, this course will provide participants with practical insights into Private Equity and will equip them with advanced knowledge for a potential career in the industry.

### Prerequisites for participation

**Necessary:** ACC 510 oder ACC 520 oder ACC 530 oder ACC 540 oder ACC 560 oder ACC/TAX 570
**Recommended:** Basic knowledge of Corporate Finance

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 6 SWS |
| Case Study Presentation | 2 SWS | 7 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Case study presentation (50%) and written exam (45 min, 50%) |
| Restricted admission | no |
| Further information | Will be counted towards ACC. |
| Examiner<br>Performing lecturer |  **Prof. Dr. Wilhelm Schmundt**<br>Dr. Wilhelm Schmundt |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 2 |

# **Module**: ACC 620 Accounting for Financial Instruments and Financial Institutions

EN

**Contents**
The course addresses in-depth the accounting for financial instruments and by financial institutions under IFRS as well as related conceptual issues currently discussed by standard setters and bank regulators. It covers the definition of financial instruments, their classification, initial and subsequent measurement, impairment, derecognition, as well as their accounting in the context of hedging transactions. We also discuss relevant notes disclosures in example banks' financial statements and links to capital regulation.

**Learning outcomes**
The course aims at developing the skills to understand, apply, analyze and critically evaluate accounting standards in the complex field of accounting for financial instruments and financial institutions. Students will get an in-depth understanding of the current IFRS accounting rules, in particular the comprehensive IFRS 9, and understand the underlying conceptual discussions surrounding their development. Overall, students will gain a deep and profound understanding of these advanced topics of financial accounting.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 8 SWS |
| Exercise class | 2 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (90 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Holger Daske**<br>Prof. Dr. Holger Daske |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1 |

# **Module**: ACC 670 Audit Theory

EN

**Contents**
Why is there a need for auditing? How are audits priced? How do (different) auditor liability rules affect audit quality? These questions are raised frequently in light of the Wirecard scandal and the regulatory actions that just recently followed. This course addresses these (and other) questions by analyzing the auditor-client relationship as well as the market structure of the auditing profession. The analysis is based on theoretical models that use game theory. For that purpose, auditors are perceived as strategic players that rationally interact with their various stakeholders.

**Learning outcomes**
Students are familiar with the purpose and the scope of an independent audit. They realize that audfiting does not only mitigate agency conflicts, but is also a potential source for such frictions. Furthermore, students know how the auditor strategically interacts in game theoretic settings. They are aware of the influence of regulatory changes on the auditing profession and the responses of audit firms to these changes.

**Prerequisites for participation**
**Necessary:** Not taken ACC 671
**Recommended:** Preparation of the literature that will be provided for self-study

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |
| Exercise class | 1 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (60 min) or oral exam (30 min) |
| Restricted admission | no |
| Further information | – |

| | | |
|---|---|---|
| Examiner<br>Performing lecturer |  | **Prof. Dr. Dirk Simons**<br>Prof. Dr. Dirk Simons, Dr. Sebastian Kronenberger |

| | |
|---|---|
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M. |
| Preliminary course work | – |

# **Module**: ACC 676 Case Studies on Consulting in Financial Services Firms

EN

### Contents
In this course, offered jointly with KPMG, current topics from the frontier between financial accounting, consulting, risk management, regulatory law and capital markets with a focus on the financial services sector will be covered. The participants will form groups of three to four students and discuss problem areas of high practical relevance using both practice-oriented and academic approaches. Results will be summarized in a consulting report and presented in a final results presentation.

### Learning outcomes
Participants are able to discuss and solve complex problems of high practical relevance at the interface of capital markets, financial accounting and auditing. Students know the area of tension between academic case solutions and those related to practice and are able to develop solutions according to both aspects. The consulting report corresponds to standards required by the business practice and is academically founded.

### Prerequisites for participation
**Necessary:** ACC 510 or ACC 520 or ACC 530 or ACC 540 or ACC/TAX 570 or ACC 560 , not taken ACC 627
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |

| | |
|---|---|
| ECTS credits | 4 |
| Graded | yes |
| Workload | 120h |
| Language | English |
| Form of assessment | Written consulting report (50%) and in-class presentation (50%) |
| Restricted admission | yes |
| Further information | Website of the Chair |
| Examiner<br>Performing lecturer |  **WP Dipl.-Kfm. Gero Wiechens**<br>WP Dipl.-Kfm. Gero Wiechens |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 2 |

# **Module**: ACC 680 Disclosure Theory

EN

**Contents**
The aim of this seminar-style course is to provide students with insights into analytical disclosure theory, one important stream of literature in accounting research. The course provides an overview into the various determinants that shape firms' reporting decisions. The structure of the course follows along the evolution of research in disclosure theory: In his famous paper about the "Market for Lemons", Akerlof (1970) predicts a collapse of markets as the result of information asymmetries between sellers and buyers. Building on that, Grossman and Hart (1980) set out the *unraveling principle*, describing that sellers (or firms) have a vested interest in establishing information symmetry to distinguish themselves from the anonymous, silent mass. These papers provide a basis for a comprehensive literature stream that analyzes the emergence of disclosure equilibria in various settings.

**Learning outcomes**
Students know the fundamental literature of disclosure theory. They understand the unraveling principle, its assumptions, and consequences for the disclosure behavior of firms. Furthermore, students are able to assess and discuss the setting, basic assumptions, and mechanisms of analytical disclosure models. Participants are able to formulate constructive criticism of disclosure models and to defend them.

**Prerequisites for participation**
**Necessary:** Not taken ACC 675
**Recommended:** Basic knowledge in game theory, preparation of provided literature

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |
| Exercise class | 1 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written Report (50%), presentation (50%) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Dirk Simons**<br>Prof. Dr. Dirk Simons |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 2, CG 4 |

# **Module**: TAX 620 Causal Data Science for Business Decision Making

EN

## Contents

Most practical managerial decisions and discussions in the business sciences evolve around questions such as "What happens to Y if we change X?", "Is the new business strategy X the reason for increases in revenue Y?", or "Is the change that we see in Y caused by changes in X or is the change in Y driven by coincidence or some other factor?". In other words, both practical decision-making and academic research on business decisions require knowledge about cause and effect. However, identifying causalities is usually not straightforward. For example, if a manager implements some new tax-planning strategy and the firm's profit increases in the subsequent year, it is not clear if the new strategy was the cause for increased profits or if profits would have increased even in the absence of the new strategy. That is, the correlation between the new strategy and subsequent profits does not necessarily reflect a causal effect. A serious evaluation of the new business strategy will, however, need to identify if the change in profits was indeed caused by the new strategy.

Such an analysis of causal effects requires knowledge of both practical data analysis (using statistical software) and methods and strategies to identify causal effects. This course equips students with the skills related to both these components: it provides i) an introduction to causality and an overview of the most important methods and approaches for causal inference, and ii) a hands-on practical introduction to data analysis.

Overall, students learn how to apply the most important methods and how to use statistical software (including coding and the handling of "big data" and common business data bases) in the context of empirical work. In general, these skills are very valuable for work both in industry and academia.

The course is generally suited for students with and without prior knowledge of, or particular interest in, taxation: Examples will be from taxation, but the taught methods and empirical applications generalize beyond tax topics.

In line with the objectives of the class, one part of the course focuses on hands-on empirical applications and students learn how to conduct their own empirical analysis. For this purpose, students are introduced to the usage of a statistical software package (R or Stata) and to the access and analysis of large data sets (in particular firm databases sets such as Compustat). The introduction to software R starts from scratch and no prior knowledge is necessary.

The other part of the course teaches the concept of causality and the most important methods to estimate causal effects. These include randomized experiments, linear regression, difference-in-differences, instrumental variables, and regression discontinuity design. The focus is on an intuitive understanding of the advantages and disadvantages of the available methods, and less on a highly technical presentation.

To receive a grade, students are required to conduct an independent empirical project using statistical software and real-world data (either an own research idea or a replication of an existing research paper).

## Learning outcomes

- Hands-on practice of empirical analysis using statistical software and data.
- Overview of most important methods and approaches for applied causal inference.

## Prerequisites for participation

**Necessary:** –

**Recommended:** Introductory classes in statistics and/or econometrics at Bachelor level are advantageous.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 4 SWS | 10 SWS |
| **ECTS credits** | 8 | |
| **Graded** | yes | |
| **Workload** | 240h | |
| **Language** | English | |
| **Form of assessment** | Presentation of a database (15%), presentation of empirical project (45%), report about empirical project (40%) | |
| **Restricted admission** | no | |
| **Further information** | https://www.bwl.uni-mannheim.de/en/doerrenberg/ | |

| | |
|---|---|
| **Examiner**<br>Performing lecturer | **Prof. Dr. Philipp Dörrenberg, Prof. Dr. Johannes Voget**<br>Prof. Dr. Philipp Dörrenberg Prof. Dr. Johannes Voget |
| **Frequency of offering** | Fall semester |
| **Duration of module** | 1 semester |
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MMM Business Research Program |
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1, CG 4 |

# **Module**: TAX 630 International Business Taxation

EN

**Contents**

- Basics of international business taxation
- Taxation of inbound investments
- Taxation of outbound investments
- Transfer pricing
- Cross-border reorganisations

**Learning outcomes**

Students know the basics of international taxation (national tax law, double taxation conventions, primary and secondary EU law) and the causes of double taxation. Students understand the tax consequences of establishing domestic and foreign permanent establishments as well as domestic and foreign corporations. Students understand the impact of transfer pricing on the companies' tax burden. Most notably, students are able to evaluate how multinational companies make use of internationally diverging tax burdens.

**Prerequisites for participation**

**Necessary:** –
**Recommended:** Knowledge of contents of Module TAX 520 or Module TAX 530

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 8 SWS |
| Exercise class | 2 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (90 min, 70%), individual assignment and group presentation (30%) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  **Prof. Dr. Christoph Spengel**<br>Prof. Dr. Christoph Spengel |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 2 |

# **Module**: TAX 631 International Taxation of Multinational Enterprises

DE

### Contents

- Taxation of integrated multinational enterprises (MNEs) with international operations, in particular with respect to income taxes, transfer pricing, permanent establishments, withholding taxes, CFC rules, and procedures for the settlement of tax disputes.
- Implications of current trends of MNEs for their taxation.

### Learning outcomes

After completing this course, students will have the knowledge of the fundaments of international taxation of multinational enterprises (MNEs). They will be able to apply theoretical knowledge and to transfer it into practical tax knowledge based on real world problems. Participants will be able to assess the impact of relevant tax rules on MNEs' decisions and the interactions of these rules. The contents will be imparted to the students in a problem-oriented way and by solving real world problems in small groups.

### Prerequisites for participation

**Necessary:** –
**Recommended:** Knowledge from Module TAX 520, TAX 530 or TAX 630

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |

| | |
|---|---|
| ECTS credits | 4 |
| Graded | yes |
| Workload | 120h |
| Language | German |
| Form of assessment | Written exam (45 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  **Prof. Dr. Christoph Spengel**<br>Dr. Sven-Eric Bärsch |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1 |

# **Module**: TAX 660 Tax Planning: The Role of Taxes for Business Decisions

EN

### Contents

Most finance and strategy courses do not consider the role of taxes in making business decisions. The goal of the course is to understand how taxes affect business decisions. In particular, the course teaches the tools for identifying, understanding, and evaluating tax planning opportunities. It is designed to be valuable even as (tax) laws and governments change, and the taught framework is portable in that it can be applied to the set of tax laws in any country.

Taxes are everywhere and have a direct impact on cash-flow. Having a basic understanding of how taxation affects business decisions is therefore very important and contributes to a solid financial literacy.

The role of taxes is applied to different decision contexts, such as investments and organizational form. In addition, the class covers concepts such as implicit taxes and tax arbitrage, and it discusses how the marginal tax rate should be calculated for loss-making firms.

The impact of taxes on business decisions will always be considered in the context of the following themes: 'All Parties' (the tax implications for all of the involved parties have to be considered), 'All Taxes' (explicit and implicit taxes have to be considered), and 'All Costs' (all costs, tax and non-tax costs, have to be considered).

All aspects of the course will discuss empirical applications.

The class features a guest lecture by a partner of a big-4 accounting firm. Knowledge from other Master-level tax classes is not necessary to take this class. Large parts of the course will be based on the following textbook that is used in the leading business schools around the world: Scholes, Wolfson, Erickson, Hanlon, Maydew and Shevlin: Taxes and Business Strategy: A Planning Approach.

### Learning outcomes

Understand how taxes affect business decisions.

### Prerequisites for participation

**Necessary:** –

**Recommended:** Introductory courses in business taxation are advantageous.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 4 SWS | 8 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (90 min, 80%), Case study/presentation (20%) |
| Restricted admission | no |
| Further information | https://www.bwl.uni-mannheim.de/en/doerrenberg/ |
| Examiner<br>Performing lecturer |  **Prof. Dr. Philipp Dörrenberg**<br>Prof. Dr. Philipp Dörrenberg |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |

| | |
|---|---|
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1, CG 2 |

# **Module**: TAX 661 Case Studies in International Tax Planning

EN

### Contents

- International Tax Planning and Tax Structuring using Financing Companies in the case of Outbound Investment
- International Tax Planning and Tax Structuring using Financing Companies in the case of Inbound Investment
- International Tax Planning and Tax Structuring concerning the German „Zinsschranke" (Thin-Cap-Rule) and other foreign Anti-Avoidance-Rules
- International Tax Planning and Tax Structuring especially considering the Reorganization Tax Act
- International Tax Planning and Tax Structuring especially considering Qualification Conflicts

### Learning outcomes

The students learn how to apply their skills in basic taxation on practical cases. The students get a deeper insight into the basics of the most important areas in international tax planning and tax structuring. The students learn how to implement their theoretical knowledge into practical scenarios. Thereby special attention is paid to the application of the wording of law – especially using inaccuracies in law. The students learn to develop international tax planning and tax structuring ideas across different types of taxes.

### Prerequisites for participation

**Necessary:** –
**Recommended:** Knowledge of contents of Module TAX 630

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |

| | |
|---|---|
| ECTS credits | 4 |
| Graded | yes |
| Workload | 120h |
| Language | English |
| Form of assessment | Written exam (45 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  **Prof. Dr. Christoph Spengel**<br>Prof. Dr. Michael Schaden |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1 |

# **Module**: ACC 750 Accounting Seminar

DE EN

**Contents**
The seminar offers an introduction to research in accounting. The research questions that we will address come from all fields of accounting research and we will rely on different research methods (both theoretical and empirical methods) in examining these questions. The analysis also involves a comprehensive review of scientific accounting literature. In preparing the seminar, participants write a seminar thesis. Participants will present and discuss the key results of their thesis during the seminar.

**Learning outcomes**
Participants get acquainted with scientific research in accounting. They develop basic research skills that are necessary to address typical research questions in financial accounting, managerial accounting, or related fields. They will also be able to structure a research paper and become experienced in academic writing. In addition, participants will learn how to present scientific work to other researchers and how to discuss scientific research.

**Prerequisites for participation**
**Necessary:** ACC 510 oder ACC 520 oder ACC 530 oder ACC 540 oder ACC 560 oder ACC/TAX 570
**Recommended:** Profound knowledge in accounting and a general interest in scientific accounting research

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | German, English |
| Form of assessment | Written seminar thesis (60%) and in-class presentation (40%) |
| Restricted admission | yes |
| Further information | Website of the Chair and the Area |
| Examiner<br>Performing lecturer | **Prof. Dr. Jannis Bischof, Prof. Dr. Jens Wüstemann**<br>Prof. Dr. Jannis Bischof, Prof. Dr. Holger Daske, Prof. Dr. Dirk Simons, Prof. Dr. Jens Wüstemann |
| Frequency of offering | Spring semester & fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 4 |

# **Module**: TAX 730 Seminar in Business Taxation

DE EN

**Contents**
The seminar focuses in depth on selected cross-module topics in taxation.

**Learning outcomes**
Students write an essay, which is presented to students and discussed in the seminar. The essay shows that students are capable of pursuing independently academic work in the field of business taxation. The essay prepares for a master thesis in business taxation.

**Prerequisites for participation**
**Necessary:** Two completed modules from the area Accounting & Taxation (5XX and/or 6XX) at the time of registration
**Recommended:** Knowledge of the (international) taxation of companies

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | German, English |
| Form of assessment | Essay (70%, 15 p.), presentation (30%) |
| Restricted admission | no |
| Further information | https://www.bwl.uni-mannheim.de/en/spengel/teaching/master/tax-730-seminar-in-taxation/ |
| Examiner<br>Performing lecturer | **Prof. Dr. Philipp Dörrenberg, Prof. Dr. Christoph Spengel**<br>Prof. Dr. Christoph Spengel, Prof. Dr. Philipp Dörrenberg |
| Frequency of offering | Spring semester & fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 4 |

# 3.2 AREA FINANCE

# **Module**: FIN 500 Investments

EN

**Contents**
This course introduces into the theoretical foundations of modern portfolio management and their applications. It covers expected utility theory, measures of risk and return, the theory of portfolio selection, asset pricing models and their empirical test, the efficient markets hypothesis, and issues in stock portfolio management.

**Learning outcomes**
The course provides students with an understanding of the theoretical and conceptual foundations of modern quantitative portfolio management. Students learn to understand investment strategies, and to interpret and evaluate them against the background of capital market theory and the efficient markets paradigm.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** Basic knowledge in mathematics (optimization, elementary matrix algebra) and statistics (expected value, variances, covariances, correlation, t-tests). Successful attendance of Finanzwirtschaft I & II in the Mannheim Bachelor's program or similar courses.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 8 SWS |
| Exercise class | 1 SWS | 6 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  **Prof. Dr. Erik Theissen**<br>Prof. Dr. Erik Theissen |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI |
| Preliminary course work | – |

# **Module**: FIN 540 Corporate Finance I - Lecture (Capital Structure, Cost of Capital and Valuation)

EN

### Contents
Corporate Finance studies how corporations finance their operations. The emphasis of this part of the curriculum is on shareholder value and company valuation. We will also study the cost of capital, introduce theories of capital structure, and initial public offerings. The objective of this course is to introduce the fundamental theoretical concepts of company valuation.

### Learning outcomes
After completing this course, students will know and understand state-of-the-art tools such as DCF, Residual Income, EVA, and Multiples. In particular, participants will know how to determine the cost of capital for corporations and projects using real world data. Further, participants will learn how to identify value drivers by applying financial ratio analysis. Students will also be familiar with event studies in order to analyse how capital markets react to important corporate events like merger announcements or earnings announcements.

### Prerequisites for participation
**Necessary:** –
**Recommended:** Every student participating in this course should have completed the equivalent of the 2-semester finance module, which is part of the Mannheim Bachelor program. The lectures generally assume basic knowledge in accounting (balance sheets, income statements, financial ratios), finance (present value methods, portfolio theory, CAPM), mathematics (calculus, optimization) and statistics (mean, variance, standard deviation, univariate and multivariate regressions). The course assumes that students already manage the material in Brealey, Myers, Allen, *Corporate Finance*, (McGraw-Hill, 10th edition, 2010), chapters 1-19.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 12 SWS |

| | |
|---|---|
| ECTS credits | 5 |
| Graded | yes |
| Workload | 150h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  **Prof. Ernst Maug, Ph.D.**<br>Marc Gabarro, Ph.D. |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI |
| Preliminary course work | – |

# **Module**: FIN 541 Corporate Finance I - Case Study (Capital Structure, Cost of Capital and Valuation)

EN

### Contents
Corporate Finance studies how corporations finance their operations. The emphasis of this part of the curriculum is on shareholder value and company valuation. The focus of the course will be on solving several case studies in groups of up to three students. Each of these cases has to be handed in and will contribute to the final grade. The hands-on format of this course ensures that students are able to transfer the theoretical concepts encountered in the lecture (FIN 540) to real world problems.

### Learning outcomes
After completing this course, students will be able to value companies using state-of-the-art tools such as DCF, Residual Income, EVA, and Multiples. In particular, participants will be able to determine the cost of capital for corporations and projects using real world data. Participants will be able to identify value drivers by applying financial ratio analysis and analyse the impact of those value drivers on the firm value. Students will also be able to perform event studies in order to analyse how capital markets react to important corporate events like merger announcements or earnings announcements.

Students will be able to implement the theoretical concepts discussed in the lecture (FIN 540) using Microsoft Excel.

### Prerequisites for participation
**Necessary:** FIN 540 Corporate Finance I (Parallel attendance possible)

**Recommended:** Every student participating in this course should have completed the equivalent of the 2-semester finance module, which is part of the Mannheim Bachelor program. The lectures generally assume basic knowledge in accounting (balance sheets, income statements, financial ratios), finance (present value methods, portfolio theory, CAPM), mathematics (calculus, optimization) and statistics (mean, variance, standard deviation, univariate and multivariate regressions). The course assumes that students already manage the material in Brealey, Myers, Allen, *Corporate Finance*, (McGraw-Hill, 10th edition, 2010), chapters 1-19.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Case Study Presentation | 1 SWS | 9 SWS |
| Exercise class | 1 SWS | 4 SWS |

| | |
|---|---|
| ECTS credits | 5 |
| Graded | yes |
| Workload | 150h |
| Language | English |
| Form of assessment | Case write-ups (75%), class participation in case discussions (25%) |
| Restricted admission | yes |
| Further information | – |
| Examiner |  **Prof. Ernst Maug, Ph.D.** |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math. |

| | |
|---|---|
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1 |

# **Module**: FIN 550 International Course – Banking, Finance and Insurance

EN

**Contents**
Depends on course taken abroad

**Learning outcomes**
Depends on course taken abroad

**Prerequisites for participation**
**Necessary:** The level of the course matches that of a regular MMM course (level 500 and above). The module can only be taken while studying abroad and complements the Mannheim curriculum.
**Recommended:** –

| | |
|---|---|
| **Graded** | yes |
| **Language** | English |
| **Form of assessment** | Depends on course taken abroad |
| **Restricted admission** | no |
| **Further information** | More than one class with this code can be taken; conditions apply, make sure to read the respective guidelines. |
| **Performing lecturer** | Lecturer at the host university. Course will be assessed when students request a learning agreement. Please find details in the „Guidelines for learning agreements and course recognition“ in ILIAS > MMM > Auslandssemester/Study Abroad Semester. Dozent/in an der Gastuniversität. Prüfung der Wertigkeit bei Abschluss eines Learning Agreements. Bitte lesen Sie das „Merkblatt zu Learning Agreements und Anerkennungen“ ILIAS > MMM > Auslandssemester/Study Abroad Semester. |
| **Frequency of offering** | Spring semester & fall semester |
| **Duration of module** | 1 semester |
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., other Master programs (depending on respective study regulations) |
| **Preliminary course work** | – |

# **Module**: FIN 555 Financial Markets and Employees

EN

### Contents

The organization of markets has changed significantly in recent decades. Transaction costs in capital markets have declined, and now provide firms with much better access to private equity, venture capital, and tailored financial products. Product markets have internationalized and resulted in more complex and widely distributed supply chains. And labor markets have been affected by the trend toward the gig economy and firms' increased reliance on innovation and intangible assets. The last aspect is key because we need to ask how firms can develop a sustainable competitive advantage in a setting in which their key assets are employees. All these developments significantly influence the management, ownership, financing, and organization of firms, while also bearing crucial implications for stakeholder interests and economic inequality.

This course surveys and discusses recent findings on the interface between financial markets and employees. Much of the textbook discussions in various subfields of business and economics are still based on traditional paradigms, which view firms as collections of physical assets that generate cash flows, and which see financial markets as mainly occupied with valuing and distributing these cash flows. Yet, recent research has moved on from this paradigm and acknowledges the secular shift of market economies toward intangible capital. The new paradigm recognizes that this traditional conception is in serious need of overhaul, and needs to incorporate the increased role of human capital in corporations and the shift in the balance of power between investors and employees that this development entails. Still, much of this change in thinking and many new findings have not found their way into business education. This course is intended to fill this gap.

### Learning outcomes

After successfully completing this course, students should be able to do the following:

- Assess business situations that affect the labor force and understand what is special about human capital.
- Analyze the relationship between firms' labor force (e.g., commitment to employment insurance, difficulties in attracting and retaining employees, job satisfaction) and how financial markets relate to these decisions (valuation, choice of ownership, capital structure).
- Understand how the markets for key employees (top and middle managers, CEOs, directors, innovators) are organized, and why they sometimes feature skyrocketing levels and complex structures of compensation.
- Evaluate how financial transactions like buyouts, mergers and acquisitions, and recapitalizations affect employees and the composition and compensation of firms' labor force.
- Assess the composition of the workforce, and when diversity of skills and opinions is useful and when it is harmful for decision-making and firm value.
- Develop a toolbox of theoretical concepts relevant to analyzing human capital issues (and beyond).
- Gain a sound knowledge of empirical facts that are not yet available in a comprehensive written textbook or survey format.
- Ground ethical discussions of firms' human resource policies in a sound understanding of theory and empirical facts.

### Prerequisites for participation

**Necessary:** –

**Recommended:** The course requires cross-disciplinary thinking and understanding of key concepts in accounting, finance, economics, and management at the level of the respective courses in the Master's curriculum. The course will introduce key theoretical concepts in economics (e.g., signaling, hold-up problems, principal-agent relations, etc.). No prior knowledge of these concepts is assumed, and all requisite tools from game theory and microeconomics will be introduced at a relatively informal level. However, tolerance for handling abstract concepts is required.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 4 SWS |
| **ECTS credits** | 3 | |
| **Graded** | yes | |
| **Workload** | 90h | |
| **Language** | English | |
| **Form of assessment** | written exam (90 min, 75%); group project (25%) | |
| **Restricted admission** | no | |

| | |
|---|---|
| **Further information** | – |
| **Examiner**<br>Performing lecturer |  **Prof. Ernst Maug, Ph.D.**<br>Prof. Ernst Maug Ph.D. |
| **Frequency of offering** | Spring semester |
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf. |
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1, CG 4 |

# **Module**: FIN 580 Derivatives – Basic Strategies and Pricing EN

**Contents**
This course deals with different derivatives. The functioning of various derivative instruments like forwards, futures, swaps, and options will be explained. Furthermore, derivatives strategies will be analyzed. A particular focus of the course is the valuation of different basic and exotic instruments. The theoretical basis will be presented in lectures, while exercise classes will provide the opportunity to apply the concepts in practice.

**Learning outcomes**
After the completion of this course, students will have gained a thorough understanding of the spectrum of derivative financial instruments and their functioning. Furthermore, they will have learned how to implement investment strategies using derivatives.

Students acquire a working knowledge of different valuation techniques, which is a necessary condition for trading these instruments and which also allows them to price new innovative products themselves.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** Students should have successfully completed the Mannheim Bachelor finance modules (or equivalent courses). They should have an understanding of simple derivatives and basic pricing techniques on a Bachelor level before taking this course! A working knowledge of basic mathematics (analysis and optimization) and statistics (expected values, variances, covariances) is required.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |
| Exercise class | 1 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | yes |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Stefan Ruenzi**<br>Prof. Dr. Stefan Ruenzi (Lecture), Santanu Kundu (Exercise Classes), Kai Maeckle (Exercise Classes) |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1 |

# **Module**: FIN 590 Financial Institutions I

EN

**Contents**
This course provides an in-depth look at financial institutions and the role they play for financial markets today. The course will address questions such as: Which financial institutions exist? Why do they exist? What risks do they face? How do they manage those risks? How does the behavior of financial institutions impact financial markets and asset prices? How does their behavior impact the economy at large? How should we regulate financial institutions? The course Financial Institutions I will put emphasis on the analysis of banks.

**Learning outcomes**
After completing this course, students will have a thorough understanding of the economic reasons for the existence of financial institutions. Students will understand the eco-system of financial institutions and their role in the global financial markets. Students will gain knowledge about what risks managers in financial institutions face and how they manage those risks. Students will also learn about current approaches and proposals for regulating financial institutions.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** Every student participating in this course should have completed the equivalent of the 2-semester finance module, which is part of the Mannheim Bachelor program. The lectures generally assume basic knowledge in accounting (balance sheets, income statements, financial ratios), finance (present value methods, portfolio theory, CAPM), mathematics (calculus, optimization) and statistics (mean, variance, standard deviation, univariate and multivariate regressions).

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |

| | |
|---|---|
| ECTS credits | 4 |
| Graded | yes |
| Workload | 120h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  **Prof. Dr. Oliver Spalt**<br>Prof. Dr. Oliver Spalt |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1 |

# **Module**: FIN 601 Bond Markets

EN

**no offering in spring 2026**

### Contents
This course provides an extensive coverage of bond markets. It discusses the characteristics of various types of bonds, their valuation, and the risk associated with bond investments. It further discusses bond portfolio management strategies.

### Learning outcomes
After this course students are familiar with the theory and practice of bond market investments. They are acquainted with the valuation of various types of bonds, know tools to measure and manage the risk of bond portfolios and are able to devise and evaluate portfolio management strategies.

### Prerequisites for participation
**Necessary:** –
**Recommended:** Students should have attended FIN 500 or be ready to acquire knowledge of the contents of that course as needed.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |
| Exercise class | 1 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Erik Theissen**<br>Prof. Dr. Erik Theissen |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1 |

# **Module**: FIN 602 Trading and Exchanges

EN

### Contents

Traditional asset pricing theory and investment analysis treat the process of price formation as a black box. The actual structure of financial markets does not play a role, and frictions and transaction costs are disregarded. These issues, and market liquidity in particular, are of enormous practical importance. This is evidenced by the great attention regulators pay to issues of financial market structure (e.g. the MiFID directive of the EU), as well as by the attention market participants pay to trading costs. In recent years, many new markets have been created in an attempt to reduce transaction costs (e.g. the ATS in the US or Chi-X and Turquoise in Europe). The branch of financial economics that deals with these issues is called market microstructure. This course provides an introduction into the theoretical and empirical foundations of market microstructure.

### Learning outcomes

This course familiarizes students with the institutional setting of today's securities markets. They will know how an exchange operates and what the distinguishing features and theoretical foundations of auction and dealer markets are. They will be able to understand and apply measures of market quality and liquidity. They will further understand how asset characteristics, risk aversion and asymmetric information affect the process of price formation and market liquidity.

### Prerequisites for participation

**Necessary:** –

**Recommended:** Module FIN 500; Students should have a sound background in finance. They should be familiar with the different types of securities (stocks, bonds, derivatives), with modern investment analysis and the efficient markets hypothesis. They should also have basic knowledge in statistics and econometrics (unconditional and conditional expected values and variances, regression analysis and hypothesis testing).

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |
| Exercise class | 1 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Erik Theissen**<br>Prof. Dr. Erik Theissen |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI |
| Preliminary course work | – |

# **Module**: FIN 603 Empirical Finance

EN

**no offering in spring 2026**

### Contents
The course provides students with an understanding of important empirical methods and their application in finance. It covers topics in asset pricing, corporate finance, and market microstructure. Students will learn to perform empirical analysis using the software package Stata. The course enables students to plan and carry out empirical research in finance on their own and prepares for an empirical seminar or master thesis in the finance area. Part of the course consists of the practical application of the methods learned in the lecture to various case studies.

### Learning outcomes
The students will have a sound understanding of empirical methods and their underlying assumptions. The students will be able to choose appropriate methods for given empirical problems and apply them in an efficient way. The case studies enable the students to develop basic programming skills in Stata.

### Prerequisites for participation
**Necessary:** –
**Recommended:** Module CC 502 or CC 503 and Module FIN 5XX or equivalent courses. Completing FIN 604 Stata in Finance or acquisition of equivalent knowledge is highly recommended.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 10 SWS |
| Exercise class | 1 SWS | 16 SWS |

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|---|---|
| ECTS credits | 10 |
| Graded | yes |
| Workload | 300h |
| Language | English |
| Form of assessment | Written exam (60 min, 45%), case studies (45%), class participation (10%) |
| Restricted admission | yes |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Erik Theissen**<br>Prof. Dr. Erik Theissen |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 4 |

# **Module:** FIN 604 Stata in Finance

EN

### Contents

The topic of this course is the practical application of the statistics program "Stata" in Finance research. The course contains three major sections: How to use Stata, an introduction to the usage of the most common databases in Finance at this university, and an application example.
In the first section, we will introduce project and data management with Stata. In addition, we will teach estimation techniques and programming basics. In the second section, we will show where to get access to common datasets in Finance research. In the last section, students will have the chance to apply their knowledge to a practical example.
The course is offered shortly after the start of the seminar theses, that is, at the beginning of January in the fall semester (HWS) and at the beginning of July in the spring semester (FSS).

### Learning outcomes

The main aim of the course is to prepare students with practical methods for conducting empirical Finance research. Students learn how to load, manipulate, and evaluate data using Stata. Stata is the most popular statistics program used in the Finance research community. In addition, students learn where they can access popular databases used in Finance at the University of Mannheim. The main focus of the course lies on the practical application of the Stata software.

### Prerequisites for participation

**Necessary:** –
**Recommended:** Due to a limited amount of seats in the computer lab, the number of participants will be limited. We will prefer students who are writing an empirical seminar thesis in the Finance Area in the semester when allocating spots.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 1 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 2 |
| Graded | yes |
| Workload | 60h |
| Language | English |
| Form of assessment | Take home exam (pass/fail). Note that there is only one exam date per semester. A second attempt is only possible in the respective following semester. |
| Restricted admission | yes |
| Further information | https://www.bwl.uni-mannheim.de/en/theissen/teaching/master-courses/fin-604-stata-in-finance/#c81510 |
| Examiner<br>Performing lecturer |  **Prof. Dr. Erik Theissen**<br>Dr. Stefan Scharnowski |
| Frequency of offering | Spring semester & fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 4 |

# **Module:** FIN 606 FinTech

EN

**Contents**
This course covers recent technological innovations and the emergence of new players in the financial services industry that both fall under the umbrella term of FinTech. A special focus will be on blockchains and other relevant technologies and their application to decentralized finance, cryptocurrencies, and smart contracts. Other introduced innovations include alternative payment systems, crowd finance, artificial intelligence in finance, and robo advising, while also presenting associated risks and regulatory approaches.

**Learning outcomes**
After the completion of this course, students will have gained a thorough understanding of the FinTech industry. They will be able to describe its underlying technologies, analyze the industry's recent developments, recognize associated risks, and explain its impact on the more traditional financial services industry.

**Prerequisites for participation**
**Necessary:** None
**Recommended:** Basic knowledge of finance (e.g. present value methods, portfolio theory, equilibrium models, derivatives, trading, banking), mathematics (analysis, optimization) and statistics (e.g. mean, variance, correlation, and multivariate regression).

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |

| | |
|---|---|
| ECTS credits | 4 |
| Graded | yes |
| Workload | 120h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Dr. Stefan Scharnowski**<br>Dr. Stefan Scharnowski |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1 |

# **Module**: FIN 620 Behavioral Finance

EN

### Contents

There is abundant evidence suggesting that the standard economic paradigm of rational investors does not adequately describe behavior in financial markets. Behavioral Finance examines how individuals' attitudes and behavior affect their financial decisions. This course reviews recent research on possible mispricing in financial markets due to the nature of psychological biases. Moreover the course deals with behavioral finance models explaining investor behavior or market anomalies when rational models provide no sufficient explanations. Topics will include among others overconfidence, prospect theory, heuristic driven biases and frame dependence.

### Learning outcomes

Behavioral finance applies scientific research on human and social cognitive and emotional biases. After completing this course, students will be able to better understand economic decisions and how they affect market prices and returns. They will know how behavioral findings are integrated with neo-classical theory.

### Prerequisites for participation

**Necessary:** FIN 500 or FIN540 or 550 or FIN580 or FIN590 or FIN601 or FIN602 or FIN603 or FIN604 or FIN605 or FIN606 or FIN630 or FIN682 or FIN684 or FIN685 or FIN686 (except for exchange students)

**Recommended:** Every student participating in this course should have completed the 2-semester finance module of the Mannheim Bachelor program (or equivalent courses) and the module Decisions Analysis. The lecture generally assumes basic knowledge in mathematics (calculus, optimization) and statistics (mean, variance, standard deviation).

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |
| Exercise class | 1 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | yes |
| Further information | – |

| | | |
|---|---|---|
| Examiner<br>Performing lecturer |  | **Prof. Dr. Dr. h. c. Martin Weber**<br>Prof. Dr. Dr. h.c. Martin Weber |

| | |
|---|---|
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math. |
| Preliminary course work | – |

# **Module**: FIN 630 Corporate Governance

EN

### Contents

In this course, conflicts of interest between the firm and its stakeholders will be analyzed and mechanisms to mitigate these conflicts will be discussed. In the first part of the course, theoretical models on information asymmetries and corporate governance problems are discussed. The second part of the course will focus on common results of corporate governance problems. We then discuss various concepts of corporate social responsibility and ways to measure a firm's ESG activities. Finally, we examine several internal and external governance mechanisms, including the market for corporate control, ownership structure, executive compensation, and the role of the board of directors. Special emphasis will be on the valuation effect of corporate governance and the question whether some corporate governance mechanisms are superior to others.

### Learning outcomes

Students should develop an understanding of important issues in corporate governance and of its relevance in a social, political, and economic context. They will be able to apply theoretical models on principal-agent conflicts to different corporate governance problems. They will learn how firms' ESG activities are measured and the challenges arising from different measurement approaches. Furthermore, students will know how to assess the effectiveness of different corporate governance mechanisms. In addition to their knowledge on corporate governance theory, they will be able to critically discuss the empirical evidence on the importance and effectiveness of various corporate governance mechanisms.

### Prerequisites for participation

**Necessary:** –

**Recommended:** Knowledge in business economics (Module BE 510, BE 511 or equivalent courses) and econometrics (Module CC 502, CC 503 or equivalent courses) is highly recommended. Introductory course in corporate finance on the level of Brealey, Myers and Allen, *Corporate Finance*, (McGraw-Hill, 10th edition, 2010) is also strongly recommended.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |
| Exercise class | 1 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | no |
| Further information | – |

| | | |
|---|---|---|
| Examiner<br>Performing lecturer |  | **Prof. Dr. Alexandra Niessen-Ruenzi**<br>Prof. Dr. Alexandra Niessen-Ruenzi |

| | |
|---|---|
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI |

| | |
|---|---|
| **Preliminary course work** | – |

# **Module**: FIN 640 Corporate Finance II (Mergers, Acquisitions and Divestitures)

EN

### Contents
The topic of this course is the restructuring of corporations through mergers, acquisitions and divestitures. The purpose of the lecture is to provide an understanding of restructuring processes and to provide an analytic framework to analyze the motivation of these activities and their individual merits. A special focus will be on the economic analysis of corporate strategy and the contractual structures of various types of transactions. We will also discuss valuation and cost of capital in an international context. The lecture will frequently draw on empirical studies, especially on event studies. Participants will be required to solve several case studies in groups of up to three students.

### Learning outcomes
After completing this course, students will be able to develop and evaluate strategic rationales for M&A transactions and their structure. They will be able to build valuation models using real world data and evaluate whether a particular transaction makes sense from an economic perspective. Students will be able to implement valuation models using Microsoft Excel, to understand the legal and institutional context of M&A transactions, to interpret scientific studies and make appropriate inferences from them for the M&A process.

### Prerequisites for participation
**Necessary:** Module FIN 540
**Recommended:** The course builds on the valuation techniques discussed in CF I (DCF, residual income and multiples valuation) and assumes that students already manage the material in Brealey, Myers, Allen, Corporate Finance, (McGraw-Hill, 10th edition, 2010), chapters 1-19, and in Berk and DeMarzo, Corporate Finance, (Pearson, 2nd edition, 2009) chapters 2, 9, 12, 14, 17-19, 23.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 12 SWS |
| Case Study Presentation | 1 SWS | 14 SWS |

| | |
|---|---|
| ECTS credits | 8 |
| Graded | yes |
| Workload | 240h |
| Language | English |
| Form of assessment | Final exam (60 min, 70%), case write-ups (20%), oral participation in case discussions (10%) |
| Restricted admission | yes |
| Further information | – |
| Examiner<br>Performing lecturer |  **Prof. Ernst Maug, Ph.D.**<br>Dr. Luisa Langer |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math. |

| | |
|---|---|
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1 |

# **Module**: FIN 661 Responsible Leadership for Honors Program Students

DE EN

### Contents
This course, which is open to students in the Honors Program, helps participants develop a deeper understanding of their personal responsibility as a leader of tomorrow. What contribution am I making to society as a business leader of tomorrow? How can I put my talents and abilities as a business student to good use? This course is designed to help answer these central economic questions of our time through exchanges with business leaders who already bear leadership responsibility, through creative interdisciplinary impulses, and via classroom teaching sessions.

### Learning outcomes
After taking this course, students have started to develop a personal framework that captures their personal responsibility as a business leader of tomorrow. Students will acquire a deeper understanding about the relationship between personal responsibility, responsibility as a business leader, and responsibility for society. Students will have acquired insights from business leaders, business professors and others into what it actually means to lead responsibly. After taking this course, students will have enhanced their ability to analyze and evaluate the impact of managerial decisions on society.

### Prerequisites for participation
**Necessary:** Students must be admitted in to the Honors Program.
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 3 SWS | 8 SWS |

| | |
|---|---|
| ECTS credits | 4 |
| Graded | yes |
| Workload | 120h |
| Language | German, English |
| Form of assessment | Written Assignment (100%) |
| Restricted admission | yes |
| Further information | Via e-mail to the contact person of the Honors Program. |
| Examiner<br>Performing lecturer |  **Prof. Dr. Oliver Spalt**<br>Prof. Dr. Spalt |
| Frequency of offering | Fall semester |
| Range of application | M.Sc. MMM |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 2, CG 3 |

# **Module**: FIN 682 International Asset Management - Modern Investment Management, Responsible Investing and Fintech

EN

**Contents**
The core of this course deals with asset management for institutional investors in an international context. We will cover the structure of the delegated investment markets around the world with a focus on the U.S. and Europe. The focus will be on traditional mutual funds and third-party asset management. Besides the classical asset management theory, this course will place a great weight on the practical implementation of portfolio strategies and the problems that can arise. We will learn how to measure the performance of investment strategies and of fund managers. Furthermore, behavioral aspects (irrational behavior of mutual fund investors and managers) will be discussed. Finally, we discuss recent trends in asset management, e.g., responsible investing (ESG) as well as crypto currencies and Decentralized Finance (De-Fi).

**Learning outcomes**
After the completion of this course, students will have gained a thorough understanding of the mutual fund industry and institutional asset management with a bias towards quantitatively driven asset management. They will be familiar with the necessary tools to manage a mutual fund themselves, advise mutual fund investors, invest in mutual funds, and to work in the management of a mutual fund company.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** A working knowledge of basic mathematics (analysis and optimization) and statistics (expected values, variances, covariances) as well as a sound understanding of portfolio theory (level of FIN 500, which we urgently suggest students to take before this course) is required.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |
| Exercise class | 1 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  **Prof. Dr. Stefan Ruenzi**<br>Dr. Tatjana Puhan |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI |
| Preliminary course work | – |

# **Module**: FIN 684 Financial Institutions II

EN

**no offering in spring 2026**

### Contents

This course provides an in-depth look at financial institutions and the role they play for financial markets today. The course will address questions such as: Which financial institutions exist? Why do they exist? What risks do they face? How do they manage those risks? How does the behavior of financial institutions impact financial markets and asset prices? How does their behavior impact the economy at large? How should we regulate financial institutions? The course Financial Institutions II will put emphasis on important non-bank financial institutions (e.g., pension funds, mutual funds, hedge funds etc.).

### Learning outcomes

After completing this course, students will have a thorough understanding of the economic reasons for the existence of non-bank financial institutions. Students will understand the eco-system of non-bank financial institutions and their role in the global financial markets. Students will gain knowledge about what risks managers in non-bank financial institutions face and how they manage those risks.

Students will also learn how non-bank financial institutions impact asset prices and financial market outcomes. Finally, students will learn about current approaches and proposals for regulating financial institutions.

### Prerequisites for participation

**Necessary:** –

**Recommended:** Every student participating in this course should have completed the equivalent of the 2-semester finance module, which is part of the Mannheim Bachelor program. The lectures generally assume basic knowledge in accounting (balance sheets, income statements, financial ratios), finance (present value methods, portfolio theory, CAPM), mathematics (calculus, optimization) and statistics (mean, variance, standard deviation, univariate and multivariate regressions). It is strongly recommended that students take the course Financial Institutions I (FIN 590) before taking Financial Institutions II (FIN 684).

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |

| | |
|---|---|
| ECTS credits | 4 |
| Graded | yes |
| Workload | 120h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  **Prof. Dr. Oliver Spalt**<br>Prof. Dr. Oliver Spalt |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI |
| Preliminary course work | – |

| | |
|---|---|
| **Program-specific Competency Goals** | CG 1 |

# **Module**: FIN 685 Banking Regulation

EN

**Contents**
This course provides an in-depth look into selected topics in financial regulation. The course will be offered in three blocked all-day sessions. The first session will analyze financial regulation from the perspective of a commercial bank manager. The second session will analyze financial regulation from the perspective of a financial regulator, such as the European Central Bank. Core themes throughout the course will be the proper assessment and management of financial risks in accordance with the existing regulatory framework for banks. Students will be tasked with a graded group assignment that provides the opportunity to translate the knowledge acquired in the first two sessions into practice by analyzing regulatory issues for existing banks. Groups will present their results in the final session.

**Learning outcomes**
After completing this course, students will have a thorough understanding of some of the key features of the current regulatory framework for banks and how they affect banks and regulators. Students acquire tools to assess and manage central regulatory banking risks. Students will have analyzed, prepared a report on, and presented results on regulatory issues facing a real bank.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Write up and presentation of group assignment (70% ), class participation (30%) |
| Restricted admission | yes |
| Further information | Class size max. 25 students. The course will not take place if less than 7 students enroll.<br><br>*The course requires an application via email. See the following chair website for details:*<br>*https://www.bwl.uni-mannheim.de/spalt/lehre/masterlehre/fin-685-banking-regulation/#c228455* |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Oliver Spalt**<br>Dr. Sebastian Herzog, Dr. Philipp Marquardt |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1 |

# **Module**: FIN 686 Sustainable Finance and Impact Investing

EN

**no offering in spring 2026**

**Contents**
This course provides an in-depth look into selected topics in sustainable finance. The course will be offered in three blocked all-day sessions. The first two sessions will provide an overview of recent academic approaches to thinking about sustainable finance, as well as an introduction to the market for, ecosystem of, and central themes concerning sustainable finance. A core focus of this course will be on sustainable finance issues from the perspective of institutional investors, and, in particular, on impact investing. Students will be tasked with a graded group assignment that provides the opportunity to translate the knowledge acquired in the first two sessions into practice by analyzing sustainable investment projects and by structuring a (hypothetical) fund that can be marketed to institutional investors. Groups will present and discuss their results in the final session.

**Learning outcomes**
After completing this course, students will have a thorough understanding of some of the key features of sustainable finance from an institutional investor perspective and in particular, impact investing. Students acquire tools to analyze sustainable investment opportunities and to set up sustainable investment funds. Students will have analyzed, prepared a report on, and presented results on a (hypothetical) impact investment fund including some of the aspects of fund documentation.

**Prerequisites for participation**
**Necessary:** At least one MMM finance course: FIN 5XX
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Write up and presentation of group assignment (55% ), class participation (45%) |
| Restricted admission | yes |
| Further information | Class size: max. 25 students |
| Examiner<br>Performing lecturer |  **Prof. Dr. Oliver Spalt**<br>Martin Ewald |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 3 |

# **Module**: FIN 687 Python in Finance

EN

### Contents

This course equips students with the basics in Python to pursue quantitative seminar and Master's theses in finance.
After the programming fundamentals, data handling, visualization and analysis is discussed, as well as accessing and working with data sources typically used in the finance literature. This includes the fundamentals of web scraping, machine learning and working with large datasets. The course also contains a case study, where the acquired skills are put into practice to address a financial research question.
Practical applications are given precedence over theoretical programming concepts. While the course is also suitable for students from other fields, most practical examples are drawn from the finance literature.

### Learning outcomes

After the course, students should be able to start working independently on quantitative topics in the field of finance using the programming language Python. Students also acquire knowledge about data acquisition, transformation, visualization, and analysis, including regressions and machine learning techniques.

### Prerequisites for participation

**Necessary:** –
**Recommended:** The number of participants is limited. Places are allocated randomly.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 3 SWS | 1 SWS |
| Exercise class | 1 SWS | 1 SWS |

| | |
|---|---|
| ECTS credits | 2 |
| Graded | yes |
| Workload | 60h |
| Language | English |
| Form of assessment | Take home exam (pass/fail). Note that there is only one exam date per semester. A second attempt is only possible in the respective following semester. |
| Restricted admission | yes |
| Further information | https://www.bwl.uni-mannheim.de/en/ruenzi/teaching/master-courses/fin-687-python-in-finance |
| Examiner<br>Performing lecturer |  **Prof. Dr. Stefan Ruenzi**<br>Sven Vahlpahl |
| Frequency of offering | Spring semester & fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 4 |

# **Module**: FIN 703 Seminar in Financial Markets

DE EN

**Contents**
The seminar covers specific issues relating to financial markets in depth. The seminar is organized as a block seminar. Prior to the seminar students have to write a seminar paper on a particular topic. This paper has to be presented during the seminar. Students are also expected to actively participate in the discussion during the seminar.

**Learning outcomes**
Students learn how to write a research paper. The seminar is thus an important prerequisite for the master thesis. During the seminar the students will also train their presentation and discussion skills.

**Prerequisites for participation**
**Necessary:** Participants must have successfully completed at least one core course (FIN 5XX) from the Finance area.
**Recommended:** Participation in the seminar requires a sound background in finance, a good command of English and of basic statistical and econometric techniques. Students are expected to be able to read and understand current research papers.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | German, English |
| Form of assessment | Seminar paper (2/3, scope depends on the assigned topic), Presentation and discussion (1/3) |
| Restricted admission | yes |
| Further information | Website of the Chair |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Erik Theissen**<br>Prof. Dr. Erik Theissen |
| Frequency of offering | Spring semester & fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 4 |

# **Module**: FIN 731 Seminar Corporate Governance

EN

### Contents
In this course specific topics from various fields of Finance including Corporate Governance will be dealt with in depth. Students will have to work on the main topic of the seminar in some detail and write a term paper on a specific sub-topic that will be allocated to them. In the seminar, students will present their own paper, discuss other students' papers, and participate actively in the classroom discussions.

### Learning outcomes
Students will learn how to independently work on a research paper. Thus, the seminar paper also serves as preparation for a Master's thesis. Furthermore, students learn how to present research results and how to contribute to scientific discussions.

### Prerequisites for participation
**Necessary:** Participants must have successfully completed at least one core course (FIN 5XX) from the Finance area.
**Recommended:** Basic knowledge of statistics and econometrics is assumed and participants should be motivated to undertake empirical work. We recommend that participating students have taken the module CC 502 (Applied Econometrics).

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Seminar paper (2/3, scope depends on the assigned topic), presentation (1/3) |
| Restricted admission | yes |
| Further information | http://niessen.bwl.uni-mannheim.de/en/lehre3/fin_xxx_seminar/ |

| | | |
|---|---|---|
| Examiner<br>Performing lecturer |  | **Prof. Dr. Alexandra Niessen-Ruenzi**<br>Prof. Dr. Alexandra Niessen-Ruenzi |

| | |
|---|---|
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 4 |

# **Module**: FIN 740 Corporate Finance Seminar

EN

**no offering in spring 2026**

### Contents

The purpose of this seminar is to prepare students for an empirical master thesis in the field of Corporate Finance. Students will replicate a published empirical research paper in corporate finance, extend it, e.g., by refining the analysis or extending the data set, and present their results. Students will get acquainted with a range of research topics in empirical corporate finance and study one topic in depth. In the process, they will learn a range of econometric methodologies that are applied in research in empirical corporate finance.

### Learning outcomes

At the end of the course, students will be familiar with the statistics software Stata and have learned to use commercial finance databases such as Worldscope, Datastream, CRSP, Amadeus, or Zephyr. In addition, they will have gained access to state-of-the-art methods and current topics in empirical Corporate Finance.

### Prerequisites for participation

**Necessary:** Participants must have successfully completed one core course (FIN 5XX) from the Finance area.
**Recommended:** We recommend that students take CC 502 to obtain basic knowledge of statistics and econometrics. If places are scarce, preference will be given to students who also have completed Corporate Finance I (cases, FIN 541) or Corporate Finance II (FIN 640), or both.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Participation (15%), oral presentation (15%), seminar paper (70%, scope depends on the assigned topic) |
| Restricted admission | yes |
| Further information | Website of the Chair |
| Examiner<br>Performing lecturer |  <br>**Prof. Ernst Maug, Ph.D.**<br>Prof. Ernst Maug, Ph.D. |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 4 |

# **Module**: FIN 780 Seminar in Asset Management & International Finance

EN

### Contents
In this course specific topics from the fields of „Asset Management", „International Finance" or other areas of finance (see also the specific announcements) will be dealt with in depth. Students will have to work on the main topic of the seminar in some detail and write a term paper on a specific sub topic that will be allocated to them. Besides, the students will present their own paper, discuss another student's paper and participate actively in the classroom sessions.

### Learning outcomes
Students will learn how to independently work on a research paper. Thus, the seminar paper also serves as preparation for a Master's thesis. Furthermore, students learn how to present research results and how to contribute to scientific discussions.

### Prerequisites for participation
**Necessary:** At least one FIN 5XX Module
**Recommended:** Further prerequisites will be announced by the Chair of International Finance before the start of the respective seminar during the topics' presentation.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Paper (50%, scope depends on the assigned topic), presentation (25%), discussion of other students' papers (15%), oral participation (10%) |
| Restricted admission | yes |
| Further information | It is necessary to apply for the seminar. Further information will be published on the Department's internet site. |
| Examiner<br>Performing lecturer |  **Prof. Dr. Stefan Ruenzi**<br>Prof. Dr. Stefan Ruenzi (FSS) Dr. Tatjana Puhan (HWS) |
| Frequency of offering | Spring semester & fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 4 |

# **Module**: FIN 790 Seminar in Financial Markets and Financial Institutions

EN

**no offering in fall 2025/2026**

**Contents**
The seminar covers specific issues relating to financial markets and financial institutions in depth. The seminar is organized as a block seminar. Prior to the seminar students have to write a seminar paper on a particular topic. This paper has to be presented during the seminar. Students are also expected to actively participate in the discussion during the seminar.

**Learning outcomes**
Students learn how to write a research paper. The seminar is thus an important prerequisite for the master thesis. During the seminar the students will also train their presentation and discussion skills.

**Prerequisites for participation**
**Necessary:** At least one MMM finance course: FIN 5XX
**Recommended:** Participation in the seminar requires a sound background in finance, a good command of English and of basic statistical and econometric techniques. Students are expected to be able to read and understand current research papers and they are expected to be willing to conduct empirical research.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Seminar paper (2/3), Presentation and discussion (1/3) |
| Restricted admission | yes |
| Further information | Participation in the seminar is limited. Information on how to apply is published on the homepage of the chair. |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Oliver Spalt**<br>Prof. Dr. Oliver Spalt |
| Frequency of offering | Spring semester & fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 4 |

# 3.3 AREA INFORMATION SYSTEMS

# **Module**: IS 512 IT Management in the Digital Age

EN

**Contents**

Modern organizations are influenced and driven by information technology (IT) and information systems (IS) in various ways. As competition becomes borderless, organizations are forced to continually examine ways to operate more effectively and efficiently. Information technology and information systems are a crucial means of obtaining these goals in the digital Age. IT and IS are also key enablers of new products, services and processes. This course is designed for students who desire an insightful synopsis of IT management concepts and practices.
It is the objective of this course to offer profound insights into information systems and information technology management. Strategic and tactical issues are given more attention than operational aspects.

**Learning outcomes**

This course is designed for students who desire an insightful synopsis of IT management concepts and practices. After successfully completing the course, students should be able to
evaluate and initiate strategic IT initiatives, to organize (govern) the IT function, to understand the role of the Chief Information Officer in order to lead this function, to analyze, design and direct outsourcing as well as offshoring initiatives, and to control the IT function from a top management and risk management perspective. IT management issues will be discussed from a planning, leadership, governance, sourcing and controlling perspective.
Topics include:

- Business / IT Alignment and Strategic IT Planning
- Governance frameworks, IT (de-)centralization and the role of the CIO
- The IT sourcing decision, hybrid arrangements, and offshoring
- IT controlling and IT risk management.

**Prerequisites for participation**

**Necessary:** –
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | yes |
| Further information | Limited to 80 participants. |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Armin Heinzl**<br>Prof. Dr. Armin Heinzl |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf. |
| Preliminary course work | – |

| | |
|---|---|
| **Program-specific Competency Goals** | CG 1 |

# **Module**: IS 513 Applied IT Management in the Digital Age EN

### Contents

IT management today is challenged by fast technological change, new digital opportunities, growing cost pressure, and increasing business and regulatory requirements. IT management needs to ensure that IT functions become much more agile, flexible and efficient than ever before. For a state-of-the-art IT management a solid know-how regarding

- Intelligent demand management,
- Application and data architecture,
- IT infrastructure,
- Organization and workforce management,
- Business/IT governance and lean IT processes, and
- Sourcing and location setup incl. vendor and partner management

are crucial.
In addition, it is expected that IT managers have a good understanding of the core business of their company (business/IT alignment) and sound IT cost management capabilities.

Furthermore, IT managers need to be able to understand opportunities of the digital age, evaluate the value of new technologies, and drive digital transformation jointly with the business.

### Learning outcomes

The lecture addresses key challenges that IT management is facing today and explains the capabilities and tools required to manage these challenges successfully. The concrete application of the lectured content will be explained using selected case studies. The lecture focuses on banking as one concrete industry example. The fundamental principles, however, can be applied across industries.

### Prerequisites for participation

**Necessary:** IS 512 (in spring semester: parallel attendance possible)
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Case Study: Written assignment (slide deck, 80%) and presentation (20%) |
| Restricted admission | yes |
| Further information | Although IS 513 has no max. number of participants, an enrollment via the student portal is necessary for getting access to the course material. You will be directly admitted if you meet the requirements. |
| Examiner<br>Performing lecturer |  **Prof. Dr. Armin Heinzl**<br>Dr. Michael Grebe |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 2 |

# **Module**: IS 515 Process Management & Analytics

EN

### Contents

Business processes are the structural core of every modern enterprise. In this course, we will cover the fundamentals of business process management (BPM) by introducing students to relevant concepts and methods for modelling, analysing, implementing, and controlling processes. We will put particular focus on data-driven BPM methods (process analytics). The overall course goals are that students recognize the influence of data-driven business process management on corporate success and are able to use analytical methods to discover and evaluate optimization potential for business processes. The lectures will be accompanied by exercise sessions, where the concepts and methods will be practically applied through text-based exercises, manual computations, standard process mining tools as well as light-weight programming. In addition, students will have to participate in a case study, where they will apply process mining methods in a practical business case.

### Learning outcomes

Upon successful completion of this course, students will be able to:

- Design and improve business processes using suitable methods
- Analyze properties of process models and event logs
- Apply and compare the most important methods of process discovery and conformance checking
- Suggest data-based process optimizations
- Explain how business processes can be supported by information technology

### Prerequisites for participation

**Necessary:** Students may not take IS 515 if they took IS 514
**Recommended:** Fundamentals of enterprise modelling (e.g., IS 401, IS 405); some knowledge in Python is helpful, but not required

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 4 SWS |
| Exercise class | 2 SWS | 4 SWS |
| Case Study Presentation | 0 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (60 min, 80%), group assignment (20%) |
| Restricted admission | yes |
| Further information | Limited to 100 participants |
| Examiner<br>Performing lecturer |  **Prof. Dr. Jana-Rebecca Rehse**<br>Prof. Dr. Jana-Rebecca Rehse |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., MMDS |
| Preliminary course work | – |

| | |
|---|---|
| **Program-specific Competency Goals** | CG 1, CG 2 |

# **Module**: IS 540 Management of Enterprise Systems

EN

**Contents**
Enterprise Systems (ES) represent a specific category of information systems. They build on pre-packaged industry best practices embedded in standardized product software and target large-scale integration of data and business processes across all company's functional areas and beyond company borderlines. Enterprise Systems strongly interplay with work practices of individual employees as well as organizational structures shaping and being shaped by individuals' behavior. The ES lifecycle involves various entities both external and internal to the company. As such, they impact multiple levels of a company, ranging from the individual employee to groups to the entire organization and even its associated network. As critical as the ability to manage these ES is to most businesses, as challenging it is as well. This module is designed to provide a comprehensive insight into theoretical foundations, concepts, tools, and current practice of ES.

The lecture is complemented with exercises and a case study. Students get the opportunity to collect hands-on experiences with commercial software products and analyze and propose solutions for a specific ES challenge. Thus, allowing them to build up first-hand experience with this important aspect for managing businesses successfully.

**Learning outcomes**
The students will

- understand basic concepts and types of Enterprise Systems,
- understand key characteristics of software products (e.g. Enterprise Resource Planning, Business Intelligence or Collaboration) on which ES are built on,
- understand the ES lifecycle including a development, implementation, and postimplementation phase,
- get practical insights into the real-world ES.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 8 SWS |
| Case Study Presentation | 1 SWS | 6 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Case study (20%) and written exam (60 min, 80%) |
| Restricted admission | yes |
| Further information | Limited to 80 participants. |
| Examiner<br>Performing lecturer |  **Prof. Dr. Hartmut Höhle**<br>Prof. Dr. Hartmut Höhle |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., MAKUWI, MMDS |
| Preliminary course work | – |

| | |
|---|---|
| **Program-specific Competency Goals** | CG 1, CG 2 |

# **Module**: IS 541 Theories and Methods in Information Systems

EN

### Contents

This course provides students with an introduction to scientific research methods and theories in the field of information systems. Master students gain a broad overview of the strengths and weaknesses of different methods and theoretical perspectives. This overview prepares them for conducting own, bounded research projects (e.g., master theses) as a first step towards a scientific career. In this course, students come to understand the importance of theory for organizing and cumulating knowledge as well as the importance of rigorous empirical methods to establish the validity of findings. The course covers publications in premier IS journals to exemplify and discuss procedures of qualitative, quantitative, and design-oriented research. The course is taught in a seminar style, requiring students to prepare readings for discussions in class. Attendance in classroom sessions is mandatory. Students are required to prepare textbook chapters and selected readings on IS research in advance of the course.

A list of required readings is distributed after registration. In addition, students are assigned contemporary articles published in IS journals that must be evaluated based on the topics covered in the course and presented during classroom sessions. Each student finally writes a term paper of four to five pages on an assigned topic.

### Learning outcomes

After completing the course, students

- are able to prepare, plan, and execute own research endeavors (e.g., master thesis).
- understand the relevance of methods and theories in meaningful research.
- know quality criteria and corresponding means to improve research designs.
- have gained an overview of most common methods and theories in IS research.

### Prerequisites for participation

**Necessary:** –
**Recommended:** Basic statistical knowledge recommended

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Presentation (30%), written term paper (70%, ten p.) |
| Restricted admission | yes |
| Further information | – |
| Examiner |  **Prof. Dr. Hartmut Höhle** |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf. |

| | |
|---|---|
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1, CG 4 |

# **Module**: IS 550 International Course – Information Systems EN

**Contents**
Depends on course taken abroad

**Learning outcomes**
Depends on course taken abroad

**Prerequisites for participation**
**Necessary:** The level of the course matches that of a regular MMM course (level 500 and above). The module can only be taken while studying abroad and complements the Mannheim curriculum.
**Recommended:** –

| | |
|---|---|
| **Graded** | yes |
| **Language** | English |
| **Form of assessment** | Depends on course taken abroad |
| **Restricted admission** | no |
| **Further information** | More than one class with this code can be taken; conditions apply, make sure to read the respective guidelines. |
| **Performing lecturer** | Lecturer at the host university. Course will be assessed when students request a learning agreement. Please find details in the „Guidelines for learning agreements and course recognition“ in ILIAS > MMM > Auslandssemester/Study Abroad Semester. Dozent/in an der Gastuniversität. Prüfung der Wertigkeit bei Abschluss eines Learning Agreements. Bitte lesen Sie das „Merkblatt zu Learning Agreements und Anerkennungen“ ILIAS > MMM > Auslandssemester/Study Abroad Semester. |
| **Frequency of offering** | Spring semester & fall semester |
| **Duration of module** | 1 semester |
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., other Master programs (depending on respective study regulations) |
| **Preliminary course work** | – |

# **Module**: IS 556 Public Blockchains

EN

**Contents**

This course gives an overview of blockchain technology and applications. It covers basic cryptographic principles and socio-economic structures. Decentralized principles and applications are discussed. Emphasis will be put on user interfaces and system architectures. Token standards such as ERC 721 or ERC20 are covered and exemplary applications are presented.
The exercises part of the course covers the Solidity language for programming the Ethereum blockchain. Students need to deploy a number of programming assignments on the course's blockchain and get tokens for successful submissions. Students who collected enough tokens gain access to the final exam.

**Learning outcomes**

Upon successful completion of this course, students:

- understand the basic functional mechanisms behind public blockchain;
- can analyze given public blockchains and their structure;
- have acquired knowledge about standards and decentralized applications on blockchains;
- can program smart contracts in Solidity and deploy them on Ethereum-compatible blockchains.
- can query and extract information from Ethereum-compatible blockchains.

**Prerequisites for participation**

**Necessary:** –
**Recommended:** Knowledge of computer programming (in any language).

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 7 SWS |
| Exercise class | 2 SWS | 6 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | yes |
| Further information | https://www.bwl.uni-mannheim.de/en/information-systems/chairs/prof-dr-strohmaier/teaching/ |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Markus Strohmaier**<br>Prof. Dr. Markus Strohmaier, Dr. Stefano Balietti |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., MMDS |
| Preliminary course work | Students have to submit home assignments and collect at least 50% of the available points to be admitted to the exam. |
| Program-specific Competency Goals | CG 1 |

# **Module**: IS 557 Scientific Programming with Python

EN

**Contents**

This course introduces students to principles of scientific programming with the Python programming language. Aside from basic Python syntax, more advanced programming concepts and important scientific libraries essential for data analysis and research are introduced.

**Learning outcomes**

On completion of the course students should be familiar with the Python programming language and able to solve scientific and complex problems in Python. This covers the application of scientific libraries, some machine learning techniques, and the collection of data with web mining.

*Acquired skills:*

- Handling of scientific programming projects
- Independent choice of data-structures and methods to solve a given problem
- Knowledge about the different scientific libraries and their advantages
- Data preprocessing, analysis and visualization

**Prerequisites for participation**

**Necessary:** –

**Recommended:** Basic knowledge about programming languages, statistics, and linear algebra.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture with integrated exercise | 4 SWS | 13 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | yes |
| Further information | https://www.bwl.uni-mannheim.de/en/information-systems/chairs/prof-dr-strohmaier/teaching/ |
| Examiner<br>Performing lecturer |  **Prof. Dr. Markus Strohmaier**<br>Georg Ahnert |
| Frequency of offering | Spring semester & fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., MMDS |
| Preliminary course work | Students have to submit home assignments and collect at least 50% of the available points to be admitted to the exam. |
| Program-specific Competency Goals | CG 2 |

# **Module**: IS 607 Digital Innovation

EN

**Contents**

Digital innovations influence every aspect of our lives in this increasingly technological world. Firms that pursue digital innovations must think carefully about how digital technologies shape the nature, process and outcomes of innovation as well as the long- and short-term social, economic and cultural consequences of their offerings. The attempts to contribute to building a transdisciplinary understanding of digital innovation by bringing together a diverse set of research papers from leading scholars from business, engineering, economics, science and public policy. Their distinct perspectives advance ideas and principles intended to set the agenda for current and future research on digital innovation in ways that inform primarily firm-level strategies and practices. The course provides scope and depth for master students interested in information systems and digital technologies, innovation and entrepreneurship, strategy, and digital platforms and ecosystems. In addition, it is informative to scholars interested in the impact of digital technologies on organizations and the broader society. The course will be taught on a flipped classroom basis. A flipped classroom is an instructional strategy and a type of blended learning focused on student engagement and active learning, giving the instructor a better opportunity to deal with mixed levels, student difficulties, and differentiated learning preferences during in-class time.

This format intentionally shifts instruction to a student-centred model in which time in the classroom is used to explore topics in greater depth and create meaningful learning opportunities while students are initially introduced to new topics outside of the classroom. Content delivery takes place through mandatory pre-readings and collaborative class discussions.

**Learning outcomes**

Students that accomplish this course will

- understand the foundations of digital innovations,
- be proficient in digital platforms, ecosystems, and entrepreneurship,
- advance their knowledge on business models and value creation in digital innovation,
- comprehend its impact on the future of work, and
- be exposed to transdisciplinary application domains.

**Prerequisites for participation**

**Necessary:** IS 512 or IS 614 or IS 615
**Recommended:** IS 615

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | yes |
| Further information | Website of the Chair |
| Examiner<br>Performing lecturer |  **Dr. Deborah Mateja**<br>Dr. Anna-Maria Seeger |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf. |
| Preliminary course work | Reading the respective chapter in the assigned literature |

| | |
|---|---|
| **Program-specific Competency Goals** | CG 1 |

# **Module**: IS 608 Analytics for Digital Markets

EN

### Contents

This course equips students with analytics methods essential for competing and innovating in digital markets. Digital businesses like Netflix, TikTok, Instagram, and Amazon are relying heavily on data-driven experimentation, in terms of methods to test and experiment new features, advertisement, recommendations, and much more.
Designed for business students, this course focuses on real-world use cases rather than technical implementation. Students will learn to evaluate trade-offs in method selection, understand best practices, and develop the ability to interpret test results to draw business-relevant conclusions. No prior coding experience is required.
Amongst others, we will discuss the following methods:

- A/B Testing: Controlled experiments to compare the effectiveness of different versions of products, websites, or algorithms (e.g., determining which checkout design on Amazon leads to higher conversion rates).
- Multi-Armed Bandits: Adaptive experimentation techniques that power dynamic ad placements, real-time content recommendations (e.g., deciding which TikTok videos to show next), and personalized pricing strategies.
- Difference-in-Differences: Creating quasi-experiments to understand actions of competitors, platforms, and regulators (e.g., understanding how the availability of AI tools for generating photos affect Instagram influencer success).

In a group assignment, students will engage with the results of a real-world business experiment to derive business conclusions.

### Learning outcomes

After successfully completing the course, students..:

- ..can explain the relevance, impact, and practical applications for analytics in digital markets,
- ..can evaluate trade-offs, best practices, and pitfalls in the design of the different methods,
- ..are able to design A/B tests, bandits, and difference-in-differences,
- ..can assess the outcome and the validity of test results,
- ..can analyze experimental outcomes,
- ..are able to draw business-relevant conclusions,

and can effectively communicate them to a business audience.

### Prerequisites for participation

**Necessary:** –
**Recommended:** –

| **Forms of teaching and learning** | **Contact hours** | **Independent study time** |
|---|---|---|
| **Lecture** | 2 SWS | 8 SWS |
| **Exercise class** | 2 SWS | 5 SWS |
| **ECTS credits** | 6 | |
| **Graded** | yes | |
| **Workload** | 180h | |
| **Language** | English | |
| **Form of assessment** | 70% of the total grade: Written exam, closed book (60 mins)<br>30% of the total grade: Group assignment (slides and presentation) | |
| **Restricted admission** | yes | |
| **Further information** | The course is limited to 100 participants.<br>Please register via the student portal | |
| **Examiner**<br>Performing lecturer |  | **Prof. Dr. Jens Förderer**<br>Prof. Dr. Jens Förderer |
| **Frequency of offering** | Spring semester & fall semester | |
| **Duration of module** | 1 semester | |

| | |
|---|---|
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf. |
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1, CG 4 |

# **Module**: IS 609 AI Strategy: Business Models, Competition, and Markets

EN

### Contents

This course equips management students with the tools to design business models, navigate competition, and understand market dynamics for artificial intelligence (AI). It provides conceptual frameworks for strategic decision-making, focusing on the implications of recent breakthroughs in machine learning and generative AI (hereafter simply AI).
In particular, the course expands into:

- AI as a product: How firms can compete through AI as a product, including business models, monetization, and value capture. This analysis is grounded in economic principles of information goods, such as marginal costs, network effects, and switching costs.
- AI adoption in firms and impact on markets: How AI adoption transforms industries, using real-world case studies as a group assignment to explore business applications, automation potential, and adoption barriers. This analysis builds on frameworks for technology diffusion and impact assessment.
- Risks and ethical considerations: The broader implications of AI for business decision-making, including issues of bias, fairness, privacy, and market power.

This is a business-focused course—it does not involve programming. The course provides an introductory understanding of neural networks, reinforcement learning, and generative AI, but the emphasis of the course is on strategy, economics, and business decision-making in the context of AI and technology-driven transformation.

### Learning outcomes

After successfully completing the course, students..:

- ..can explain the conceptual foundation of generative AI, including neural networks and reinforcement learning,
- ..can explain the basic economic principles that govern AI as an information good (e.g., production costs, pricing, network effects, switching costs),
- ..can design strategies to use AI as a product, focusing on business models, monetization, and competitive strategy,
- ..can evaluate the impact of AI adoption on businesses through adoption frameworks and industry use cases,
- ..are familiar with the current understanding of the economic implications of AI, including labor replacement, technological change, and AI as a General Purpose Technology,

..can discuss implications of AI externalities, including bias, fairness, privacy, and market power, for businesses and policymakers.

### Prerequisites for participation

**Necessary:** –
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 8 SWS |
| Case Study Presentation | 2 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | 70% of the total grade: written exam, closed book (60 mins)<br>30% of the total grade: group case study (slides and presentation; 3-5 students) |
| Restricted admission | yes |
| Further information | The course is limited to 100 participants.<br>Please register via the student portal |

| | | |
|---|---|---|
| **Examiner**<br>Performing lecturer |  | **Prof. Dr. Jens Förderer**<br>Prof. Dr. Jens Förderer |
| **Frequency of offering** | Spring semester & fall semester | |
| **Duration of module** | 1 semester | |
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf. | |
| **Preliminary course work** | – | |
| **Program-specific Competency Goals** | CG 1, CG 3 | |

# **Module**: IS 613 Applied Project in Enterprise Cloud Design and Development

EN

### Contents

The goal of this term project is to collaboratively develop a software artifact to solve a real-world business problem in a student development team environment. We offer a project-based lecture with hands-on experience for enterprise cloud software development as well as general agile software development practices, lean management principles, as well as design thinking and business model innovation practices. Students will learn about innovative product and process design for software development which then can be directly applied in exercise sessions and project iterations. The used technology will depend on the students' skills and experience. Prototypes must be developed and deployed with state-of-the-art cloud technology.

### Learning outcomes

After completing the project, students will be able to:

- learn how to apply design principles for developing user centered applications,
- understand the difficulties involved in team-based software development,
- improve both product design and software engineering skills
- improve the ability to work in teams and collaborate effectively
- and use state-of-the-art software engineering methods and tools.

### Prerequisites for participation

**Necessary:** IS 615 (parallel attendance possible)
**Recommended:** This course is designed for master students of management or information systems. A basic understanding of how to program information systems is helpful.

| **Forms of teaching and learning** | **Contact hours** | **Independent study time** |
|---|---|---|
| **Lecture** | 2 SWS | 15 SWS |
| **ECTS credits** | 6 | |
| **Graded** | yes | |
| **Workload** | 180h | |
| **Language** | English | |
| **Form of assessment** | Software development term project | |
| **Restricted admission** | yes | |
| **Further information** | Limited to 32 participants. More information: Chair's Website (www.bwl.uni-mannheim.de/heinzl/) | |
| **Examiner**<br>Performing lecturer |  | **Dr. Alexander Scheerer**<br>Dr. Alexander Scheerer |
| **Frequency of offering** | Fall semester | |
| **Duration of module** | 1 semester | |
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf. | |
| **Preliminary course work** | – | |
| **Program-specific Competency Goals** | CG 2 | |

# **Module**: IS 614 Corporate Knowledge Management

EN

**Contents**

Companies have realized that the knowledge of their professionals is a decisive factor in competition. Firms are able to differentiate against their competitors through superior knowledge in the long term. This lecture deals with the question of how the creation acquisition, transfer, storage, retrieval, and use of knowledge can be supported with the information technology and where the limits of such efforts are. It also addresses how to design information technology to support different knowledge processes.

**Learning outcomes**

Course participants will be able to:

- explain the role and importance of knowledge for organizations
- understand and explain the processes of knowledge management (KM)
- describe and evaluate the possibilities to support the different knowledge processes through information technology
- understand and evaluate different design principles of KM systems
- evaluate and apply organizational and technological mechanisms that ensure the use of KM systems

**Prerequisites for participation**

**Necessary:** –
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 15 SWS |
| ECTS credits | 6 | |
| Graded | yes | |
| Workload | 180h | |
| Language | English | |
| Form of assessment | Written exam (60 min), optional case study (20%) | |
| Restricted admission | no | |
| Further information | – | |
| Examiner |  **Prof. Dr. Armin Heinzl** | |
| Frequency of offering | Fall semester | |
| Duration of module | 1 semester | |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., MAKUWI | |
| Preliminary course work | – | |
| Program-specific Competency Goals | CG 1 | |

# **Module**: IS 615 Enterprise Cloud Design and Development

EN

### Contents

Enterprise software is expected to serve a plethora of customer needs from different industries in an integrated and seamless way. Traditionally, the market leaders provided integrated enterprise resource planning (ERP) solutions as a suite of business applications that are being operated by their customers on-premises or hosted as isolated instances by third party providers. Today, customers and end users expect fully cloud-based provisioning so that business models leaving the operations and related costs with the vendors of enterprise software. Hence, established software vendors have to rethink and improve the way they organize development in terms of skills and organizational design, development processes and methodology, business models as well as tools and technologies needed. This academic lecture includes agile software development practices including multi-team coordination and planning as well as empirical process control and traceability management. Moreover, lean thinking combined with Design Thinking and related practices are increasingly adopted and intertwined in the software industry. The goal of this module is to convey approaches from research and industry experience together with practical application based on concrete enterprise cloud software challenges including both, lecture, and workshop formats.
A combination with IS 613 as related term project applying the content is highly recommended.

### Learning outcomes

After completing the class, students will be able to:

- Understand specific issues and challenges of cloud-based enterprise software;
- Understand basic issues and challenges in enterprise software development?;
- Understand and apply large-scale agile development based on lean principles;
- Understand the principles of multi-team coordination and planning as well as
- Understand empirical process control and traceability management in enterprise software development;
- Understand and apply Design Thinking and related innovation practices;
- Understand and evaluate business models for enterprise software solutions?;
- Understand and apply how to bring all of this together in enterprise reality;
- Understand and evaluate state-of-the-art software engineering methods;
- Understand and explain particular success strategies recommended by practitioners.

### Prerequisites for participation

**Necessary:** –
**Recommended:** attendance of IS 613 in the same semester is recommended

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (60 min, 80%), case study (20%) |
| Restricted admission | yes |
| Further information | Chair's Website (www.bwl.uni-mannheim.de/heinzl) |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Tobias Schimmer**<br>Prof. Dr. Tobias Schimmer und Dr. Philipp Hoffmann |
| Frequency of offering | Fall semester |

| | |
|---|---|
| **Duration of module** | 1 semester |
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf. |
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1, CG 2 |

# **Module**: IS 617 Large Language Models for the Economic and Social Sciences

EN

**Contents**
This course aims to equip students with the theoretical foundations and practical skills necessary to leverage Large Language Models (LLMs) in computational social science research. Students will explore how LLMs can be used for analyzing social and economic data, modeling human behavior, and generating insights from large-scale data sources.

**Learning outcomes**
Students will acquire knowledge of state-of-the-art principles and methods for developing and using Large Language Models. They will also learn how to use them for applied data analysis and empirical research (MK1, MK2, MF3)
Methodological competence:
Successful participants will be able to understand state-of-the-art LLM methods and select, apply and evaluate the most appropriate techniques for various use cases and applications (MF3). They will also learn in analyzing and summarizing recent litearture on LLMs (MF2)

**Prerequisites for participation**
**Necessary:** Knowledge of Basic Python Programming, Linear Algebra
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 7 SWS |
| Exercise class | 2 SWS | 6 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Project presentation (30%) and report (50%), class participation (20%) |
| Restricted admission | yes |
| Further information | Website of the Chair |
| Examiner<br>Performing lecturer |  **Prof. Dr. Markus Strohmaier**<br>Dr. Indira Sen |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf. |
| Preliminary course work | – |

# **Module**: IS 618 Social Media Data Analysis

EN

**Contents**
This module aims to provide students with the analytical skills and methodological tools needed to collect, process, and analyze web and social media data for social and economic research applications.

**Learning outcomes**
Students will learn how to collect and analyze social media data from a variety of platforms including Reddit, Wikipedia and Tiktok for the purpose of studying societally relevant question (MK1). They will learn about platform affordances of the social media platforms generating this data and its impact (MK2).
Competence:
Students will develop quantitative data analysis skills tailored to analyzing unstructured social media data, e.g., applied text analysis and network analysis (MF3). Students will learn social media data-related concepts by executing a project (MF1).

**Prerequisites for participation**
**Necessary:** Knowledge of Basic Python Programming
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 7 SWS |
| Exercise class | 2 SWS | 6 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Project presentation (30%) and report (50%), class participation (20%) |
| Restricted admission | yes |
| Further information | Website of the Chair / “Student Portal" |
| Examiner<br>Performing lecturer |  **Prof. Dr. Markus Strohmaier**<br>Dr. Indira Sen |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf. |
| Preliminary course work | – |

# **Module**: IS 622 Network Science

EN

### Contents
The lecture gives an introduction to the analysis of networks. It includes theoretical foundations of social networks (definitions, representation as a graph, local structures), elementary graph algorithms (shortest path, clustering coefficient, ...), centrality measures for social networks (PageRank, betweenness centrality, ...), methods for community detection, phenomena in empirical social networks (scale-free networks, small-world phenomenon, homophilia, ...), graph models (random graphs, preferential attachment,...), robustness of graphs, as well as dynamics in networks, epidemics and information cascades.

### Learning outcomes
Knowledge: Upon successful completion of this module, students will have developed an understanding of basic concepts and algorithms for analyzing networks and have acquired knowledge of empirically occurring phenomena in networks. Furthermore, the students get an overview of current analysis tools of social networks.

Skills: The students learn how to analyze empirical social networks with regard to their structure and mathematical properties such as the determination of central nodes, as well as methods to understand dynamics in social networks. In addition, the students learn how to use the most common program libraries for analyzing social networks.
Competences: The students should be able to effectively use analysis methods for social networks in other areas of application.

### Prerequisites for participation
**Necessary:** –
**Recommended:** Basic knowledge of algorithms and data structures as well as programming concepts and methods, practical programming skills (Python), basic knowledge of statistics.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 7 SWS |
| Exercise class | 2 SWS | 6 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (80 min) |
| Restricted admission | yes |
| Further information | https://www.bwl.uni-mannheim.de/en/information-systems/chairs/prof-dr-strohmaier/teaching/ |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Markus Strohmaier**<br>Prof. Dr. Markus Strohmaier, Marlene Lutz |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., MMDS |
| Preliminary course work | Students must pass at least 50% of the written assignments in the exercise class in order to take the final exam. |

# **Module**: IS 628 Advances in Public Blockchains

EN

**Contents**
The achievement of the learning goals is pursued by practicing on the basis of personally assigned in-depth scientific topics as well as by actively participating in the presentation dates. The organizer will choose subject areas within the field of Public Blockchains and provide scientific papers to students to work through.

**Learning outcomes**
Skills: On the basis of suitable literature, in particular original scientific articles, students independently familiarize themselves with a topic in data-science, classify and narrow down the topic appropriately and develop a critical evaluation.

Students work out concepts, procedures and results of a given topic clearly and with appropriate formalisms in a timely manner and to a defined extent in depth in writing; Evidence of independent development by presenting self-selected examples. Descriptive oral presentation of an in-depth data science topic using suitable media and examples in a given format.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** lectures offered by the chair

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written report (max. 12 p. excl. references) with oral presentation |
| Restricted admission | yes |
| Further information | https://www.bwl.uni-mannheim.de/en/information-systems/chairs/prof-dr-strohmaier/teaching/ |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Markus Strohmaier**<br>Prof. Dr. Markus Strohmaier, Stefano Balietti |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., MMDS |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 4 |

# **Module**: IS 629 Agile Software Product Management and Design

EN

### Contents

More and more products, from consumer to business markets, show an ever-increasing amount of software at their very heart. The ability to understand, design, and manage software-intense products has become of great importance to ensure sustainable success across all industries. This module introduces key aspects of the entire software product lifecycle, ranging from product strategy and planning, to the actual product development and finally the postdevelopment phase covering aspects such as the product launch and product support. Furthermore, the interplay between processes, people, and practices will be discussed and contemporary software development paradigms will be framed into this interplay. This course puts specific emphasis on the two roles of the product manager and the product designer (also: Usability / User Experience Professional) within software development. Following an interdisciplinary perspective, this course will introduce key concepts from the field of management, marketing and human computer interaction.

The course contents will be put into a practical perspective by selected industry talks. Furthermore, as part of a case study, the students will be asked to analyze and propose solutions for a given software product development challenge leveraging the knowledge acquired within the lecture and industry talks.

### Learning outcomes

Students

- learn basic concepts and characteristics of software products and the associated software product lifecycle.
- understand the underlying mechanisms for a successful interplay between people, processes, and practices within product development.
- understand key concepts and methods required for fulfilling the product management and product design role.
- analyze and propose solutions for a given software product challenge along the entire lifecycle.

### Prerequisites for participation

**Necessary:** –
**Recommended:** IS 540 (Management of Enterprise Systems)

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 8 SWS |
| Case Study Presentation | 1 SWS | 6 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (60 min, 60%) and case study (40 %) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  **Prof. Dr. Hartmut Höhle**<br>Prof. Dr. Hartmut Höhle |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf. |

| | |
|---|---|
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1, CG 2 |

# **Module**: IS 635 Forschungsmethoden Data-Science

EN

**Contents**
In this colloquium, student research projects in different phases of development will be presented and critically discussed and reflected upon together. Particular attention will be paid to the formulation of precise research questions, the development of robust experimental setups, the selection and pre-processing of data sets, the selection and design of different validation methods and the critical assessment of research results in a manner that clearly goes beyond the projects of individual students. In a participatory approach, students are introduced to the scientific approach and acquire initial knowledge of the presentation, assessment, criticism and further development of scientific plans and results.

**Learning outcomes**
After passing the colloquium, students are able to
1. present research projects, methods and results scientifically
2. scientifically assess and criticize research projects, methods and results
3. further develop research projects, methods and results across various research cases and domains under the supervision of the instructor.

**Prerequisites for participation**
**Necessary:** Registration of a Master Arbeit at the chair for Data-Science in den Wirtschafts- und Sozialwissenschaften.
**Recommended:** Current courses offered by the chair for Data-Science in den Wirtschafts- und Sozialwissenschaften

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | 3 presentations: 1 Proposalpresentation, 1 Progresspresentation, 1 Endpresentation |
| Restricted admission | yes |
| Further information | Registration via Portal 2 |
| Examiner<br>Performing lecturer |  **Prof. Dr. Markus Strohmaier**<br>Prof. Dr. Markus Strohmaier |
| Frequency of offering | Spring semester & fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Econ., MMDS |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 4 |

# **Module:** IS 661 Text Analytics

EN

### Contents

In the digital age, techniques to automatically process textual content have become ubiquitous. Given the breakneck speed at which people produce and consume textual content online – e.g., on micro-blogging and other collaborative Web platforms like wikis, forums, etc. – there is an ever-increasing need for systems that automatically understand human language, answer natural language questions, translate text, and so on. This class will provide a complete introduction to state-of-the-art principles and methods of Natural Language Processing (NLP). The main focus will be on statistical techniques, and their application to a wide variety of problems. This is because statistics and NLP are nowadays highly intertwined, since many NLP problems can be formulated as problems of statistical inference, and statistical methods, in turn, represent de-facto the standard way to solve many, if not the majority, of NLP problems.

### Learning outcomes

Students will acquire knowledge of state-of-the-art principles and methods of Natural Language Processing, with a specific focus on the application of statistical methods to human language technologies.
Successful participants will be able to understand state-of-the-art methods for Natural Language Processing, as well as being able to select, apply and evaluate the most appropriate techniques for a variety of different practical and application-oriented scenarios.

### Prerequisites for participation

**Necessary:** –
**Recommended:** Basic knowledge of programming concepts and methods, practical programming skills (Python).

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 7 SWS |
| Exercise class | 2 SWS | 6 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (90 min) |
| Restricted admission | yes |
| Further information | https://www.bwl.uni-mannheim.de/en/information-systems/chairs/prof-dr-strohmaier/teaching/ |
| Examiner |  **Prof. Dr. Markus Strohmaier** |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Inf., MMDS |
| Preliminary course work | Students must pass at least 50% of the written assignments in the exercise class in order to take the final exam. |

# **Module**: IS 703 Master Seminar "AI, Platforms, and the Digital Economy"

EN

### Contents

The seminar explores state-of-the-art research on the impact of information technology on strategy, competition, innovation, and markets. Exemplary topics include the business impact of generative artificial intelligence, platform strategies and business models for digital technologies, algorithmic bias on online platforms, misinformation on social media, or sustainability and green nudging in online marketplaces. Participation in the seminar enables students to independently investigate a research topic and develop a structured academic paper. Students learn essential literature research techniques, how to critically engage with existing studies, and how to position their work within a research field. The seminar also introduces students to academic writing and presentation techniques in order to develop skills for effectively communicating research findings.

### Learning outcomes

After completing this course, students..:

- ..have acquired a thorough understanding of research on a selected topic within the scope of the seminar,
- ..are able to critically engage with scientific papers in the research field by applying literature review techniques,
- ..can develop a structured academic paper to effectively communicate their findings,

..can defend their research findings in an academic presentation.

### Prerequisites for participation

**Necessary:** Parallel or prior attendance of at least one 6XX-module offered by the chair.
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written seminar paper (scope depends on assigned topic): 50% of the total grade<br>Presentation: 30% of the total grade<br>Discussion: 20% of the total grade<br>All grade components need to be passed in order to pass the module. |
| Restricted admission | yes |
| Further information | The number of participants is restricted. Please visit the chair's website for information on the registration process and deadlines. |
| Examiner<br>Performing lecturer |  **Prof. Dr. Jens Förderer**<br>Prof. Dr. Jens Förderer |
| Frequency of offering | Spring semester & fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 4 |

# **Module**: IS 704 Data Science III: Social Data Science

EN

**Contents**
This module aims to provide students with the analytical skills and methodological tools needed to collect, process, and analyze web and social media data for social and economic research applications.

**Learning outcomes**
Students will learn how to collect and analyze social media data from a variety of platforms including Reddit, Wikipedia and Tiktok for the purpose of studying societally relevant question (MK1). They will learn about platform affordances of the social media platforms generating this data and its impact (MK2).
Competence:
Students will develop quantitative data analysis skills tailored to analyzing unstructured social media data, e.g., applied text analysis and network analysis (MF3). Students will learn social media data-related concepts by executing a project (MF1).

**Prerequisites for participation**
**Necessary:** Knowledge of Basic Python Programming
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Project presentation (30%) and report (50%), class participation (20%) |
| Restricted admission | yes |
| Further information | Website of the Chair / "Student Portal" |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Markus Strohmaier**<br>Dr. Indira Sen |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf. |
| Preliminary course work | – |

# **Module**: IS 712 Seminar

EN

**Contents**
The seminar is a preparation for writing a master thesis and introduces students to academic work related to current topics of IS. Students independently compile a written seminar paper covering a current research topic and present their research findings in class.

**Learning outcomes**
By the end of the course students developed

- a basic knowledge on the principles of academic writing,
- the ability to independently and systematically explore a research topic,
- readiness to take on a master thesis project in IS.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** Basic knowledge of IS

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Seminar paper (scope depends on the assigned topic), presentation, and discussion<br>**For students of the M.Sc. Information Systems the seminar means a reduced workload with only 4 ECTS.** |
| Restricted admission | yes |
| Further information | Registration at the end of previous semester: http://wifo1.bwl.uni-mannheim.de |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Armin Heinzl**<br>Désirée Zercher |
| Frequency of offering | Spring semester & fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 4 |

# **Module**: IS 723 Seminar Data-Science II

EN

**Contents**
The achievement of the learning goals is pursued by practicing on the basis of personally assigned in-depth scientific topics as well as by actively participating in the presentation dates. The organizer will choose subject areas within the field of Data-Science and provide scientific papers to students to work through.

**Learning outcomes**
Skills: On the basis of suitable literature, in particular original scientific articles, students independently familiarize themselves with a topic in data-science, classify and narrow down the topic appropriately and develop a critical evaluation.

Students work out concepts, procedures and results of a given topic clearly and with appropriate formalisms in a timely manner and to a defined extent in depth in writing; Evidence of independent development by presenting self-selected examples. Descriptive oral presentation of an in-depth data science topic using suitable media and examples in a given format

**Prerequisites for participation**
**Necessary:** –
**Recommended:** lectures offered by the chair

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Seminar paper (50%, scope depends on the assigned topic), presentation (40%), and discussion (10%) |
| Restricted admission | yes |
| Further information | https://www.bwl.uni-mannheim.de/en/information-systems/chairs/prof-dr-strohmaier/teaching/ |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Markus Strohmaier**<br>Tobias Schumacher, Marlene Lutz |
| Frequency of offering | Spring semester & fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 4 |

# **Module**: IS 742 Seminar Trends in Enterprise Systems

EN

**Contents**
This module is a research seminar where state-of-the-art research topics are discussed. Students systematically explore a research topic from the enterprise systems domain. They present their work in class for discussion and will write a seminar paper, following academic guidelines.

**Learning outcomes**
After completing this seminar, students will be able to summarize a current research topic from the enterprise systems domain and put it into the context of related work. They will know to evaluate extant work and how to communicate the insights academically in a written report. Students will also learn and train presentation skills, too.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** IS 540

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written report (80%, scope depends on the assigned topic) and presentation (20%)<br>**For students of the M.Sc. Information Systems the seminar means a reduced workload with only 4 ECTS.** |
| Restricted admission | yes |
| Further information | Application via email (Motivation letter, Transcript of Records and CV) to applicat@mail.uni-mannheim.de; Application deadline will be announced via the Chair's homepage. |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Hartmut Höhle**<br>Prof. Dr. Hartmut Höhle |
| Frequency of offering | Spring semester & fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 4 |

# **Module**: IS 752 Seminar on Process and Management Analytics

EN

**Contents**
This module is a research seminar, which will introduce students to academic work in the fields of Business Process Management and Information Systems and prepare them for writing a master thesis. Students will write a seminar paper on a current research topic in process analytics and present their findings in class.

**Learning outcomes**
After completing this course, you will be able to:

- Apply basic research methods from the IS discipline
- Independently and systematically explore a research topic
- Structure and write an academic paper
- Be equipped to start your master thesis

**Prerequisites for participation**
**Necessary:** –
**Recommended:** IS 515

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| **ECTS credits** | 6 |
| **Graded** | yes |
| **Workload** | 180h |
| **Language** | English |
| **Form of assessment** | Seminar paper (80%, scope depends on the assigned topic), presentation and discussion (20%)<br>**For students of the M.Sc. Business Informatics the seminar has a reduced workload with only 4 ECTS.** |
| **Restricted admission** | yes |
| **Further information** | https://www.bwl.uni-mannheim.de/rehse/lehre/is-752-master-seminar/ |
| **Examiner**<br>Performing lecturer |  **Prof. Dr. Jana-Rebecca Rehse**<br>Prof. Dr. Jana-Rebecca Rehse |
| **Frequency of offering** | Spring semester & fall semester |
| **Duration of module** | 1 semester |
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., MMDS |
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1, CG 4 |

# 3.4 **AREA MANAGEMENT**

# **Module**: ACC/MAN 560 Managerial Accounting - Evaluating Financial and Non-Financial Performance

EN

### Contents

An organization's long-term competitive success is critically dependent on the availability and the efficient use of information about its products, services, processes, organizational units, suppliers, customers, as well as its social and environmental performance. Managerial accounting includes the concepts, models, and systems that provide managers with the information necessary to achieve both the financial and the non-financial (ESG) goals.

The course will familiarize participants with the terminology and basic concepts of managerial accounting. The topics range from the analysis of cost information for decision-making to performance measurement, financial planning, and budgeting. The design and use of internal reporting systems varies substantially across different firms and industries and is closely interlinked with a firm's governance and control systems.

To shed light on these different governance practices, the course integrates a number of real-world cases. Applications cover the manufacturing, the services, and the financial industry.

### Learning outcomes

Students will become familiar with advanced issues in managerial accounting and understand the use of financial and non-financial (ESG) information in managerial decision-making. Students will also develop a thorough understanding of performance measurement systems and managerial incentives.

### Prerequisites for participation

**Necessary:** –

**Recommended:** Bachelor-level knowledge of cost accounting

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |
| Case Study Presentation | 2 SWS | 4 SWS |
| Exercise class | 2 SWS | 4 SWS |

| | |
|---|---|
| ECTS credits | 8 |
| Graded | yes |
| Workload | 240h |
| Language | English |
| Form of assessment | Case study presentation (25%) and written exam (90 min, 75%) |
| Restricted admission | no |
| Further information | Will be counted towards ACC. |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Jannis Bischof**<br>Prof. Dr. Jannis Bischof (Lecture), Dr. Claudia Max and Can Toygar (Case Studies) |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M. |
| Preliminary course work | – |

| | |
|---|---|
| **Program-specific Competency Goals** | CG 1, CG 3 |

# **Module**: MAN 521 Science Management

DE

**Contents**
The learning content of the module includes a systematic overview of the structure and function of the German academic system, its legal foundations and the way in which universities and academic institutions are managed. In addition to management tasks in research, quality and personnel development, the module also provides insights into the day-to-day work of university management, from personnel management to funding/marketing management. Career prospects in science, including employment relationships, are also part of the module content, as are links between the science system and current (world) politics.

**Learning outcomes**
After passing the module

- … students know the specific conditions of universities and scientific institutions as well as the challenges in the political context.
- … students have acquired management knowledge about management, (personnel) development and service tasks appropriate to science.
- … students are qualified to apply their acquired know-how to science-related management tasks.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** Interest in gaining comprehensive knowledge in various disciplines of science management.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |

| | |
|---|---|
| ECTS credits | 4 |
| Graded | yes |
| Workload | 120h |
| Language | German |
| Form of assessment | Written exam (60 min) |
| Restricted admission | yes |
| Further information | Student Portal |
| Examiner<br>Performing lecturer |  <br>**Dr. Yvonne Dorf**<br>Dr. Yvonne Dorf |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 2, CG 4 |

# **Module**: MAN 522 Responsibility in Management

DE

**Contents**
The lecture examines the question of responsibility in the management of companies and other organizations on the basis of concrete case studies and fundamental texts from the economic and philosophical tradition. The key questions of the lecture are: (1) What is responsibility, and who is responsible? (2) What is the relationship between economic and ethical behavior? Can one be traced back to the other? (3) How does one make responsible decisions? What criteria or values are used to determine and justify one's actions? (4) Can responsibility be institutionalized? How far does a corporate responsibility approach go? (5) Can responsibility be delegated to the machine? What questions arise in view of the increase in AI in virtually all corporate processes?

**Learning outcomes**
After passing this course, students should be able to critically reflect on their responsibility as future managers or employees in companies and other institutions, justify their decisions on the basis of essential economic and philosophical positions and frames of reference, and analyze and criticize the decisions of others in a well-founded manner. Students should also be familiar with and be able to analyze typical dilemma situations.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** Acquisition of the philosophical and economic literature mentioned in the lecture.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 8 SWS |
| ECTS credits | 4 | |
| Graded | yes | |
| Workload | 120h | |
| Language | German | |
| Form of assessment | Written exam (60 min) | |
| Restricted admission | yes | |
| Further information | Student Portal | |
| Performing lecturer | Dr. Carsten Lotz | |
| Frequency of offering | Spring semester & fall semester | |
| Duration of module | 1 semester | |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI | |
| Preliminary course work | – | |
| Program-specific Competency Goals | CG 1, CG 2, CG 3 | |

# **Module**: MAN 531 Current Topics in Science Management DE

**Contents**
The module's learning content includes, in addition to current developments in higher education policy, an in-depth look at the employment relationships of academic staff at universities, including their responsibilities, rights, and obligations, as well as the salary/remuneration system. The module also covers selected court cases in the higher education sector and provides an overview of funding opportunities (such as research funding) within the science system.

**Learning outcomes**
After completing the module:

- Students are familiar with the specific requirements and characteristics of employment relationships at universities.
- Students have acquired management knowledge about funding conditions within the science system and can assess legal issues.
- Students are qualified to apply their acquired knowledge to science-related management tasks.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** Previous attendance of the course MAN 521 is strongly recommended.
Regarding the content: Interest in gaining interdisciplinary knowledge across various fields of science management.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |

| | |
|---|---|
| ECTS credits | 4 |
| Graded | yes |
| Workload | 120h |
| Language | German |
| Form of assessment | Written examiniation |
| Restricted admission | yes |
| Further information | Homepage of the chair/ Portal2 |
| Examiner<br>Performing lecturer |  **Dr. Yvonne Dorf**<br>Dr. Yvonne Dorf |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., MAKUWI |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 2, CG 4 |

# **Module**: MAN 550 International Course – Management

EN

**Contents**
Depends on course taken abroad

**Learning outcomes**
Depends on course taken abroad

**Prerequisites for participation**
**Necessary:** The level of the course matches that of a regular MMM course (level 500 and above). The module can only be taken while studying abroad and complements the Mannheim curriculum.
**Recommended:** –

| | |
|---|---|
| **Graded** | yes |
| **Language** | English |
| **Form of assessment** | Depends on course taken abroad |
| **Restricted admission** | no |
| **Further information** | More than one class with this code can be taken; conditions apply, make sure to read the respective guidelines. |
| **Performing lecturer** | Lecturer at the host university. Course will be assessed when students request a learning agreement. Please find details in the „Guidelines for learning agreements and course recognition“ in ILIAS > MMM > Auslandssemester/Study Abroad Semester. Dozent/in an der Gastuniversität. Prüfung der Wertigkeit bei Abschluss eines Learning Agreements. Bitte lesen Sie das „Merkblatt zu Learning Agreements und Anerkennungen“ ILIAS > MMM > Auslandssemester/Study Abroad Semester. |
| **Frequency of offering** | Spring semester & fall semester |
| **Duration of module** | 1 semester |
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., MAKUWI, other Master programs (depending on respective study regulations) |
| **Preliminary course work** | – |

# **Module**: ACC/MAN 660 Corporate Sustainability Strategies and Value Creation

EN

### Contents
The sustainability of a company's business model is an increasingly important driver of firm value and, therefore, an essential input into the strategy process. This course will teach how sustainability goals can be integrated into strategy development and how this integration creates firm value. Topics include the role of regulation, materiality assessment, sustainability targets, the development of specific measures and flagship initiatives, and the interaction with corporate organization and governance. The course also offers an introduction to the link between sustainability strategies and sustainability reporting. Many business cases from different industries will illustrate the real-world impact of the lecture content.

### Learning outcomes
Students gain a solid understanding of the relationship between corporate sustainability objectives, corporate strategy, and firm value. They develop an economic intuition for the real-world importance of such an integrated approach to corporate sustainability. They also understand how this relationship further interacts with factors such as a company's regulatory environment, internal target setting, corporate organization and governance. They can relate their knowledge to applied business cases.

### Prerequisites for participation
**Necessary:** –
**Recommended:** Bachelor-level knowledge of value-based management

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |

| | |
|---|---|
| ECTS credits | 4 |
| Graded | yes |
| Workload | 120h |
| Language | English |
| Form of assessment | Written exam (45 min) |
| Restricted admission | no |
| Further information | Will be counted towards ACC. |
| Examiner<br>Performing lecturer |  <br>**Jannis Bischof**<br>Dr. Holger Rubel |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 2, CG 3 |

# **Module**: ACC/MAN 661 Corporate Sustainability Performance: Measurement, Assessment and Improvement

EN

### Contents
The success of a company's sustainability strategy critically depends on its ability to monitor and evaluate sustainability performance. This course introduces the most important management tools to measure and assess sustainability performance, with a particular focus on decarbonization, waste and circular economy management, and life cycle assessment. Building on these sustainability performance metrics, the course will also focus on how to turn the insights from performance measurement into specific actions, for example, by discussing approaches to reduce carbon emissions and increase the circularity of the business model. Many business cases from different industries will illustrate the real-world impact of the lecture content, including cases study exercises and hands-on usage of leading management tools.

### Learning outcomes
Students gain a comprehensive overview over the measurement of corporate sustainability performance and understand how to measure key metrics, especially in the fields of decarbonization, circularity, and life cycle assessment in general, but also specifically for a variety of industrial businesses. They develop an economic intuition for the real-world application of the metrics and become familiar with typical challenges in their implementation. They also understand how to interpret the indicators and are able to link their interpretation to suitable actions that lead to performance improvement.

### Prerequisites for participation
**Necessary:** - (from spring **2027**: ACC 510 or ACC 520 or ACC 530 or ACC 540 or ACC 560 or ACC/TAX 570)
**Recommended:** ACC 660, Bachelor-level knowledge of sustainability management and performance measurement

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |
| Case Study Presentation | 2 SWS | 2 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Case study presentation (25%) and written exam (45 min, 75%) |
| Restricted admission | no |
| Further information | Will be counted towards ACC. |
| Examiner<br>Performing lecturer |  **Jannis Bischof**<br>Dr. Holger Rubel |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| Preliminary course work | – |

| | |
|---|---|
| **Program-specific Competency Goals** | CG 1, CG 2, CG 3 |

# **Module**: ACC/MAN 662 Private Equity: Due Diligence and Value Creation

EN

### Contents

The course aims at exploring Private Equity (PE) as an alternative asset class on the rise and will equip the participants with a sound understanding of its characteristics and mechanics.
After outlining Private Equity's role from an asset management perspective, the course will focus on PE fundamentals (strategy, economics, stakeholders) as well as on detailing the Leverage Buy-out value chain including the sourcing strategy, due diligence, portfolio value creation and exit. There will be a specific emphasis on teaching the LBO mechanics, core due diligence techniques and value creation strategies.
The course will be complemented by several practical exercises, in class discussions, as well as guest lectures from professionals in the Private Equity Industry.

### Learning outcomes

Participants will be able to distinguish Private Equity from other asset classes. In particular, participants understand how to assess and create value from potential investments. Overall, this course will provide participants with practical insights into Private Equity and will equip them with advanced knowledge for a potential career in the industry.

### Prerequisites for participation

**Necessary:** ACC 510 oder ACC 520 oder ACC 530 oder ACC 540 oder ACC 560 oder ACC/TAX 570
**Recommended:** Basic knowledge of Corporate Finance

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 6 SWS |
| Case Study Presentation | 2 SWS | 7 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Case study presentation (50%) and written exam (45 min, 50%) |
| Restricted admission | no |
| Further information | Will be counted towards ACC. |
| Examiner<br>Performing lecturer |  **Prof. Dr. Wilhelm Schmundt**<br>Dr. Wilhelm Schmundt |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 2 |

# **Module**: MAN 604 Effective Leadership & High-Performance

EN

### Contents

- Fundamentals of effective leadership
- Linking leadership behaviour with High-Performance Culture
- Strategies to foster engagement
- The importance of feedback and communication for effective leadership
- The added value of AI in the leadership context

### Learning outcomes

- Understanding the interconnections between leadership and performance culture
- Ability to purposefully apply feedback and communication processes to improve performance
- Development of strategies to foster engagement and performance in organisations
- Reflection on the opportunities and challenges of using AI in the context of leadership
- Personal growth and reflection on one's role in leadership situations

### Prerequisites for participation

**Necessary:** –
**Recommended:** MAN 645 Leadership and Motivation

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |
| ECTS credits | 4 | |
| Graded | yes | |
| Workload | 120h | |
| Language | English | |
| Form of assessment | Written exam (60 min) | |
| Restricted admission | yes | |
| Further information | Portal[2] | |
| Performing lecturer | Dr. Arndt Zeitz | |
| Frequency of offering | Spring semester | |
| Duration of module | 1 semester | |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI | |
| Preliminary course work | – | |
| Program-specific Competency Goals | CG 1, CG 2, CG 3 | |

# **Module**: MAN 605 Mastering Complexity in Organizations – How to navigate through the complexity of our times

EN

### Contents

Complexity is the main challenge of management in the 21st century. Only those organizations that know how to use complexity and rapid change intelligently to create and defend competitive advantages will thrive in the long run.
This course equips students with the theories, concepts and tools to be successful in the age of fast change and multiple options. It is a comprehensive introduction into the world of systems, cybernetics, and artificial intelligence. Students will learn about the basic concepts of complex adaptive systems like variety, connectedness, emergence, and self-organization. They will understand how cybernetics, the science of communication and control, can help them to design adaptive and resilient organizational structures that scale. They will discover how the human brain copes with complexity and how computers and artificial intelligence can improve individual and group decision-making processes in complex environments.
This course provides both theoretical foundations and practical applications, endowing students with the skills to effectively navigate and manage complexity in a variety of contexts.

### Learning outcomes

By the end of this course, students will be able to:
1. Understand the theoretical foundations of complexity.
2. Analyze the impact of complexity on organizations.
3. Diagnose and design effective organizational structures.
4. Learn how to debias individual and group decision-making processes.
5. Assess the role of AI in mastering complexity.
6. Collaborate effectively in groups to solve real-world cases.
7. Develop critical thinking and problem-solving skills.
8. Communicate findings and recommendations effectively through group deliverables and a final report.

### Prerequisites for participation

**Necessary:** –
**Recommended:** Master-level knowledge on organizations (e.g., MAN 691 Selected Topics in Organizational Behavior)

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 4 SWS | 13 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Oral presentation (50%), commented slides (30%), participation in class (20%) |
| Restricted admission | yes |
| Further information | The course will be limited to 16 participants |
| Examiner<br>Performing lecturer |  **Prof. Dr. Karin Hoisl**<br>Dr. Sebastian Hetzler |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM |
| Preliminary course work | – |

| | |
|---|---|
| **Program-specific Competency Goals** | CG 1, CG 2, CG 4 |

# **Module**: MAN 608 Business, Society, and the Environment EN

**Contents**

We are the wealthiest and healthiest generation in the history of the planet. Unfortunately, we could also be the last generation that enjoys this level of health and wealth. Capitalism is in many ways responsible for much of our wealth and longevity, but it also underlines the ecological crisis that we are experiencing.
While many may regard environmental sustainability as aimed at conservation of nature, it is in reality paramount for the survival of humanity as a species, and ultimately too for the survival of business.
How should business react to the impeding ecological crisis that we face? What does sustainable and regenerative businesses look like? What role does business play in shaping an eco-friendlier future. This module investigates what people and businesses can do to co-create a better world.

**Learning outcomes**

Upon successful completion of this course, students

- …are able to describe the impact of business on the environment;
- …understand the role of policy in governing human and business behaviours;
- …describe, contrast and recommend different policy instruments for specific environmental issues;
- …contrast the exposure of different industries to environmental impacts, and vice versa (contrast the impact of different industries on the ecological environment);
- …contrast, apply and recommend sustainability strategies based on the profile of a case company or industry.

**Prerequisites for participation**

**Necessary:** –
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |

| | |
|---|---|
| ECTS credits | 4 |
| Graded | yes |
| Workload | 120h |
| Language | English |
| Form of assessment | written team assignment (30%) (PPT format)<br>team presentation (70%) |
| Restricted admission | yes |
| Further information | Student Portal<br>Please feel free to contact Ms. Christina Paul with any questions about the course: christina.paul@uni-mannheim.de |
| Examiner<br>Performing lecturer |  **Prof. Dr. Karin Hoisl**<br>Prof. Jako Volschenk |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 2, CG 3 |

# **Module**: MAN 609 Strategic Management between Profit and Purpose - Insights from Hybrid Organisations

EN

### Contents

A core challenge in today's society is how to balance corporations' for-profit goals with purpose driven societal and environmental objectives.
In this pursuit, this seminar explores the intersection of corporate and nonprofit management through the lens of hybrid organizing. Hybrid organizations are increasingly prevalent in today's complex and interconnected world and are argued to exist in the for-profit as well as in the nonprofit and the public sector. They combine profit-driven and mission-oriented approaches (incl. societal and environmental responsibilities).
In this seminar, students will explore the complexities of blending such logics, and will gain insights into the challenges and opportunities of hybrid organizing in diverse sectors. Through the examination of scientific papers, students will acquire a solid understanding of the fundamental features and principles of hybrid organizations. Participants will also gain insights into how hybrid organizing has evolved as a research field. In addition to the scientific perspective, the course will cover real-world examples of hybrid organizations and critically discuss their impact and potential challenges.

### Learning outcomes

*Upon successful completion of this course, students are able to…*

- *define and explain the concept of hybrid organizing in the context of corporate and nonprofit management.*
- *formulate strategic insights into the management of hybrid organizations, considering the unique challenges and opportunities they present.*
- *discuss and critically assess the ethical dimensions of hybrid organizing, considering the impact on various stakeholders.*
- *critically evaluate scientific papers on the topic of hybrid organizing and beyond, assess the field's research agenda, and identify research gaps in this field.*

### Prerequisites for participation

**Necessary:** –
**Recommended:** Completion of the introductory course MAN 679 "Eine wissenschaftliche Einführung in das Public & Nonrofit Management"

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 9 SWS |

| | |
|---|---|
| ECTS credits | 4 |
| Graded | yes |
| Workload | 120h |
| Language | English |
| Form of assessment | Presentation: 50%<br>Written exam (60 min): 50% |
| Restricted admission | yes |
| Further information | Website of the Chair of Prof. Helmig, Student Portal |
| Examiner<br>Performing lecturer |  **Dr. Moritz Motyka**<br>Dr. Moritz Motyka |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| Preliminary course work | – |

| | |
|---|---|
| **Program-specific Competency Goals** | CG 1, CG 2, CG 3, CG 4 |

# **Module**: MAN 626 Entrepreneurship and Innovation - Navigating Uncertainty with Entrepreneurial Mastery

EN

### Contents

In an era of rapid technological advancements, shifting customer preferences, evolving market dynamics, and geopolitical uncertainties, maintaining competitive advantage and fostering growth is increasingly challenging. Navigating this complex global business landscape requires an entrepreneurial mindset—defined by proactivity, uncertainty tolerance, and innovation. This mindset is not just essential for startup founders but also for leaders striving to drive success within established organizations during turbulent times. Entrepreneurial behavior, primarily guided by effectuation principles to navigate uncertainty, fundamentally differs from the causation-based approach commonly found in traditional corporate settings designed to manage risk. This course equips students with both theoretical foundations and practical tools essential for entrepreneurial success. Participants will learn to identify opportunities, generate innovative ideas, and navigate the process of launching and financing new ventures. By working in teams to develop and present their own business ideas, students will gain hands-on experience and valuable skills. Additionally, the course offers insights into recent global and local trends shaping entrepreneurship today, ensuring participants are well-prepared to adapt and thrive in the evolving business environment.

### Learning outcomes

This course offers a comprehensive exploration of entrepreneurship, combining theoretical foundations with practical skills and tools. Students will gain valuable insights into the entrepreneurial ecosystem in Germany and examine contemporary global trends shaping the field.

Through hands-on activities, they will identify opportunities, develop viable business models, and refine their pitching skills to attract various forms of investment. By the end of this course, students will be equipped to launch their own ventures or drive innovation within existing organizations as intrapreneurs. The course is designed for those eager to innovate, whether by establishing their own venture or enhancing the competitive edge of established firms. Students who attend this course will:

- Grasp the fundamental concepts and frameworks of entrepreneurship
- Gain a deep understanding of Germany's entrepreneurial environment, including key players, opportunities, and challenges
- Engage in discussions about recent global developments and emerging topics in entrepreneurship
- Use proven methods and tools to generate, evaluate, and refine innovative business ideas
- Design and iterate robust business models that identify and exploit lucrative market niches
- Understand the key criteria for an effective pitch and develop the skills to present compelling business proposals in competitive environments
- Prepare and deliver a pitch for their own business model, receiving constructive feedback to refine their approach

The course will be a markedly international in nature with participants joining from the international partner universities as it is **part of the MBS Summer School**. The course is scheduled as a one-week block course in mid-July.

### Prerequisites for participation

**Necessary:** not taken MAN 634
**Recommended:** A basic understanding of business foundations is helpful.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 4 SWS |
| **ECTS credits** | 3 | |
| **Graded** | yes | |
| **Workload** | 90h | |
| **Language** | English | |
| **Form of assessment** | Pitch Presentation, Campaign & Business Plan | |
| **Restricted admission** | yes | |
| **Further information** | You have to apply separately to the Mannheim Business School for this course. A list of the required application documents, the application deadline and further details can be found at the following link. Please read the information carefully:<br>Website of the Mannheim Business School | |

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|---|---|---|
| **Examiner**<br>Performing lecturer |  | **Dr. Baris Istipliler**<br>Dr. Andrew Isaak, Dr. Baris Istipliler |
| **Frequency of offering** | Spring semester | |
| **Duration of module** | 1 semester | |
| **Range of application** | M.Sc. MMM | |
| **Preliminary course work** | – | |
| **Program-specific Competency Goals** | CG 1, CG 3 | |

# **Module**: MAN 630 Introduction to Entrepreneurship

EN

## Contents

University of Mannheim alumni founders, such as Lea-Sophie Cramer (Amorelie), David Handlos and Florian Barth (Stocard), Alexander Rittweger (Payback) and Rupprecht Rittweger (e-shelter), are examples of successful entrepreneurs who have pursued new business opportunities in a way which is innovative, path-breaking and contributing to growth and employment generation.

But who is a typical entrepreneur? How well does the typical startup perform? Is there such a thing as the typical entrepreneur or the typical startup? Why do people start businesses? Is every young business a startup? What characteristics do entrepreneurs have? How do entrepreneurs finance their start-up? What is the role of networks for launching and running new businesses? These are some of the questions that we will discuss in MAN 630 Introduction to Entrepreneurship. We will discuss in lecture settings and have 3 to 4 additional case study sessions in which student teams will present their solutions and advice to startup challenges. Theories presented will be combined with real-life cases. Additionally, guest speakers (i.e., entrepreneurs and/or academics) may come to class to shed light on specific topics of interest or how they have overcome challenges.

Beware of the following upsides and downsides: The course is tons of fun and highly rewarding but challenging and demanding in terms of its self-study elements and the case study team efforts. If your expectation is a class with lectures to randomly attend, this might not be your first choice.

What you can expect from us is a fun and rewarding atmosphere in class paired with optional Founder Talks and Startup Lounges (evening events) throughout the semester to get in touch with lots of role models, business models and a fair chance to develop your networks. Overall, you can expect a perfect introduction to central theories in entrepreneurship and the Startup Ecosystem at and around the University of Mannheim and beyond.

Side note on choosing MAN 630 vs. alternatives:
You should choose MAN 630 if you...

- are interested in combining insights from lectures with readings at home and with insights gained from speakers in Startup Lounges, Founder Talks and in class to maximize your learning
- are interested in startups and entrepreneurship in general and want to gain a top-level view on both entrepreneurship in theory and practice.
- like the practical world but do not want to lose sight of the underlying academic foundations.
- love aiming for the big picture and love discussing topics of interest from a variety of angles.
- do not like courses based on keywords and phrases to learn but on concepts to put into perspective and forming your own sophisticated line of argumentation.

You should, however, not choose MAN 630 if you...

- expect this to be a multiple-choice-style course of memorizing material and then jotting buzzwords down on the exam. Our interactive style of teaching and a wealth of readings will get you frustrated – focus is set on understanding concepts rather than memorizing them.
- expect teaching staff to tell you what to learn and what to forget – this is up to you (see point above).
- want to develop or advance your own startup project in class. Apply for MCEI course MAN 631.

## Learning outcomes

By the end of this course, students will have gained fundamental perspectives in theoretical and practical entrepreneurial mechanisms. They will gain experience with case studies.

## Prerequisites for participation

**Necessary:** –
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 10 SWS |
| Exercise class | 1 SWS | 4 SWS |
| ECTS credits | 6 | |
| Graded | yes | |
| Workload | 180h | |
| Language | English | |
| Form of assessment | Written exam (60 min, 50%), presentations (50%) | |
| Restricted admission | no | |

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|---|---|
| **Further information** | https://www.mcei.de/teaching |
| **Examiner**<br>Performing lecturer |  <br>**Prof. Dr. Michael Woywode**<br>Prof. Dr. Michael Woywode, Nora Zybura, Dr. Bettina Müller |
| **Frequency of offering** | Fall semester |
| **Duration of module** | 1 semester |
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1, CG 2, CG 4 |

# **Module**: MAN 631 Creativity and Entrepreneurship in Practice

EN

### Contents

The course `Creativity and Entrepreneurship in Practice´ introduces concepts of creativity and entrepreneurship and tools to develop business designs and eventually business models. The course starts at the very grassroots of building a business – with team building, ideation and design thinking. By the end of the course, all student teams will have tested their ideas in the real world and gotten to pitch them in front of an experienced jury. Thus, all the projects in this class are taken seriously and will have developed into early-stage ventures by the end of class.
This course presents tremendous opportunities for personal and entrepreneurial development – including growing a network into the German startup scene. Accordingly, it comes with both up- and downsides: The course is tons of fun and very rewarding, but challenging and highly demanding in terms of the team settings and the workload required to build a great venture. Thus, the course is a great choice for students who are keen on a real start-up experience with all the ups and downs it involves. Please beware that once the team building has been conducted, it is not possible to leave this class without failing it – just like in a real startup setting when you let your team down. Students who prefer a more traditional lecture setting, are recommended to join MAN 630 'Introduction to Entrepreneurship' instead.

By joining MAN 631, students can expect dedicated and continuous feedback to advance their projects, introductions to MCEI partners who can help them grow, and a fun and rewarding atmosphere to create something new in class. The course fromat is complemented by MCEI's Startup Lounges and Founder Talks throughout the semester to maximize a real startup experience.

### Learning outcomes

By the end of the module students will have ...

- explored and developed their own entrepreneurial creativity.
- discovered tools to systematically tackle new entrepreneurial ideas.
- developed an advanced startup idea that tackles a real customer need.
- created a pitch deck and business plan for their startup idea.
- presented and defended the concept of their project in front of an expert jury.
- gained lots of feedback on their personal and professional development in real life settings.
- developed skills and abilities that can be applied to improve their effectiveness in the rest of their studies and professional lives – including teamwork skills.

### Prerequisites for participation

**Necessary:** –
**Recommended:** MAN 630 or MAN 632

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 10 SWS |
| Exercise class | 1 SWS | 4 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Pitch presentations (40%), reporting (40%), written exam (30 min, 20%). |
| Restricted admission | no |
| Further information | www.mcei.de/teaching. Obligatory registration in the kick-off meeting (see course website) |

**Examiner**
Performing lecturer

**Prof. Dr. Michael Woywode**
Erika Ni

| | |
|---|---|
| **Frequency of offering** | Fall semester |
| **Duration of module** | 1 semester |
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1, CG 2 |

# **Module**: MAN 632 Advanced Entrepreneurship

EN

### Contents

Successful entrepreneurs pursue new business opportunities in a pioneering way. They significantly contribute to innovation, growth and employment generation. Meet top entrepreneurs who share their experience and insights in MAN 632 and explore their entrepreneurial challenges in real-life case studies.
The course takes a four-pronged approach:

- We bring distinguished entrepreneurs to class who share their insights, lessons learned and advice on how to build and grow a business from a Business-to-Consumer (B2C), Business-to-Business (B2B) and Corporate Entrepreneurship (CE) perspective.
- We work on real-life case studies with newly developed and most recent Mannheim Business School Cases. You will prepare your results and suggestions, present in Case Study Sessions and deepen your insights by discussing and reflecting your insights with the founders coming to class.
- We develop tools and concepts based on an underlying strategic perspective to grow the venture. We will address and connect the four focus areas of 1) Team, Culture and Communication, 2) Growth-Oriented Marketing and Strategy, 3) Financing Growth and Exit 4) Corporate Entrepreneurship & Corporate Venturing.

The blend of unique practical insights from top entrepreneurs, discussing concepts on how to advance the business with them, and theoretical insights and tools, will enable you with outstanding skills and a great network.

This will support you in advancing your own venture and/or your corporate career in the future. Next to the practical insights and tools, you will also gain fundamental insights into theoretical perspectives on entrepreneurship to prepare your master's thesis and/ or future research career.

### Learning outcomes

By the end of this course students

- will have gained fundamental insights into both practical and theoretical perspectives on entrepreneurship
- have learned best practices and gained deep insights from top entrepreneurs
- will have built a solid entrepreneurial network to advance their own business and careers
- have gained knowledge on how investors look at new ventures
- will be acquainted with case study training and elements of problem-based learning (PBL)
- will have improved their case solving and presentation skills
- have a solid foundation e.g. for a seminar or master thesis at our chair – especially for the "Inside the Venture" theses
- have improved their problem solving capabilities

If you want to develop or advance your own startup project in class: Apply for our course MAN 631 next semester.

### Prerequisites for participation

**Necessary:** –
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 10 SWS |
| Exercise class | 1 SWS | 4 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (60 min, 50%), presentation (50%) |
| Restricted admission | no |
| Further information | www.mcei.de/teaching |

**Examiner**
Performing lecturer

**Prof. Dr. Michael Woywode**
Prof. Dr. Michael Woywode, Nora Zybura, Dr. Bettina Müller

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|---|---|
| **Frequency of offering** | Spring semester |
| **Duration of module** | 1 semester |
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., MAKUWI |
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1, CG 2, CG 4 |

# **Module**: MAN 638 Employment Relations

EN

**Contents**

The study of employment relations involves examining the dynamic between employees and their employers, a key aspect of HR responsibilities. The course "Employment Relations" equips students with a robust foundation in the various facets of employment relations, covering processes, contextual understanding, and real-world applications. It also imparts the necessary skills for a successful career in HR.
This course will cover a wide spectrum, ranging from the legal dimensions of employment relations, essential policies, and evolving societal influences to conflict resolution, mediation, fostering employee engagement, and maintaining workplace discipline.
The lecture syllabus will include the following topics:
The concepts and processes of employment relations The context of employment relations Employment relations strategies, policies, and change Employee engagement Managing employment relations Employee representation Managing workplace conflict Managing workplace discipline Managing employee grievances Managing redundancy Legal frameworks – comparative employment relations The role of mediation in conflict resolution

Exercise sessions will aim to reinforce the students' knowledge with respect to selected topics through case studies, group assignments, practical group exercises and plenary discussions.

**Learning outcomes**

Upon completion of this course, students will be able to:

- knowledgably discuss key concepts and processes of employment relations
- demonstrate an understanding of
  - the context in which employment relations exist
  - the actors involved in employment relations and the interests they pursue
  - key strategic consideration of employment relations and how they impact policy and change processes
  - key considerations in securing employee engagement

key aspects of managing employment relations including the handling of workplace conflict, workplace discipline, employee grievances, redundancy, and mediation

**Prerequisites for participation**

**Necessary:** –
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 8 SWS |

| | |
|---|---|
| ECTS credits | 4 |
| Graded | yes |
| Workload | 120h |
| Language | English |
| Form of assessment | Written exam (60 min), assignment |
| Restricted admission | yes |
| Further information | See homepage of the Chair of Business Administration, Human Resource Management and Leadership<br>Student Portal |
| Examiner<br>Performing lecturer |  **Dr. Frank Danesy**<br>Dr. Frank Danesy |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |

| | |
|---|---|
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 3 |

# **Module**: MAN 639 TRANSFORM - Innovation & Entrepreneurship for Sustainability

EN

**no offering in spring 2026**

## Contents

TRANSFORM is a collaborative 4EU+ course on innovation and (social) entrepreneurship for sustainable development. It will be offered by a team of lecturers across the Universities of **Heidelberg, Warsaw, Sorbonne, Copenhagen, and Mannheim**. The course will introduce the concepts of: open and frugal innovation, strategic thinking for social problem solving, scaling sustainable solutions, and measuring societal impact. TRANSFORM offers students a unique opportunity for intercultural exchange, critical thinking and pro-active learning.

The course consists of four modules (innovation, strategy, scaling, and impact). Throughout the semester students will team up in groups across universities to create service, product or process innovations that address a sustainability challenge (**course project**). After an introduction of the key concepts, students analyze and examine how these concepts can be applied to their course projects. Therefore, the course does not only provide a strong theoretical foundation, but also allows students to gain valuable insights into the concrete application of concepts through a hands-on and practical approach. Lecturers from the participating universities conduct classes in their respective areas of expertise and jointly mentor student teams.

The course builds on the previously established "Accelerating Investment Readiness" MOOC **(#AirMOOC**, see https://youtu.be/yPUVuh_uFgg), but extends its contents significantly. It takes place online with students from all universities. The sessions alternate between content and application, allowing students to work on their projects regularly. At the end of the semester students present their results and write an assignment.

The best student outputs will be featured on the public **online platform** the team of lecturers will build for the contents to be used by other university educators globally. The platform will also provide all contents to students.

## Learning outcomes

Praxis-oriented:

- Participants will gain a thorough understanding of how to create, manage and grow an impact-oriented organization, how to measure its impact and develop and maintain an impact orientation.
- A high practitioner orientation is ensured in particular through including contents from MOOCs, case studies and other material.
- Participants will learn about currently much discussed phenomena of impact orientation and sustainability. They will get insights from current research projects on the phenomenon.

Theoretical and conceptual:

- Participants will develop thorough knowledge of theoretical and conceptual ideas related to sustainable organizations (e.g. frugal innovation, sustainable business models, scaling and diffusion, impact measurement) and their role in society.
- They will be able to navigate in a „fuzzy" field of sustainability (rather than focusing on selected clear-cut definitions).
- Strengthen ability to analyse and critically discuss topics around sustainable entrepreneurship

## Prerequisites for participation

**Necessary:** –

**Recommended:** Students are interested in the key topics of the course: (social, frugal) innovation, sustainable business models and strategy, scaling and diffusion, impact measurement and management

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 2 SWS |
| Exercise class | 2 SWS | 10 SWS |
| ECTS credits | 6 | |
| Graded | yes | |
| Workload | 180h | |
| Language | English | |
| Form of assessment | Written assignment 50%, presentations 30%, participation in the course 20% | |

| | |
|---|---|
| **Restricted admission** | yes |
| **Further information** | Website of the Chair / “Student Portal” / own platform (tbd) |
| **Examiner**<br>Performing lecturer |  <br>**Prof. Dr. Dominika Wruk**<br>Dominika Wruk, Gorgi Krlev, Mikolaj Pawlak, Ghita Dragsdahl, Deborah Wallet-Wodka |
| **Frequency of offering** | Spring semester |
| **Duration of module** | 1 semester |
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1 |

# **Module**: MAN 644 Human Resource Training and Development

EN

### Contents

In this course, we will focus on Training and Development as a key discipline within the field of Human Resource Management. Starting with strategic considerations related to Training and Development, this course will take you through the various aspects of training and development design, as well as the training and development methods. The lecture will cover the following topics:

- Strategic Training and Development
- Training and Development Needs Assessment
- Learning and Knowledge Transfer
- Training and Development Program Design
- Training and Development Evaluation
- Traditional Training Methods
- Technology-based Training Methods
- Employee Development and Career Management

During the exercise sessions, various topics that will have been covered in the lecture will be further elaborated through case studies, group assignments, practical group exercises and plenary discussions.

### Learning outcomes

Upon completion of this course, students will able to:

- perform a training and development needs assessment,
- knowledgably discuss key concepts of learning and knowledge transfer,
- design a training and development program,
- evaluate the impact of training and development measures,
- identify and apply key characteristics of traditional training methods,
- and identify and apply key characteristics of traditional technology-based training methods.

### Prerequisites for participation

**Necessary:** –
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 8 SWS |
| Exercise class | 2 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (60 min, 75%), assignment (25%) |
| Restricted admission | yes |
| Further information | – |
| Examiner<br>Performing lecturer |  **Dr. Frank Danesy**<br>Dr. Frank Danesy |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |

| | |
|---|---|
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1, CG 2 |

# **Module**: MAN 645 Leadership and Motivation

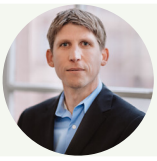
EN

**Contents**
This course is designed to introduce students to different perspectives on leadership and the role that motivation plays in the leadership process. It provides students with a comprehensive understanding of leadership theories (e.g., trait, skills, style, and situational approaches) and discusses contemporary challenges of leadership in organizations (e.g., culture and leadership, women in leadership positions, ethical leadership). Furthermore, the course gives students the opportunity to experience their own leadership behavior and thereby help to prepare them for leadership roles in organizations.

**Learning outcomes**
By the end of the module students will be able to:

- understand different approaches to leading and motivating employees,
- analyze different leadership styles and evaluate their advantages and disadvantages,
- assess factors of successful leadership,
- understand potential problems in the interaction between supervisors and subordinates,
- and learn about their own leadership style.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 8 SWS |
| Exercise class | 2 SWS | 5 SWS |
| ECTS credits | 6 | |
| Graded | yes | |
| Workload | 180h | |
| Language | English | |
| Form of assessment | Written exam (60 min) | |
| Restricted admission | no | |
| Further information | – | |
| Examiner<br>Performing lecturer |  **Prof. Dr. Torsten Biemann**<br>Prof. Dr. Torsten Biemann | |
| Frequency of offering | Fall semester | |
| Duration of module | 1 semester | |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI | |
| Preliminary course work | – | |
| Program-specific Competency Goals | CG 1 | |

# **Module**: MAN 646 HR Analytics

EN

### Contents

This course looks at the link between human resource (HR) practices and firm performance. Knowledge and other intangible assets have been shown to provide a source of competitive advantage, but their effects on firm performance are often difficult to quantify. What is the economic value of job performance? How can organizations gain from trainings or improved personnel selection? What are the costs of employee absenteeism and turnover? HR professionals are confronted with such questions, but often lack the necessary skills to find satisfying answers in existing firm data.
The course first introduces analytical approaches to HR measurement and discusses its implementation in an organization's HR architecture. Second, it aims at providing knowledge on existing empirical evidence regarding the impact of HR practices on firm outcomes.
By combining both approaches, the course offers ways to improve decision quality in HR management and demonstrate how HR practices can add value at the level of the firm.

### Learning outcomes

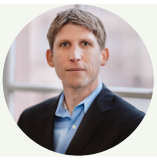
By the end of the module students will be able to:

- understand how HR practices can influence firm performance,
- develop a framework of HR measures and integrate it into a firm's HR architecture,
- design means to evaluate HR initiatives, and
- empirically analyze firm data to estimate the financial impact of HR practices.

### Prerequisites for participation

**Necessary:** –
**Recommended:** Module MAN 645 or MAN 647

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 8 SWS |
| Exercise class | 2 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | yes |
| Further information | – |
| Examiner<br>Performing lecturer |  **Prof. Dr. Torsten Biemann**<br>Prof. Dr. Torsten Biemann |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1 |

# **Module**: MAN 647 Strategic and International Human Resource Management

EN

### Contents

This course is intended to expand students' knowledge on basic human resource management (HRM) processes and instruments by adding an international and a strategic dimension. In the first part of the module (international dimension), we examine the impact of national context on HRM and discuss basic HRM functions in international organizations. Topics include international recruiting and selection, training and development, compensation, and employee relations.
In the second part of the module (strategic dimension), we focus on the dynamics of HRM systems. Various approaches of how singular HRM practices conceptually and empirically form bundles are considered. We review how HRM practices can be aligned with respect to other HR practices (horizontal fit) as well as organizations' objectives (vertical fit) to form HRM systems that help improve organizations' performance.

### Learning outcomes

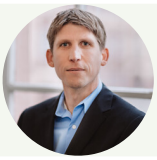
By the end of the module, students will be able to:

- understand the impact of culture and national context on HRM,
- analyze differences in international HRM systems,
- design basic HRM practices in international organizations,
- align HRM practices with regards to their horizontal and vertical fit,
- comprehend the processes translating HRM systems into organization's performance, and
- consider contextual factors' impact on the alignment of HRM systems.

### Prerequisites for participation

**Necessary:** –
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 8 SWS |
| Exercise class | 2 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | yes |
| Further information | – |
| Examiner<br>Performing lecturer |  **Prof. Dr. Torsten Biemann**<br>Prof. Dr. Torsten Biemann |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 2 |

# **Module**: MAN 648 Incentives and Performance

EN

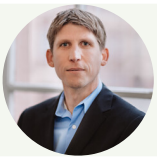
**Contents**
In this course, we study performance management and analyze the link between incentives and individual's performance in organizations. Based on the performance management process, the course covers performance measurement and monitoring, key performance management tools, and implementation of performance management systems targeted at employees in organizations. Furthermore, the course investigates the role of incentives in organizations, both theoretically and empirically from a psychological and economic perspective.

**Learning outcomes**
By the end of the module, students:

- will be able to select and implement appropriate performance measures,
- are familiar with formal performance appraisals,
- understand the link between pay and performance,
- are able to analyze the effectiveness of incentives both theoretically and empirically, and
- are able to design performance management systems.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** MAN 645 or MAN 647

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 8 SWS |
| Exercise class | 2 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | yes |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Torsten Biemann**<br>Prof. Dr. Torsten Biemann |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1 |

# **Module**: MAN 649 Human Resource Recruitment and Selection

EN

### Contents

In this course, we will be focusing on two important aspects of human resource management: recruitment and staff selection. Starting with the job analysis as a point of departure, this course will take you through the various stages of the recruitment and selection process up to the point where a candidate is selected for a specific job. The lectures are set to take place during the first half of the semester and will cover the following topics:

- Determination of job requirements
- Function and structure of a job description
- Determination and evaluation (weighting) of selection criteria
- Identification of suitable recruitment channels
- Methods for attracting potential applicants – as well as their advantages and disadvantages (e.g. Internet, recruitment agencies, headhunters, press advertising, social networks)
- Methods for assessing applicants – as well as their advantages and disadvantages (including application forms interviews, work sampling, psychometric instruments)
- Development of a criteria methodology matrix
- Quality management of recruitment and personnel selection
- During the exercise sessions, which are scheduled for the second half of the semester, topics covered during the lectures will be further elaborated through case studies, group assignments, practical group exercises and plenary discussions.

### Learning outcomes

Upon completion of this course, students will able to:

- perform job analyses and develop job descriptions,
- derive selection criteria from job analyses,
- assess recruitment methods according to their benefits and drawbacks,
- assess selection methods according to their benefits and drawbacks,
- develop complex selection plans (criteria-methodology-matrix),
- and identify and apply quality requirements for recruitment and personnel selection.

### Prerequisites for participation

**Necessary:** –
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 8 SWS |
| Exercise class | 2 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (60 min, 75%), assignment (25%) |
| Restricted admission | yes |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Dr. Frank Danesy**<br>Dr. Frank Danesy |
| Frequency of offering | Fall semester |

| | |
|---|---|
| **Duration of module** | 1 semester |
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1, CG 2 |

# **Module**: MAN 654 Corporate Restructuring

EN

**Contents**
This course exposes students to a broad range of strategic and financial restructuring techniques (e.g., equity carveouts, spin-offs, leveraged buyouts) that can be applied to improve business performance. We will engage in an analysis of the rationale underlying specific corporate restructuring transactions, the process of executing these transactions, and their effects on the welfare of managers, stockholders and other corporate stakeholders. Current business cases and guest speakers representing the different parties involved in corporate restructuring (e.g., investment bankers, consultants, business unit managers, employees) will help illustrate how various corporate restructuring approaches may be applied in business practice to increase firm value.

**Learning outcomes**
Students will

- acquire and demonstrate expert knowledge in the specific subject area of corporate restructuring.
- be able to apply and critically reflect upon contemporary theories, models and tools utilized in restructuring research and practice
- be able to identify key issues, derive appropriate solutions when analyzing business cases, and have a good understanding of their impact on restructuring success.
- be able to design and deliver professional and effective oral presentations of their business case analyses.

**Prerequisites for participation**
**Necessary:** Not taken MAN 656
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |
| Exercise class | 2 SWS | 4 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (60 min, 70%) and presentations in exercise classes (30%) |
| Restricted admission | yes |
| Further information | – |
| Examiner<br>Performing lecturer |  **Prof. Dr. Matthias Brauer**<br>Prof. Dr. Matthias Brauer |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 2 |

# **Module**: MAN 655 Corporate Strategy

EN

**Contents**
In this course, we will critically reflect upon the role of corporate centers of multinational companies (MNCs). A particular emphasis will be placed on the challenges faced by corporate centers and their opportunities for value creation in their quest to turn a conglomerate discount into a conglomerate premium.

**Learning outcomes**
Students will acquire and demonstrate expert knowledge in the specific subject area of corporate strategy (i.e. about the challenges and value creation opportunities faced by corporate centers of MNCs).

Students will be able to apply and critically reflect upon contemporary theories, models and tools utilized in strategy research and practice (i.e. the repertoire of analytical tools applied by corporate centers to fulfill their "parenting" role).
When analyzing fictitious or real-life business cases, students will be able to identify key issues, derive appropriate solutions, and have good understanding of their impact on strategic decision outcomes.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** Knowledge in strategic management

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |

| | |
|---|---|
| ECTS credits | 4 |
| Graded | yes |
| Workload | 120h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | yes |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Matthias Brauer**<br>Prof. Dr. Matthias Brauer |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1 |

# **Module**: MAN 656 Mergers & Acquisitions

EN

**Contents**
For decades, mergers and acquisitions (M&A) have continued to be the primary vehicle for reshaping firms' business portfolios. Both the rationales and economic outcomes of mergers and acquisitions, however, have remained a source of controversy in both academic research and business practice. The purpose of this course is to unpack which of the "received wisdoms" on mergers and acquisitions really hold up to rigorous scrutiny and which ones do not. To serve this purpose, we will systematically review the key determinants of acquisitions, and discuss the economic outcomes of acquisitions coupled with the key contingencies influencing acquisition outcomes. Moreover, we will discuss and practice some of the key tools for analyzing and implementing acquisitions.

**Learning outcomes**
Students will acquire and demonstrate expert knowledge in the specific subject area of M&A. Students will be able to apply and critically reflect upon contemporary theories, models and tools utilized in M&A research and practice. When analyzing fictitious or real-life M&A transactions, students will be able to identify key issues, derive appropriate solutions, and have good understanding of their impact on M&A transaction outcomes. Students will be able to design and deliver professional and effective oral presentations of their own transaction analyses.

**Prerequisites for participation**
**Necessary:** Not taken MAN 654
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |
| Exercise class | 2 SWS | 4 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (60 min, 70%) and assignment/presentation in exercise class (30%) |
| Restricted admission | yes |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Matthias Brauer**<br>Prof. Dr. Matthias Brauer |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1 |

# **Module**: MAN 659 Understanding and Tackling Societal Challenges through Management Research

EN

### Contents

"Grand challenges" are formulations of global problems that can be plausibly addressed through coordinated and collaborative effort. In this seminar, we discuss management research that examines societal problems that individuals, organizations, communities, and nations face around the world. Based on research publications in top management journals we will cover topics such as: "the interplay between nonprofits, institutional actors and the community", "health care's grand challenges"; "climate change"; "water supply"; "corporate volunteering for societal causes". Besides, methodological issues when studying grand challenges will be discussed.

### Learning outcomes

Upon successful completion of this course, students

- … are able to point out who or what is impacted by ethical issues.
- …are able to evaluate academic literature based on profound research skills.
- …are able to summarize academic literature

### Prerequisites for participation

**Necessary:** –
**Recommended:** –

| | |
|---|---|
| **ECTS credits** | 6 |
| **Graded** | yes |
| **Workload** | 180h |
| **Language** | English |
| **Form of assessment** | Presentation |
| **Restricted admission** | yes |
| **Further information** | Website of the Chair / "Student Portal" |
| **Examiner**<br>Performing lecturer |  <br>**Prof. Dr. Bernd Helmig**<br>Prof. Dr. Bernd Helmig |
| **Frequency of offering** | Fall semester |
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf. |
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 3, CG 4 |

# **Module**: MAN 665 Sustainability Management Simulation: Net Zero

EN

**Contents**
The module is designed for students who want to gain deeper understanding of emission reduction strategies and sustainable management of companies. Students will experience the challenges and opportunities related to reducing corporate greenhouse gas emissions while at the same time managing overall business performance. This will include the actions that can be taken to reduce emissions, and the impact that such actions can have on the financial performance of a company.

**Learning outcomes**
Students will be able to apply their theoretical and conceptual knowledge of sustainability management in a hands-on application exercise. Upon successful completion of the course, students will understand drivers of greenhouse gas emissions, actions to reduce emissions and their impact on financial performance.

Moreover, students will have acquired knowledge of *how cutting greenhouse gas emissions can help companies to reduce costs and increase revenues and are able to evaluate corporate emission reduction efforts.* The course focuses on the computer simulation *Sustainability Management Simulation: Net Zero.*

**Prerequisites for participation**
**Necessary:** –
**Recommended:** Bachelor-level knowledge of management and strong interest in application of sustainability management.

| **Forms of teaching and learning** | **Contact hours** | **Independent study time** |
|---|---|---|
| **Case Study Presentation** | 1 SWS | 5 SWS |
| **ECTS credits** | 2 | |
| **Graded** | yes | |
| **Workload** | 60h | |
| **Language** | English | |
| **Form of assessment** | Simulation result (50%), strategy outline (25%), final report (25%)<br>Only one examination date per semester! | |
| **Restricted admission** | yes | |
| **Further information** | via "Student Portal" | |
| **Examiner**<br>Performing lecturer |  | **Prof. Dr. Florian Stahl**<br>Alicia Minnerup |
| **Frequency of offering** | Spring semester & fall semester | |
| **Duration of module** | 1 semester | |
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf. | |
| **Preliminary course work** | – | |
| **Program-specific Competency Goals** | CG 1, CG 2, CG 3 | |

# **Module**: MAN 669 Technology Ventures - From Invention to Innovation

EN

**no offering in spring 2026**

## Contents

**This course is offered as part of the Global Innovation Challenge (**see further information)

Recent research suggests that technological invention – the generation of technology-based ideas – has slowed over the past half century. At the same time, our societies need to further increase the rate of technological innovation, i.e. the economic and societal application of technology-based ideas, to remain competitive and resilient. The bridge between invention and innovation is most often a technology venture. Both academics and practitioners argue that there is much room for improvement in bridging the gap between technological invention and innovation. Given the slowdown in invention, increasing the likelihood of successful bridges to innovation has arguably become more important than ever. This course discusses the available evidence on „how" to better build such bridges.

The venturing process, also known as technology start-ups or entrepreneurship, is surrounded by many myths: Entrepreneurs are born, not made; technology-based ideas require STEM (Science-Technology-Engineering-Mathematics) teams to succeed; and the venture must be based in Silicon Valley. Many of these ideas are not just myths but can be shown by evidence-based research to be wrong, potentially leading to poor decisions by scientists, entrepreneurs, businesses and policy makers. At a macro level, this is problematic for the progress of our societies.

At the micro level, this fragile bridge between invention and innovation is problematic because labor market statistics in many leading economies indicate that up to one in three people will be entrepreneurs during their working lives, and many more will work for a start-up or young company at some point.

Students will learn about the different stages of a technology venture and will be exposed to recent research in competitive strategy, financial economics, innovation, organizational theory, science of science and sociology on how to think more systematically about the evaluation of ideas, scaling and eventual exit of a technology venture.

As aspects of the venturing process clearly benefit from practical experience, the course will invite industry and policy experts to enrich the practical exercises and classroom discussions.

## Learning outcomes

While the course is based on rigorous theory and empirical evidence, it also has a very practical focus: how can technology ventures improve their chances of success?

Students will gain a deeper understanding of technology ventures and the practical steps involved. By the end of the course, students will be able to answer questions such as

- Identify what makes an attractive technology-based venture idea
- Identify characteristics of successful ventures, founders and start-up teams
- Understand strategies for overcoming challenges in attracting resources, such as financial and human capital
- Analyze business case materials and how to make decisions based on this information
- Analyze the role of technology ventures in our economy and their wider societal applications

The learning will be useful for students who are interested in eventually (co)founding or working for (technology) ventures, who wish to conduct research in entrepreneurship and related fields, and students who will pursue careers that require an educated interaction with ventures, including investment banking, private equity, consulting, start-ups, STEM faculty, and positions in the life sciences and technology industries.

The course will have a strong international flavor with approximately 20–35 participants joining from the international partner network "GIC". The course is planned as a two-week block course in late June/early July.

## Prerequisites for participation

**Necessary:** –

**Recommended:** Master-level courses on innovation, strategy, and organization theory. Basic knowledge of finance and economics is also helpful but not necessary.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 4 SWS | 13 SWS |
| ECTS credits | 6 | |
| Graded | yes | |
| Workload | 180h | |
| Language | English | |

| | |
|---|---|
| **Form of assessment** | Class participation and polls (30%), individual exercise on major problem identification of an example tech-based venture (10%), and final team project (60%). |
| **Restricted admission** | yes |
| **Further information** | You have to apply separately via email for this course. A list of the required application documents, the application deadline and further details can be found at the following link. Please read the information carefully: https://www.bwl.uni-mannheim.de/en/international/global-innovation-challenge/#c256744 Take a look at our Partner Schools courses in Summer 2025. |
| **Examiner**<br>Performing lecturer |  **Prof. Dr. Marc Lerchenmüller**<br>Prof. Dr. Marc Lerchenmüller |
| **Frequency of offering** | Spring semester |
| **Duration of module** | 1 semester |
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math. |
| **Preliminary course work** | – |

# **Module**: MAN 675 Selected Challenges in Nonprofit Management – Power, Purpose, and Change in Organizations

EN

**Contents**
In this seminar, the role of organizations in the economic system is critically examined, with a particular focus on nonprofit organizations, power structures, and alternative design approaches. This is achieved through the analysis of academic texts, practical simulations, and case studies.

**Learning outcomes**
By the end of the module, students will have acquired competencies in the following three areas:

- Organizational Design: Students understand the fundamentals of organizational structures, power dynamics, and new organizational forms and can assess their advantages and disadvantages.
- Strategic Planning: Students analyze stakeholder interactions, evaluate courses of action, and develop creative solution strategies.
- Critical Thinking: Students question different perspectives, identify the root causes of conflicts, and find common solutions.

In addition, key skills such as presentation skills, working with academic texts, and teamwork will be developed.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** Helmig, B. & Boenigk, S. (2020). *Nonprofit Management*. 2nd edition, München: Vahlen.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Presentation (40%), Learning Diary (10%), and Essay (50%) |
| Restricted admission | yes |
| Further information | – |

| | | |
|---|---|---|
| Examiner<br>Performing lecturer |  | **Prof. Dr. Bernd Helmig**<br>Ludwig Uhl |

| | |
|---|---|
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 2, CG 3, CG 4 |

# **Module**: MAN 676 Selected Challenges in Public Management

DE

**Contents**
Each semester a key topic from the field of public management is selected and discussed. This is done through the study of academic literature, the solution of practical case studies, or the development of short projects. The syllabus for the current semester can be found on the chair's website.

**Learning outcomes**
At the end of the course, students should be able to explain contingencies as well as theoretical foundations of public management with regard to the focus topic, critically discuss management challenges in the light of the focus topic, and critically analyze scientific papers. Moreover, key competences such as presentation competence, working with academic papers and team competences shall be acquired.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** .

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | German |
| Form of assessment | Written assignment |
| Restricted admission | yes |
| Further information | – |
| Examiner<br>Performing lecturer |  **Prof. Dr. Bernd Helmig**<br>tba |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 2, CG 4 |

# **Module**: MAN 679 A Scientific Introduction into Public and Nonprofit Management

DE

**Contents**
This module is a scientific introduction into the management of public and nonprofit organizations. Firstly, the public and nonprofit sector will be described and analyzed. Then the specifics and challenges of the management of public and nonprofit organizations will be discussed. This includes a discussion of different management functions (such as governance, HR, Marketing). The module will thereby create a theoretical framework for the management of public and nonprofit organizations. Differences to the management of "forprofit" organizations will be analyzed. The contents will be derived from current scientific literature in the field of public and nonprofit management. The methodology of research in the field public and management will also be discussed.

**Learning outcomes**
By the end of the module students will be able to understand the relevance of the public and nonprofit sector, explain the specifics of the management of public and nonprofit organizations, understand and critically assess scientific literature from the field of public and nonprofit management, and discuss propositions and findings in the field of public and nonprofit management. In this course, the key competences of academic work and team competence shall be acquired.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 7 SWS |
| Exercise class | 1 SWS | 7 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | German |
| Form of assessment | Written exam (90 min, 90%) and seminar work (10%) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Bernd Helmig**<br>Prof. Dr. Bernd Helmig, Patrick Schulz |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 3, CG 4 |

# **Module**: MAN 680 Challenges of Public and Nonprofit Management – Case Study Seminar

EN

### Contents
World-wide public and nonprofit organizations make an important contribution to society. Facing increasing economization and globalization, organizations in both sectors need to adapt. Combined with the public and nonprofit-specific organizational purpose, these tendencies pose particular challenges to public and nonprofit management. By analyzing and discussing case studies, as well as engaging with scientific literature, students will develop an understanding for these challenges and how public and non-profit organizations address them.

### Learning outcomes
By the end of the module students will be able to explain the particularities of public and nonprofit management, apply general management methods in the public and nonprofit sector, evaluate the development of specific concepts for public and nonprofit organizations, discuss hypotheses and findings in the field of public and nonprofit management, and critically analyze scientific papers. Moreover, key competences such as presentation competence, working with academic papers and team competences shall be acquired. Additionally, they will learn to critically engage with and discuss their own and their peers' work.

### Prerequisites for participation
**Necessary:** –
**Recommended:** Helmig, B./Boenigk, S. (2020): Nonprofit Management, 2. Aufl., München.
Veit, S./Reichard, C./Wewer, G. (2019): Handbuch zur Verwaltungsreform, 5. Aufl., Wiesbaden.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 3 SWS | 14 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Presentation (40%), written case summary (10%) and written seminar thesis (50%) |
| Restricted admission | yes |
| Further information | – |
| Examiner<br>Performing lecturer |  **Prof. Dr. Bernd Helmig**<br>tba |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 2, CG 3, CG 4 |

# **Module**: MAN 690 Innovation Management

EN

**Contents**

The lecture "Innovation Management" provides an overview of theoretical foundations and fundamental conceptions in the field of innovation management. The lecture further analyzes innovative activity at the industry as well as at the firm level. In particular, determinants that affect the development and the spread of innovations will be scrutinized. At the industry level, special emphasis will be put on the prediction of market development and future trends. At the firm level, the development of innovation strategies and alternative implementations of innovation processes will be covered. Core topics are, for instance, a business venture's incentive systems, organizational structures that are supposed to foster innovative activity, collaboration in innovation processes, commercialization strategies, and the design of internal interfaces between different departments.

**Learning outcomes**

The aim of the lectures on innovation management is to provide the students with central concepts from the area of innovation management and findings from theoretical and empirical research into innovation. Students should also learn to apply findings from theoretical and empirical research into innovation in order to analyze and to solve innovation management-related problems. In particular, they should develop the core competences needed to manage innovation from its early stages to the introduction of products or services in the market and the strategic positioning of the firm within its industry.

**Prerequisites for participation**

**Necessary:** –

**Recommended:** Basic bachelor-level knowledge on organization and management

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |

| | |
|---|---|
| ECTS credits | 4 |
| Graded | yes |
| Workload | 120h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | no |
| Further information | – |

| | | |
|---|---|---|
| Examiner<br>Performing lecturer |  | **Prof. Dr. Karin Hoisl**<br>Prof. Dr. Karin Hoisl (The course will be taught by a visiting instructor in the spring term 2025) |

| | |
|---|---|
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 4 |

# **Module**: MAN 691 Selected Topics in Organizational Behavior

EN

**Contents**
Organizational behavior is defined as the systematic study and application of knowledge about how individuals and groups act within the organizations where they work. The lecture presents essential theories and concepts explaining how individual and group behavior shape the internal dynamics of organizations. The course deals with factors that facilitate or hinder effective behavior. Topics include communication, motivation, individual skills, abilities, and emotions, group dynamics, leadership, power, organizational culture and organizational design.

**Learning outcomes**
This course helps students develop a conceptual understanding of organizational behavior to analyze, understand, and manage human behavior in organizations to improve organizational efficiency and effectiveness.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** Basic bachelor-level knowledge on organization and management

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |

| | |
|---|---|
| ECTS credits | 4 |
| Graded | yes |
| Workload | 120h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | no |
| Further information | – |

| | | |
|---|---|---|
| Examiner<br>Performing lecturer |  | **Prof. Dr. Karin Hoisl**<br>Prof. Dr. Karin Hoisl (The course will be taught by a visiting instructor in the spring term 2025) |

| | |
|---|---|
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 4 |

# **Module**: MAN 693 Strategic Intellectual Property Management

EN

**Contents**
Strategic Intellectual Property (IP) Management is becoming ever more important. IP management does not simply mean filing and maintaining different forms of intellectual property (patents, trademarks, copyright, or trade secrets) or concluding licensing deals. IP has to be integrated with overall business model design and corporate strategy. This course offers a broad introduction to the types and integrated use of IP. Economic rationales for the increasing contribution of IP rights will be analyzed. Furthermore, it relates IP to current trends in Innovation and Strategic Management like Open Innovation and the development of markets for IP and technology.

**Learning outcomes**
This course helps students develop an understanding of different types of IP rights, enables them to evaluate business situations involving IP rights, and to work up appropriate IP strategies for organizations of different sizes (startups, SMEs, MNEs) or active in different industries.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** Basic bachelor-level knowledge on organization and management

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |
| ECTS credits | 4 | |
| Graded | yes | |
| Workload | 120h | |
| Language | English | |
| Form of assessment | Written exam (60 min) | |
| Restricted admission | no | |
| Further information | – | |
| Examiner<br>Performing lecturer |  **Prof. Dr. Karin Hoisl**<br>Prof. Dr. Karin Hoisl | |
| Frequency of offering | Fall semester | |
| Duration of module | 1 semester | |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M. | |
| Preliminary course work | – | |
| Program-specific Competency Goals | CG 1, CG 4 | |

# **Module**: MAN 699 Advanced Topics in Digital Transformation

EN

### Contents

Technologies fundamentally change the way companies operate, the way we work and the way we think. Digital transformation is essential for organizations and individuals alike, as it not only revolutionizes operational efficiency and competitiveness but also necessitates continuous learning and adaptability. This case study course illustrates the unique benefits and challenges associated with digital transformation from different angles using practical examples. Topics include change management, future of work, innovating in the digital era, artificial intelligence, and data analytics.

### Learning outcomes

By the end of this course, students will be able to:

- Understand the fundamental concepts of digital transformation and change.
- Analyze the impact of new working modes on organizations and the workforce.
- Explore new forms of innovating in the digital age.
- Assess the role of AI and data analytics in driving digital transformation.
- Collaborate effectively in groups to solve real-world digital transformation challenges.
- Develop critical thinking and problem-solving skills.
- Communicate findings and recommendations effectively through group deliverables and a final report.

### Prerequisites for participation

**Necessary:** –
**Recommended:** Master-level knowledge on innovation and management (e.g., MAN 690 Innovation Management)

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 4 SWS | 13 SWS |
| ECTS credits | 6 | |
| Graded | yes | |
| Workload | 180h | |
| Language | English | |
| Form of assessment | Oral presentation (60%) and final report (40%) | |
| Restricted admission | yes | |
| Further information | Website of the Chair / "Student Portal"] | |
| Examiner |  **Prof. Dr. Karin Hoisl** | |
| Frequency of offering | Fall semester | |
| Duration of module | 1 semester | |
| Range of application | M.Sc. MMM | |
| Preliminary course work | – | |

| | |
|---|---|
| **Program-specific Competency Goals** | CG 1, CG 2, CG 4 |

# **Module**: MAN 710 Research Seminar Public & Nonprofit Management

DE EN

### Contents
In this research seminar students will deepen the understanding of public and nonprofit management from an academic, research-focused point of view. Recent research trends in public and nonprofit management will be discussed and students will learn to conduct scientific research projects. Different forms and content of the research seminar are possible.

### Learning outcomes
By the end of the module students will be able to:

- describe given research gaps, especially related to own research projects,
- define research goals and research questions,
- search, interpret, evaluate and select academic literature,
- select appropriate research methods (qualitative and/or quantitative) for various research questions,
- write a qualitative and/or quantitative research paper.

In this seminar, the key competence of academic, scientific research shall be acquired.

### Prerequisites for participation
**Necessary:** To conduct the research seminar MAN 710, one of the chair's 600 modules (MAN 609, MAN 659, MAN 675, MAN 676, MAN 679, MAN 680) need to be successfully completed. The 600 module can be taken in parallel.
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 3 SWS | 14 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | German, English |
| Form of assessment | Written assessments (part 1: 25%, part 2: 75%) |
| Restricted admission | yes |
| Further information | Website of the chair |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Bernd Helmig**<br>Prof. Dr. Bernd Helmig |
| Frequency of offering | Spring semester & fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 4 |

# **Module**: MAN 721 Research Seminar Organization and Innovation

EN

**Contents**
The seminar deals with current topics in the field of strategic organization and innovation research. Participation in the seminar will enable students to independently explore a research topic in a written paper. Students will get acquainted with basic literature research techniques and will learn how to organize and structure their research.

**Learning outcomes**
Students learn how to conduct high quality research in the areas of Organization & Innovation, they will independently write a paper about a topic in Organization & Innovation. Successful seminar attendance qualifies the students to write their master thesis at the Chair of Organization and Innovation.

**Prerequisites for participation**
**Necessary:** Innovation Management (MAN 690) or Organizational Behavior (MAN 691) or IP Management (MAN 693), parallel attendance possible
**Recommended:** Master-level knowledge on organization and management

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 4 SWS | 13 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written seminar thesis (scope depends on the assigned topic) |
| Restricted admission | yes |
| Further information | – |
| Examiner<br>Performing lecturer |  **Prof. Dr. Karin Hoisl**<br>Prof. Dr. Karin Hoisl |
| Frequency of offering | Spring semester & fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 4 |

# **Module**: MAN 741 Research Seminar on Human Resource Management and Leadership

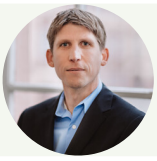
EN

**Contents**
The course aims to utilize empirical research on human resource management to answer practical questions in organizations. Each participant of the seminar works on a current problem with practical relevance.

**Learning outcomes**
In this seminar, students will learn how to structure a literature review and answer a research question, gather empirical evidence, write a scientific paper, und present their findings.

**Prerequisites for participation**
**Necessary:** At least one master level course attended at the chair (MAN 64X)
**Recommended:** Basic knowledge of human resource management topics

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Seminar thesis (70%, scope depends on the assigned topic), presentation (30%) |
| Restricted admission | yes |
| Further information | Website of the chair |
| Examiner<br>Performing lecturer |  **Prof. Dr. Torsten Biemann**<br>Dr. Katja Dlouhy, Dr. Irmela Koch-Bayram |
| Frequency of offering | Spring semester & fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 4 |

# **Module**: MAN 750 Seminar Corporate Strategy & Governance

EN

**Contents**
The research seminar aims at advancing students' expertise in corporate strategy and governance research. By critically reviewing the extant body of research and conducting complementary analysis, students are meant to distil scientifically grounded insights on topics of both theoretical and practical relevance and to derive fruitful avenues for future research.

**Learning outcomes**
The students are supposed to acquire and demonstrate expert knowledge about the evolution of and current state-of-the-art in relevant substreams of corporate strategy and governance research. Against the backdrop of this knowledge, students will be able to critically reflect upon contemporary theories, models and research approaches applied in corporate strategy and governance research. Students will be able to develop and deliver effective presentations on their conceptual and empirical work.

**Prerequisites for participation**
**Necessary:** MAN 654 (**no** parallel attendance possible) or MAN 655 (**no** parallel attendance possible) or MAN 656 (**no** parallel attendance possible)
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written seminar thesis (66.6 %, scope depends on the assigned topic), oral presentation (33.3 %) |
| Restricted admission | yes |
| Further information | – |
| Examiner<br>Performing lecturer |  **Prof. Dr. Matthias Brauer**<br>Prof. Dr. Matthias Brauer |
| Frequency of offering | Spring semester & fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 4 |

# **Module**: MAN 770 Research Seminar

DE EN

**Contents**
The aim of this seminar is to prepare students for writing an empirical master-thesis in family business & entrepreneurship research. The content of this seminar allows students to get an overview regarding current research questions in the area of empirical family business research and entrepreneurship and to work in-depth on one the topics of this research realm. The content focus within the area of empirical family business research and entrepreneurship research may take varying forms depending on the semester – see the syllabus for the focus of the current semester. Regarding methods the students will be familiarized with the fundamental econometric methods which area applied in the area of empirical family business & entrepreneurship research.

**Learning outcomes**
The students will to apply statistical software (STATA) and will be familiarized to work with the empirical research databases such as Worldscope, Datastream, CRSP, WRDS, Amadeus or Compustat. Moreover, the course teaches the students to understand and apply methods in line with the current state of research and provides access to current research topics in the area of empirical family business and entrepreneurship research.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** It is helpful for participants to have visited the lecture CC 502. No previous knowledge on quantitative empirical methods is required.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |
| ECTS credits | 6 | |
| Graded | yes | |
| Workload | 180h | |
| Language | German, English | |
| Form of assessment | Participation (1/3), oral presentation (1/3), written (empirical) assignment (1/3, scope depends on the assigned topic) | |
| Restricted admission | yes | |
| Further information | www.bwl.uni-mannheim.de/en/woywode/teaching | |
| Performing lecturer | Kai Frömsdorf | |
| Frequency of offering | Spring semester & fall semester | |
| Duration of module | 1 semester | |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu. | |
| Preliminary course work | – | |
| Program-specific Competency Goals | CG 1, CG 4 | |

# **Module**: MAN 771 Seminar on Corporate Decarbonization EN

### Contents

This seminar examines and discusses the challenges and opportunities that companies face on their pathway towards net carbon emissions of zero. Such pathways hinge on the economic analysis of reducing corporate carbon emissions and the formulation of abatement strategies. Particular topics covered in this seminar include:

- Climate-Tech Innovation
- Corporate Decarbonization Strategies
- Competitiveness of Clean Energy Technologies
- Emergence of Sustainable Transportation Services
- Pathways for Industrial Decarbonization

The analysis of these topics involves a review of the most current literature as well as the use of analytical and empirical research methods. As part of the seminar, participants will present and discuss the key findings of their analysis and write up their findings and conclusions in the form of a seminar paper.

### Learning outcomes

Participants will get a better understanding of the main challenges and opportunities associated with the transition towards a decarbonized energy economy. They will also learn both theoretical economic concepts central to this transition as well as recent practical developments and tools. In addition, the participants will improve their skill in writing a coherent state-of-the-art seminar paper.

### Prerequisites for participation

**Necessary:** –
**Recommended:** (i) basic knowledge of econometrics and statistical methods, (ii) basic knowledge in economics, management, finance, or accounting, and (iii) active interest in the topics of climate change, climatetech and decarbonization.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written seminar thesis (70%, 15 p. +/- 10%)) and in-class presentation (30%) |
| Restricted admission | yes |
| Further information | www.uni-mannheim.de/mises |
| Examiner<br>Performing lecturer | **Prof. Dr. Gunther Glenk, Prof. Stefan Reichelstein, Ph.D., Dr. Amadeus Bach, Jannik Bach, LL.B.**<br>Dr. Amadeus Bach / Prof. Dr. Gunther Glenk / Prof. Stefan Reichelstein |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., MMM Business Research Program |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 3, CG 4 |

# 3.5 AREA MARKETING AND SALES

# **Module**: MKT 510 Price and Product Management

EN

**Contents**

This module deals with two important components of the marketing mix: price and product management. With regard to price management, the fundamentals of pricing decisions, as well as classic pricing theory and behavioral pricing, will be discussed. Furthermore, a focus of the lecture will be on determining optimal prices and on price implementation.
The part on product management is concerned with all decisions related to the current and future product portfolio and includes all stages of the product life cycle with a special focus on innovation management and the management of products already established in the market. Finally, the module covers fundamental models of product choice and major aspects of brand management.

**Learning outcomes**

At the end of this module, students will understand the relevance of pricing and product decisions and become familiar with important instruments/tools of price and product management. They will especially know and understand the fundamentals of pricing decisions, which are rooted in microeconomics and psychological theory, and they will be able to derive detailed recommendations for action regarding all areas of product decisions. In addition, the students will be able to apply analytical tools used to make pricing and product decisions.

**Prerequisites for participation**

**Necessary:** –
**Recommended:** –

| **Forms of teaching and learning** | **Contact hours** | **Independent study time** |
|---|---|---|
| **Lecture** | 2 SWS | 9 SWS |
| **Exercise class** | 1 SWS | 5 SWS |

| | |
|---|---|
| **ECTS credits** | 6 |
| **Graded** | yes |
| **Workload** | 180h |
| **Language** | English |
| **Form of assessment** | Exam (60 min) |
| **Restricted admission** | no |
| **Further information** | – |
| **Examiner**<br>Performing lecturer |  **Prof. Dr. Dr. h. c. mult. Christian Homburg**<br>Prof. Dr. Dr. h. c. mult. Christian Homburg |
| **Frequency of offering** | Fall semester |
| **Duration of module** | 1 semester |
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1, CG 2 |

# **Module**: MKT 511 Marketing Analytics

EN

**Contents**
Due to the digitalization of consumers' life as well as corporate functions and processes, companies today have vast amounts of different types of data, not only on an aggregated level but increasingly also on an individual level. But the amount of available data and information does not always translate into better decisions. Knowing how to interpret data is the challenge -- and marketers in particular are increasingly expected to use analytics to inform and justify their decisions. Marketing analytics enables marketers to measure, manage and analyze marketing performance to maximize its effectiveness and optimize return on investment (ROI). Beyond the obvious sales and lead generation applications, marketing analytics can offer profound insights into customer preferences and trends, which can be further utilized for future marketing and business decisions.

This course builds on the theory and foundations of marketing analytics and focuses on practical application by demystifying the use of data in marketing.

**Learning outcomes**
This course gives you the tools to measure brand and customer assets, understand various analytical approaches from statistics to machine learning as a way to evaluate and optimize marketing actions and campaigns. You'll leave the course with a solid understanding of how to use marketing analytics to predict outcomes and systematically allocate resources.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 7 SWS |
| Exercise class | 2 SWS | 6 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (90 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  **Prof. Dr. Florian Stahl**<br>Prof. Dr. Florian Stahl |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI, MMDS |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 4 |

# **Module**: MKT 520 Market Research

EN

**Contents**
This module gives an overview of the market research process and deals with methods for data analysis and interpretation. The emphasis is on multivariate methods of data analysis. In presenting those analytical methods, a special focus is on discussing strengths and weaknesses of different methods and on possible fields of application in market research projects. Moreover, the application of different methods by means of common statistical software packages will be demonstrated.

**Learning outcomes**
Participants gain a sound knowledge of how market research projects are conducted and are able to critically evaluate market research projects. Especially, students will have an understanding of the data analysis methods used in market research and how these are applied by means of statistical software. The students are familiar with the strengths and weaknesses of the presented methods and know their fields of application within market research projects.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** Module CC 503, Basic marketing and statistic knowledge on Bachelor level / B.Sc. Business Administration

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |
| Exercise class | 2 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  **Prof. Dr. Florian Kraus**<br>Prof. Dr. Florian Kraus |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 4 |

# **Module**: MKT 531 Marketing Theory: Consumer Behavior and Decision Making

EN

### Contents
Marketing begins and ends with the consumer – from understanding consumer preferences and needs to providing consumer satisfaction. Thus, a clear understanding of consumers is critical in successfully managing the marketing function in any organization. This module examines the nature of consumer behavior and consumer decision process. The effects of psychological influences (such as learning, motives, perception, and beliefs and attitudes) on consumer behavior and decision-making are discussed. Understanding consumers' behavior and the irrationality of the human decision-making process is key to developing winning marketing strategies for advertising, branding, pricing or promotions.

### Learning outcomes
Students develop an understanding of important theories in marketing and its relevance within business administration. More precisely, they will be able to critically discuss and apply models and theories of consumer behavior, such as prospect theory and mental accounting.

They will further know about the foundations of social psychology, including feeling-as-information theory, attachment theory, attribution theory of motivation, and cognitive dissonance theory. Based on these foundations, they will be able to reflect on consumer perception as well as on concepts of consumer learning, memory, motivation, and attitudes, which altogether imply on consumer decision processes. In addition to their knowledge on marketing theory, they will be able to assess various frameworks and tools in this regard, e.g., marketing mix strategies and market analysis as well as segmentation.

### Prerequisites for participation
**Necessary:** Not taken MKT 530
**Recommended:** Basic marketing knowledge on Bachelor level / B.Sc. Business Administration

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |

| | |
|---|---|
| ECTS credits | 4 |
| Graded | yes |
| Workload | 120h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Florian Stahl**<br>Prof. Dr. Florian Stahl |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1 |

# **Module**: MKT 545 Customers, Markets and Firm Strategy

EN

**Contents**
This module provides new and articulate strategy concepts, analytical frameworks, and hands-on tools for students to execute industry analyses and develop competitive strategies. Building on consumer behavior, customer analytics, industry analyses and strategy foundations, it helps to analyze the competitive behavior of firms (including pricing, market positioning, product development, expansion, entry and deterrence) under various economic conditions of industry structure.

**Learning outcomes**
By the end of the module students are able to execute industry analyses and develop competitive strategies. In particular, students will have a deep understanding of identifying customers' preferences, needs and willingness-to-pay.

Taking this understanding of consumer into account, students are able to analyze the principles and foundations of business strategies from the interrelationship of product demand, market environments and firms' characteristics. Moreover, students are capable of executing industry analyses, uncovering durable economic principles that are applicable to different strategic situations. That means, course participants gain a profound understanding of how firms compete and organize themselves and how firms have to make good strategic marketing decisions.

**Prerequisites for participation**
**Necessary:** Not taken MKT 650
**Recommended:** Basic marketing knowledge on Bachelor level / B.Sc. Business Administration

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |
| Exercise class | 1 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (90 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Florian Stahl**<br>Prof. Dr. Florian Stahl |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI, MMDS |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1 |

# **Module**: MKT 550 International Course – Marketing & Sales EN

**Contents**
Depends on course taken abroad

**Learning outcomes**
Depends on course taken abroad

**Prerequisites for participation**
**Necessary:** The level of the course matches that of a regular MMM course (level 500 and above). The module can only be taken while studying abroad and complements the Mannheim curriculum.
**Recommended:** –

| | |
|---|---|
| **Graded** | yes |
| **Language** | English |
| **Form of assessment** | Depends on course taken abroad |
| **Restricted admission** | no |
| **Further information** | More than one class with this code can be taken; conditions apply, make sure to read the respective guidelines. |
| **Performing lecturer** | Lecturer at the host university. Course will be assessed when students request a learning agreement. Please find details in the „Guidelines for learning agreements and course recognition“ in ILIAS > MMM > Auslandssemester/Study Abroad Semester. Dozent/in an der Gastuniversität. Prüfung der Wertigkeit bei Abschluss eines Learning Agreements. Bitte lesen Sie das „Merkblatt zu Learning Agreements und Anerkennungen“ ILIAS > MMM > Auslandssemester/Study Abroad Semester. |
| **Frequency of offering** | Spring semester & fall semester |
| **Duration of module** | 1 semester |
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., MAKUWI, other Master programs (depending on respective study regulations) |
| **Preliminary course work** | – |

# **Module**: MKT 575 Marketing Strategy for Innovation & Sustainability

EN

### Contents

The world's most valuable companies succeed because they make innovation a fundamental part of their business strategy. While the marketing strategy sets the direction for the future, the innovative power within the company ensures that new products and services are developed, new processes are designed, and new business models are created. The global economic system is straining available resources, and consumers are becoming increasingly aware of the importance of sustainable business practices. To account for these market dynamics, marketing strategy and innovation have a vital and unique role to play in creating a more sustainable society, as most of consumers' material needs are met through marketing systems. Sustainable innovation and marketing strategies then involve the process of creating, communicating, and delivering value to customers in a way that preserves or enhances both environment and human capital in the process of value creation and delivery.

### Learning outcomes

For participants seeking knowledge in marketing strategy and innovation, this course explores the complex challenges organizations face in bringing sustainable innovative ideas to market successfully. How does a business interact with sustainability issues from an innovation strategy perspective? Which marketing strategy and marketing program should be employed to ensure rapid customer adoption and successful go-to-market? What are the most effective consumer insights and methods to support sustainable innovation endeavors? These questions will be addressed in a two-day course combining theoretical insights, case study exercises, and a collaborative design thinking exercise.
At the completion of this course, students should be able to:

- identify challenges for sustainable innovation, especially recognizing current consumption trends, and identifying barriers to and benefits of sustainable consumer behavior,
- evaluate the role sustainable innovations play for companies,
- assess strategies for creating, communicating, and delivering value for a sustainability focused brand by identifying consumer segments and values relevant to sustainability issues and understanding consumer responses to sustainable products and practices, and
- apply design thinking as a methodology for understanding customer needs and creating innovative sustainability solutions.

### Prerequisites for participation

**Necessary:** –
**Recommended:** Knowledge of marketing fundamentals (Bachelor level knowledge)

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 4 SWS |
| **ECTS credits** | 3 | |
| **Graded** | yes | |
| **Workload** | 90h | |
| **Language** | English | |
| **Form of assessment** | Case Study Assignment (50%), Design Thinking exercise & presentation (50%) | |
| **Restricted admission** | yes | |
| **Further information** | Student Portal | |

| | |
|---|---|
| **Examiner**<br>Performing lecturer |  <br>**Prof. Dr. Sabine Kuester**<br>Prof. Dr. Sabine Kuester |
| **Frequency of offering** | Spring semester |
| **Duration of module** | 1 semester |
| **Range of application** | M.Sc. MMM |
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1, CG 2, CG 4 |

# **Module**: MKT 580 Digital Marketing Strategy

EN

**Contents**
Businesses worldwide have been facing a fundamental change in the ways in which customers and companies interact with each other. Customers are more socially connected than ever, they expect more from companies and brands, and information reaches them faster than ever before. At the same time, companies develop digital business models. One apparent development is the rise of platform business models. Thus, the rise of digital technologies has fundamentally changed the way companies craft marketing strategies and how marketing creates, communicates, and delivers value to customers. The overarching goal of this course is to establish a perspective on the digital marketing strategies companies can employ to occupy a sustainable position in the age of social, digital, and mobile for both pipeline and platform businesses.

**Learning outcomes**
The course will equip students with the relevant knowledge, perspectives, and practical skills required to develop marketing strategies that leverage the opportunities offered by digital technologies for achieving business and marketing goals. The emphasis of this course is on understanding what various digital platforms and tools offer to companies, how to build digital marketing strategies in order to have a solid foundation from which to evaluate opportunities in the digital economy.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 15 SWS |
| ECTS credits | 6 | |
| Graded | yes | |
| Workload | 180h | |
| Language | English | |
| Form of assessment | Written exam (90 min, 100%) | |
| Restricted admission | yes | |
| Further information | Student Portal (information on central registration process) and website of the chair (course information). | |
| Examiner<br>Performing lecturer |  **Prof. Dr. Sabine Kuester**<br>Prof. Dr. Sabine Kuester | |
| Frequency of offering | Fall semester | |
| Duration of module | 1 semester | |
| Range of application | M.Sc. MMM | |
| Preliminary course work | – | |
| Program-specific Competency Goals | CG 1, CG 2 | |

# **Module**: MKT 612 Business-to-Business-Marketing

EN

**Contents**
In many industries (e.g. consumer goods, retail, metalworking industry) an essential part of transactions is done between companies and organizational clients (also companies or public sector institutions). This lecture deals with the central characteristics of business-to-business markets and their consequences for marketing.

**Learning outcomes**
Students understand the characteristics of organizational buying behaviour and the peculiarities of the Marketing Mix in the B2B context. Also, students are aware of different types of business and their implications for marketing. At the end of the course, students are able to apply and adapt marketing strategy, concepts and instruments to business-to-business environments.

**Prerequisites for participation**
**Necessary:** Not taken MKT 610
**Recommended:** Module MKT 510

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 1 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 2 |
| Graded | yes |
| Workload | 60h |
| Language | English |
| Form of assessment | Written exam (45 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Florian Kraus**<br>Prof. Dr. Florian Kraus |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 2 |

# **Module**: MKT 614 Marketing Communication

EN

**no offering in the academic year 2025/2026**

### Contents
This module is designed to introduce students into the field of marketing communications and communication management. The emphasis will be on the role of advertising and other promotional mix elements in the integrated marketing communications program of an organization. Attention will be given to the various marketing communication tools used in contemporary marketing including advertising, direct marketing, the Internet and social media. Moreover, the process by which integrated marketing communications programs are planned, developed and executed as well as the various factors and considerations that influence this process are examined.

### Learning outcomes
Students are able to develop a marketing communications program, which requires an understanding of the overall marketing process, customer behavior, communications theory, and how to set goals, objectives and budgets.

### Prerequisites for participation
**Necessary:** Not taken MKT 530 or MKT 532
**Recommended:** Basic marketing knowledge on Bachelor level / B.Sc. Business Administration

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |

| | |
|---|---|
| ECTS credits | 4 |
| Graded | yes |
| Workload | 120h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  **Prof. Dr. Florian Stahl**<br>Prof. Dr. Florian Stahl |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1 |

# **Module**: MKT 615 Sales Management

EN

**Contents**
The module deals with the primary sales tasks of customers' acquisition and retention as well as sales objectives and necessary sales instruments from an instrumental and strategic perspective. Accordingly, the lecture covers five central areas of sales management. First, the foundations and objectives of sales management are discussed, and the concept of sales strategy and its core elements are introduced. Second, the key sales instruments essential for achieving sales objectives are discussed. Third, the fundamentals of sales channel design are presented, followed by a discussion of the management of external sales partners. The final chapter covers the fundamentals of managing the internal sales force.

**Learning outcomes**
Upon successful completion of this course, students can understand the foundations and objectives of sales management and apply the key sales instruments necessary for the achievement of sales objectives. They are aware of the importance of efficient management of external sales partners and internal sales force. At the end of this module, students are able to apply the acquired knowledge about sales strategy, concepts, and key sales instruments in practice.

**Prerequisites for participation**
**Necessary:** Not taken MKT 611
**Recommended:** Module MKT 510

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 8 SWS |
| Case Study Presentation | 1 SWS | 0 SWS |

| | |
|---|---|
| ECTS credits | 4 |
| Graded | yes |
| Workload | 120h |
| Language | English |
| Form of assessment | Written exam (60 min, 60%), group work (Cases) (40%) |
| Restricted admission | no |
| Further information | – |

**Examiner**
Performing lecturer

**Prof. Dr. Dr. h. c. mult. Christian Homburg**
Prof. Dr. Dr. h. c. mult. Christian Homburg, Alicia Pett, M.A.

| | |
|---|---|
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1 |

# **Module**: MKT 622 Country Manager

EN

**Contents**
The module is designed for students who expect to undertake international marketing assignments, work for global corporations or help smaller companies to expand globally. The course portrays opportunities and competitive challenges in regional market settings and pays special attention to the issue of standardization versus adaptation of marketing programs.

**Learning outcomes**
Students will be able to apply their theoretical and conceptual knowledge of marketing strategy and international marketing in a hands-on application exercise. Students can sharpen their strategy formulation skills and learn about market dynamics. Students will experience the challenges pertaining to international marketing by playing the role of a category manager for a major consumer products company. The course focuses on the computer simulation Country Manager.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** Understanding of International Marketing

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Case Study Presentation | 1 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 2 |
| Graded | yes |
| Workload | 60h |
| Language | English |
| Form of assessment | Simulation result (50%), strategy outline (25%), final report (25%). |
| Restricted admission | yes |
| Further information | Student Portal (information on central registration process) and website of the chair (course information) |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Sabine Kuester**<br>Prof. Dr. Sabine Kuester |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 2 |

# **Module**: MKT 623 Strategic Marketing Management Simulation

EN

### Contents
The module is designed for students who expect to undertake assignments within the context of strategic marketing management. This module is concerned with the development, evaluation, and implementation of marketing management elements in a strategic setting. The module deals primarily with an analysis of concepts, theories, techniques, and models in marketing. Basis for the module is a computer simulation in the context of strategic marketing decisions of a leading manufacturer of over-the-counter cold medicine.

### Learning outcomes
Students will be able to apply their theoretical and conceptual knowledge of marketing management in a hands-on application exercise. Students can hone their understanding within the following four categories:

- Situation Analysis
- STP – Segmentation, targeting and positioning
- Marketing mix (4Ps – product, price, promotion, place)
- Integrated marketing decision-making and analysis

### Prerequisites for participation
**Necessary:** –
**Recommended:** Solid Understanding of Strategic Marketing Management

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Case Study Presentation | 1 SWS | 5 SWS |
| ECTS credits | 2 | |
| Graded | yes | |
| Workload | 60h | |
| Language | English | |
| Form of assessment | Simulation result (50%), strategy outline (25%), final report (25%) | |
| Restricted admission | yes | |
| Further information | Student Portal (information on central registration process) and website of the chair (course information). | |
| Examiner<br>Performing lecturer |  | **Prof. Dr. Sabine Kuester**<br>Prof. Dr. Sabine Kuester |
| Frequency of offering | Spring semester | |
| Duration of module | 1 semester | |
| Range of application | M.Sc. MMM | |
| Preliminary course work | – | |
| Program-specific Competency Goals | CG 1, CG 2 | |

# **Module**: MKT 624 Data Scraping for Analytics and AI using R

EN

### Contents

For scientists, online platforms like Twitter, Amazon, LinkedIn, TikTok or AirBnB are invaluable for social science research, offering extensive datasets ideal for analysis and predictive modeling. This course will guide you through the process of extracting, storing, and refining this data, ensuring you're equipped for statistical analysis, predictive modeling, and AI applications. You'll explore the crucial role of data science in social sciences and AI, then advance to using R for crafting web scrapers with libraries such as rvest, httr, and RSelenium.

The training encompasses advanced R techniques, interpreting web formats like HTML, CSS, JSON, and XML, using regular expressions, and managing diverse data types. You'll learn to store data with relational databases and (My)SQL, plus how to efficiently extract data through APIs from platforms like Twitter and Yelp. The course will also briefly cover feature and embeddings extraction from text and images, enriching your datasets for detailed analysis and AI model development.

A special focus will be on enhancing your R skills to an advanced level and teaching you the basics of building programs from simple functional programs to Shiny apps, enabling you to create interactive web applications that showcase your scraped data.

### Learning outcomes

*Upon successful completion of this course, students* will have the proficiency

- … to identify key online data sources,
- … develop sophisticated scrapers,
- … process data for analytical and AI applications, and
- … present your findings through an app

### Prerequisites for participation

**Necessary:** –

**Recommended:** basics in statistics and/or empirical social research
basics in R and/or Python
basics in statistical analysis with R

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 9 SWS |

| | |
|---|---|
| ECTS credits | 4 |
| Graded | yes |
| Workload | 120h |
| Language | English |
| Form of assessment | oral exam (presentation at the end of the seminar) |
| Restricted admission | yes |
| Further information | student portal |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Florian Stahl**<br>Prof. Dr. Reto Hofstetter & Prof. Dr. Florian Stahl |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1 |

# **Module**: MKT 625 Business AI for Marketing and Sales

EN

### Contents

The course *Business AI for Marketing and Sales* introduces students to the strategic applications of AI in modern marketing and sales environments. Using a real-world case study, students explore how digital transformation and AI-driven technologies can enhance the customer journey and support business innovation. The course combines theoretical foundations with practical group work to develop and evaluate AI-based solutions for marketing and sales challenges.

### Learning outcomes

- Understand and assess the role of AI in marketing and sales processes.
- Design and evaluate digital customer journeys using innovative tools and platforms.
- Apply AI-driven techniques such as predictive analytics and personalization in a business context.
- Collaborate in teams to solve real-world business problems through digital innovation strategies.

### Prerequisites for participation

**Necessary:** –
**Recommended:** Basic knowledge of marketing concepts and digital technologies is helpful. Prior experience with data analysis or AI is not required.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 4 SWS |

| | |
|---|---|
| ECTS credits | 2 |
| Graded | yes |
| Workload | 60h |
| Language | English |
| Form of assessment | As a final assignment, there will be a written assignment and a presentation. |
| Restricted admission | yes |
| Further information | Website of the Chair / “Student Portal" |
| Examiner<br>Performing lecturer |  **Prof. Dr. Florian Stahl**<br>Dr. Dominic Bergers |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM |
| Preliminary course work | – |

# **Module**: MKT 661 Consumer Behavior

EN

**Contents**
The course examines the key aspects of consumer behavior. It defines consumer behavior as the acquisition, consumption, and disposition of goods, services, time, and ideas by (human) decision-making units. Based on this definition, important implications for retailing are explored. Starting from the Elaboration Likelihood Model, we distinguish between the central and peripheral routes of information processing and discuss topics such as decision-making and store choice (both high and low involvement).

**Learning outcomes**
Students understand the key aspects of consumer behavior with specific application to marketing communication and retailing. They will be able to apply and adapt their knowledge to develop strategies and tactics for both areas.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** Module MKT 531

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 1 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 2 |
| Graded | yes |
| Workload | 60h |
| Language | English |
| Form of assessment | Written exam (45 min) |
| Restricted admission | yes |
| Further information | Student Portal (information on central registration process) and website of the chair (course information) |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Dr. h. c. mult. Christian Homburg**<br>Prof. Dr. Wayne D. Hoyer |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1 |

# **Module**: MKT 663 Branding and Brand Management

EN

**Contents**
Although brand names represent one of the most valuable (intangible) assets for a firm, creating and nurturing a strong brand poses considerable challenges. Branding is therefore a critical management task that has both strategic and tactical elements. The concept of brand equity can provide managers with a valuable perspective and a common denominator to interpret the potential effects and trade-offs of various strategies and tactics for their brands. Brand management involves the design and implementation of marketing programs and activities to build, measure, and manage brand equity.
The aim of this module is to introduce students to proven techniques and frameworks for assessing and formulating branding strategies and tactics that improve the long-term profitability of brand names.

This course revolves around understanding how to develop effective branding strategies, while keeping in mind economic and psychological factors of branding.

**Learning outcomes**
Students are able to understand and discuss the importance of branding, brand equity and brand strategies within marketing.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |

| | |
|---|---|
| ECTS credits | 4 |
| Graded | yes |
| Workload | 120h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Florian Stahl**<br>Prof. Dr. Florian Stahl |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1 |

# **Module**: MKT 710 Research Seminar

DE EN

**Contents**
The seminar is a preparation for writing a master's thesis in the field of marketing and introduces students to academic work related to current topics in marketing research. Students independently compile a written paper covering a current research topic and present their research findings in class.

**Learning outcomes**
Participation in the seminar will enable students to work academically and to independently explore a research topic in the field of marketing. Students will get acquainted with basic literature research techniques and will learn how to organize and structure their research. Furthermore, students will learn how to present their research findings.

**Prerequisites for participation**
**Necessary:** To apply for participation, you must have successfully completed at least two Master-level marketing courses (MKT 5XX or MKT 6XX).
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | German, English |
| Form of assessment | Written paper (70%, scope depends on the assigned topic), presentation (30%) |
| Restricted admission | yes |
| Further information | Website of the chair |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Dr. h. c. mult. Christian Homburg**<br>Prof. Dr. Dr. h. c. mult. Christian Homburg |
| Frequency of offering | Spring semester & fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 4 |

# **Module**: MKT 720 Research Seminar

DE EN

### Contents
The seminar is a preparation for writing a master thesis in the field of marketing and introduces students to academic work. Students get acquainted with basic literature research techniques and learn how to organize and structure their research. Students prepare a written paper covering a particular research topic. The paper is presented and discussed with other students in class.

### Learning outcomes
Participation in the seminar will enable students to address all aspects of exploring a research topic in the field of marketing. Students learn how to identify research gaps, to formulate research questions and to position and motivate a particular topic, how to develop a conceptual/theoretical framework for the topic, how to conceptualize and operationalize the focal constructs, how to prepare a review of related empirical studies and how to derive theoretical and managerial implications of their research. Furthermore, students get familiar with presentation techniques.

### Prerequisites for participation
**Necessary:** To apply for participation, you must have successfully completed at least two Master-level marketing courses (MKT 5XX or MKT 6XX).
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | German, English |
| Form of assessment | Written paper (70%, scope depends on the assigned topic), presentation (30%) |
| Restricted admission | yes |
| Further information | Website of the chair |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Florian Stahl**<br>Prof. Dr. Florian Stahl |
| Frequency of offering | Spring semester & fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 4 |

# **Module**: MKT 730 Research Seminar

DE EN

**Contents**
The seminar introduces students to academic work related to current topics and challenges regarding relevant and interesting issues in marketing.

**Learning outcomes**
Participation in the seminar will enable students to independently explore a research topic by compiling and discussing both theoretical foundations and empirical studies in a written paper. Students will get acquainted with basic literature research techniques and will learn how to organize and structure their research. Furthermore, students will be introduced to presentation techniques and how to present their research findings.

**Prerequisites for participation**
**Necessary:** To apply for participation, you must have successfully completed at least two Master-level marketing courses (MKT 5XX or MKT 6XX).
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |
| ECTS credits | 6 | |
| Graded | yes | |
| Workload | 180h | |
| Language | German, English | |
| Form of assessment | Written paper (70%, scope depends on the assigned topic), presentation (30%) | |
| Restricted admission | yes | |
| Further information | Website of the chair | |
| Examiner<br>Performing lecturer |  **Prof. Dr. Sabine Kuester**<br>Prof. Dr. Sabine Kuester | |
| Frequency of offering | Spring semester & fall semester | |
| Duration of module | 1 semester | |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu. | |
| Preliminary course work | – | |
| Program-specific Competency Goals | CG 1, CG 4 | |

# **Module**: MKT 740 Research Seminar

DE EN

**Contents**
The seminar introduces students to academic work and therefore provides the basis for writing a master thesis in the field of marketing. Students individually prepare a written paper covering a current research topic and present their research findings in class.

**Learning outcomes**
Students will get acquainted with basic research techniques and will learn how to organize and structure their research. Furthermore, students will be introduced to presentation techniques.

**Prerequisites for participation**
**Necessary:** To apply for participation, you must have successfully completed at least two Master-level marketing courses (MKT 5XX or MKT 6XX).
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | German, English |
| Form of assessment | Written paper (70%, scope depends on the assigned topic), presentation (30%) |
| Restricted admission | yes |
| Further information | central organization by the Area Marketing<br>details see homepage of the chair |
| Examiner<br>Performing lecturer |  **Prof. Dr. Florian Kraus**<br>Prof. Dr. Florian Kraus |
| Frequency of offering | Spring semester & fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 4 |

# 3.6 AREA OPERATIONS MANAGEMENT

# **Module**: OPM 501 Logistics Mananagement

EN

**Contents**

Supply Chain Management deals with all activities aimed at satisfying customer demand. This includes managing the flow and storage of goods along the supply chain, to ensure that products are available in the right place at the right time. As such, supply chain management plays a crucial role in the delivery of customer service and thereby in the creation of business value. This course addresses key decisions regarding the design of a company's supply chain activities. Particular attention will be paid to the design of distribution networks as a core element of a firm's infrastructure. Other topics include capacity management and transportation planning. The course takes an analytics-oriented approach and introduces quantitative models that link managerial levers to supply chain performance. It thereby highlights relevant trade-offs and reveals how managers can strike an optimal balance.

**Learning outcomes**

This course makes students aware of the role of supply chain management in managing cost and customer service. It helps students understand how to align supply chain decisions with an underlying business strategy. Students will be familiarized with fundamental supply chain planning tasks. They will also get to know relevant analytical tools and concepts. The course enables students to analyze supply chain management decisions using quantitative techniques and to make the right trade-offs between different performance criteria.

**Prerequisites for participation**

**Necessary:** –

**Recommended:** Basic knowledge in operations management (e.g. BSc course "OPM 301 Operations Management"), basic knowledge in mathematics (including Linear Programming) and in statistics (probability distributions).

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 8 SWS |
| Exercise class | 2 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (90 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Moritz Fleischmann**<br>Prof. Dr. Moritz Fleischmann |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1 |

# **Module**: OPM 502 Inventory Management

EN

**Contents**

Inventory management is a core element of any company's supply chain management activities. Yet, deciding on the right amount of inventory, in a given setting, is a challenging task. For many companies, inventory ties up a huge amount of capital. To set appropriate inventory levels, companies must trade off inventory costs and benefits. While inventory costs tend to be readily visible, measuring inventory benefits is more demanding, in general. Business analytics tools and techniques are of great value to master these challenges. This course introduces such approaches. It structures the analysis by distinguishing different inventory drivers. For each driver, it first highlights the underlying economic trade-offs and then introduces and analyses quantitative models that allow to optimize them. Core topics include demand forecasting, lot sizing, safety stocks, and seasonal inventory. The course also addresses the interplay between the sales and operations functions of a firm.

**Learning outcomes**

In this course, students will learn how inventory can be used to manage supply chain performance. They will be able to distinguish different inventory roles in different supply chain environments. Students will become acquainted with relevant business analytics techniques and will understand how to apply them to address inventory management tasks. In conclusion, the course enables students to analyze inventory systems quantitatively and to determine the right inventory levels to achieve given performance objectives. Students will also gain insights into the interdependencies between the sales and operations functions of a firm.

**Prerequisites for participation**

**Necessary:** –

**Recommended:** Basic knowledge in operations management (e.g. BSc course "OPM 301 Operations Management"), basic knowledge in mathematics (including Linear Programming), and in statistics (probability distributions).

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 8 SWS |
| Exercise class | 2 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (90 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Moritz Fleischmann**<br>H.M. Çakan |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1 |

# **Module**: OPM 503 Transportation Management: Road, Rail, and Sea Freight

EN

**no offering in spring 2026**

### Contents

This lecture gives an overview about market developments in road and rail transport, inland and maritime shipping. Part of this is the overview of present and future transportation technologies. General business developments in the shipping, trucking, and railway industries are discussed as well as individual strategies of companies active in these transportation sectors. Another focus is laid on the developments of transportation policy, which is still an important framework for the business activities of transportation companies. As traffic infrastructure is a key factor for the performance of transportation services, the possibilities for an optimization of the use of the existing traffic infrastructure are discussed.

Attention is not only given to the developments in Germany, but also to the developments in Europe and other world regions.

### Learning outcomes

Students will understand the dynamics and interdependencies of the markets for land transport, maritime shipping, and inland navigation. The students will also understand the role of transport for the globalization of the world's economy and for the supply chain management.

### Prerequisites for participation

**Necessary:** –
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |
| ECTS credits | 4 | |
| Graded | yes | |
| Workload | 120h | |
| Language | English | |
| Form of assessment | Written exam (45 min) | |
| Restricted admission | no | |
| Further information | – | |
| Examiner<br>Performing lecturer |  | **Prof. Dr. Borislav Bjelicic**<br>Prof. Dr. Borislav Bjelicic |
| Frequency of offering | Spring semester | |
| Duration of module | 1 semester | |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math. | |
| Preliminary course work | – | |
| Program-specific Competency Goals | CG 1 | |

# **Module**: OPM 504 Transportation Management: Aviation EN

**Contents**
This lecture gives an introduction to the quickly changing world of airline companies and their business activities. The topics of the lecture are: aviation history, aviation technology, aviation and environment, air traffic development (historic and forecast), air transport policy, airline management (strategy, operations, financing, marketing & sales etc.), air cargo transport, airports and air traffic control systems.

**Learning outcomes**
Students will understand the dynamics and interdependencies of the global aviation industry. They learn about the characteristics of airline management in various areas.

**Prerequisites for participation**
**Necessary:** –
**Recommended:** –

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |
| ECTS credits | 4 | |
| Graded | yes | |
| Workload | 120h | |
| Language | English | |
| Form of assessment | Written exam (45 min) | |
| Restricted admission | no | |
| Further information | – | |
| Examiner<br>Performing lecturer |  **Prof. Dr. Borislav Bjelicic**<br>Prof. Dr. Borislav Bjelicic | |
| Frequency of offering | Fall semester | |
| Duration of module | 1 semester | |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math. | |
| Preliminary course work | – | |
| Program-specific Competency Goals | CG 1 | |

# **Module**: OPM 510 Sustainable Operations Management

EN

### Contents

Sustainability refers to the long-term viability of businesses from a financial, environmental, and social perspective. In recent years, firms are facing growing regulatory and societal pressure to become more sustainable and to take responsibility for the environmental and social impact of their activities. This poses challenges for traditional business models and practices. Powerful levers to manage sustainability reside in the origins of a firm's value creation, in their operations and supply chains. This module – jointly offered by all chairs of the Area Operations Management – provides a broad analysis of sustainability from the operations and supply chain perspective, and illustrates the potential of operations management to strategically contribute to the economic, environmental, and social performance of firms. Topics include sustainable product and service design, lean and green operations, closed-loop supply chains, and sustainability in procurement. The course targets both, (i) students focusing on operations management and intending to learn how sustainability affects a company's operations and (ii) students with a general interest in sustainability that seek to understand the role of operations management in steering the sustainability of companies and supply chains.

### Learning outcomes

The main intended learning outcome is a sound understanding of how to tackle sustainability goals in the economic reality of matching supply and demand. Participants will learn how to effectively lessen the negative environmental and social impacts of firms while maintaining their competitiveness. Special emphasis is put on analytical approaches and practical insights that illustrate concepts and challenges. Furthermore, students will intensify their understanding of operations and sustainability topics by putting concepts and analytical tools into a broader, interdisciplinary, and strategic context.

### Prerequisites for participation

**Necessary:** –

**Recommended:** Basic knowledge in operations management (e.g. BSc course "OPM 301 Operations Management"), mathematics, and statistics.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |

| | |
|---|---|
| ECTS credits | 4 |
| Graded | yes |
| Workload | 120h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer | **Prof. Dr. Christoph Bode, Prof. Dr. Moritz Fleischmann, Prof. Dr. Cornelia Schön, Prof. Dr. Raik Stolletz**<br>Prof. Dr. Christoph Bode, Prof. Dr. Moritz Fleischmann, Prof. Dr. Cornelia Schön, Prof. Dr. Raik Stolletz |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math. |
| Preliminary course work | – |

| | |
|---|---|
| **Program-specific Competency Goals** | CG 1, CG 3 |

# **Module**: OPM 544 Supply Chain Risk Management – from Strategy to Operations

EN

**no offering in fall 2025/2026**

### Contents

Supply chain resilience, network stress-testing, mitigation strategies, and risk-aware decision making – these are concepts that modern Supply Chain organizations need to master to succeed in today's volatile and uncertain environment. Supply Chain Risk Management (SCRM) has developed to play a key role for firms in achieving competitive advantages in our globalized and turbulent world – reaching from strategic network design to robust operations and harmonized planning execution.

Supply chain management (SCM) as the basis for SCRM involves the coordination of different parties within and across companies, such as sales and marketing affiliates, manufacturing sites, logistics, suppliers, and customers. With increasing size of an organization and its supply chain structures, and with frequent supply shortages, disruptions, and demand peaks, global SCRM requires adequate processes, visibility, and decision support. Advanced Planning Systems like SAP IBP (Integrated Business Planning), enhanced by modern technologies like Risk engines, digital twins, optimization, and machine learning are used to standardize global planning processes and to solve the required planning tasks from the strategic to the operational level, such as statistical forecasting, inventory and supply network planning, and mitigation optimization.

This course discusses how SCRM, end-to-end planning, risk-aware decision making and Demand-Driven Adaptive Planning principles, supported by integrated business planning systems and digital twins, are crucial for companies, addressing new challenges with modern concepts and technologies. Key topics include systematic network stress-testing, a new risk-aware optimization approach, strategic network design and decoupling as well as operations-related topics, such as Demand-Driven buffer sizing and operating model configuration like the Rhythm Wheel for Bullwhip-Effect reductions.

### Learning outcomes

Students will understand the necessity and benefits of holistic planning processes, risk-aware decision making as well as Demand-Driven Adaptive Supply Chain Planning Systems for corporate SCRM. The concepts and system solutions will be illustrated using

- real world examples from different industries like consumer goods, semiconductors, or pharma,
- show cases with system demos applying e.g. optimizer technologies to mitigate disruptions and
- business games like the Camelot DDMRP Business Game to visualize the impact of the concepts.

This will promote the understanding of how these concepts and systems are applied and used within the Sales & Operations Planning Process, and how they are implemented within various organizations. Students will also get an interactive introduction into the Avatar Risk Engine, one of the leading advanced decision support systems in SCRM, and they will get insights into the work of Supply Chain consultants and their projects, daily work, challenges and experiences.

### Prerequisites for participation

**Necessary:** –

**Recommended:** Participants should be familiar with the fundamentals of operations and supply chain management, as covered, e.g., in the modules OPM 501, OPM 502, and OPM 561.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |
| **ECTS credits** | 4 | |
| **Graded** | yes | |
| **Workload** | 120h | |
| **Language** | English | |
| **Form of assessment** | Written exam (90 min) | |
| **Restricted admission** | yes | |
| **Further information** | – | |

| | |
|---|---|
| **Examiner**<br>Performing lecturer | **Dr. Ulrich Wetterauer**<br>Ulrich Wetterauer |
| **Frequency of offering** | Fall semester |
| **Duration of module** | 1 semester |
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI |
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1, CG 2 |

# **Module**: OPM 550 International Course – Operations Management

EN

**Contents**
Depends on course taken abroad

**Learning outcomes**
Depends on course taken abroad

**Prerequisites for participation**
**Necessary:** The level of the course matches that of a regular MMM course (level 500 and above). The module can only be taken while studying abroad and complements the Mannheim curriculum.
**Recommended:** –

| | |
|---|---|
| **Graded** | yes |
| **Language** | English |
| **Form of assessment** | Depends on course taken abroad |
| **Restricted admission** | no |
| **Further information** | More than one class with this code can be taken; conditions apply, make sure to read the respective guidelines. |
| **Performing lecturer** | Lecturer at the host university. Course will be assessed when students request a learning agreement. Please find details in the „Guidelines for learning agreements and course recognition“ in ILIAS > MMM > Auslandssemester/Study Abroad Semester. Dozent/in an der Gastuniversität. Prüfung der Wertigkeit bei Abschluss eines Learning Agreements. Bitte lesen Sie das „Merkblatt zu Learning Agreements und Anerkennungen“ ILIAS > MMM > Auslandssemester/Study Abroad Semester. |
| **Frequency of offering** | Spring semester & fall semester |
| **Duration of module** | 1 semester |
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI, other Master programs (depending on respective study regulations) |
| **Preliminary course work** | – |

# **Module**: OPM 560 Business Analytics: Introduction to Operations Analytics with Python

EN

### Contents

Business Analytics helps to optimize decisions for the design and management of operations systems and production processes. This course introduces into the programming language Python. Based on OPM 561, selected concepts and methods from prescriptive and predictive analytics are implemented and numerically assessed. They will be applied to support decisions in capacity management and operations planning.
We apply descriptive analytics to quantify and visualize all three dimensions of variability, as introduced in OPM 561. For predictive analytics, we introduce data sampling and perform sensitivity analysis to understand the impact of stochastic variability. For prescriptive analytics, linear and mixed integer optimization models are implemented and solved numerically. During the course, the students will work on several case studies and assignments (individual and in groups).

### Learning outcomes

Students will learn

- basics in Programming with Python.
- how to numerically analyze capacity planning and operations scheduling problems.
- how to use Python to implement and solve models from predictive and descriptive analytics with standard packages.
- how to deal with the complexity of real-world problems and how to perform sensitivity analysis in order to obtain useful managerial insights.

### Prerequisites for participation

**Necessary:** –
**Recommended:** Successful completion of the course OPM 561 is recommended. OPM 560 starts in the second half of the semester (directly when OPM 561 is finished).

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture with integrated exercise | 2 SWS | 9 SWS |
| Exercise class | 1 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Assignments (70%, individual and in groups) and programming exam (30%, Bring Your Own Device) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  **Prof. Dr. Raik Stolletz**<br>Prof. Dr. Raik Stolletz |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ. |
| Preliminary course work | – |

# **Module**: OPM 561 Production Management: Lean Approaches and Variability

EN

### Contents

To match supply/capacity with demand, managers and planners have to consider different types of variability. This course discusses sources for three dimensions of variability and analyzes the effects on several operational performance measures. It introduces planning tasks for the design and management of operations systems from the strategic to the operational level. After providing an overview of variability in operations management, the course addresses capacity planning and design problems for flow production systems. Afterwards, the course covers lean and total quality management and introduces different scheduling applications. Challenges and opportunities arising from the fourth industrial revolution (Industry 4.0) and key concepts for future factories are presented. To manage and reduce variability, we introduce modern business analytics tools as well as classical lean management approaches.

This course aims to provide insights into the key decisions regarding the design and management of lean production systems. For this purpose, quantitative models for the performance analysis and optimization are discussed.

### Learning outcomes

Students will

- develop skills for quantitative planning in the field of production management,
- have an overview of requirements, objectives and key concepts in lean production management, and
- understand reasons and effects of variability in operations management.

### Prerequisites for participation

**Necessary:** –

**Recommended:** Basic knowledge in operations management (e.g. BSc course "Produktion" or "OPM 301 Operations Management") or equivalent.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 1 SWS | 6 SWS |
| Exercise class | 1 SWS | 3 SWS |

| | |
|---|---|
| ECTS credits | 4 |
| Graded | yes |
| Workload | 120h |
| Language | English |
| Form of assessment | Written exam (60 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  **Prof. Dr. Raik Stolletz**<br>Prof. Dr. Raik Stolletz |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math. |
| Preliminary course work | – |

| | |
|---|---|
| **Program-specific Competency Goals** | CG 1, CG 4 |

# **Module**: OPM 581 Service Operations Management: From Strategy to Execution

EN

### Contents

Services are the largest segment of our economy in terms of GDP and employment. For example, in the EU, around 3 out of 4 jobs are in service industries. However, services pose particular challenges to managers due to their intangible and experiential nature, perishability and high levels of customer involvement. Smooth service delivery, timely responses to inquiries, and personalized interactions can directly impact customer satisfaction and unlock competitive advantage. Accordingly, operations have a strategic role in meeting customer needs when it comes to designing and managing customer-centric services. Delivering exceptional service experiences can help businesses to differentiate themselves from competitors but requires strategic alignment between operations and market-oriented decisions from an integrated viewpoint with a focus on the customer.

This course provides managerial concepts and analytical tools for effectively designing services and optimizing the underlying service delivery processes in face of these challenges. In particular, we will explore mission-critical service operations management decisions that impact value-to-the-customer, firm profitability and in some cases also environmental sustainability. These decisions include, for example, customer-oriented service design, process design and improvement, capacity management, revenue management, technology selection, servitization options, etc. Furthermore, we will explore how service operations differ from manufacturing operations and understand the potential and limitations of how traditional operations management techniques can be applied to services.

The course will draw upon fundamental management principles, cutting-edge analytics methodologies, state-of-the-art research and practice insights, as well as real-world case studies from leading companies. Applications cover a broad range of service industries, e.g., transport and communication, retailing, hospitality, banking and insurance, professional services, e-services, as well as service functions of the manufacturing sector.

### Learning outcomes

Students will 1) get familiarized with the challenging decisions and problems in service operations management, and 2) learn concepts, analytical tools and managerial insights to deal with these issues in order to gain competitive advantage through service operations. The course should be useful for anyone with an intention of going into professional services such as consulting; into industry (service or manufacturing), where the importance of managing service processes is increasing every day; or with a desire to set up their own business.

### Prerequisites for participation

**Necessary:** This course is an OPM5xx core course from the Operations Management area and has no prerequisites.
(As a core course, it serves as prerequisite for OPM6xx courses).
**Recommended:** Basic knowledge in Operations Management

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 8 SWS |
| Exercise class | 2 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (90 min) |
| Restricted admission | no |
| Further information | – |

**Examiner**
Performing lecturer

**Prof. Dr. Cornelia Schön**
Prof. Dr. Cornelia Schön

| | |
|---|---|
| **Frequency of offering** | Fall semester |
| **Duration of module** | 1 semester |
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI |
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1, CG 2, CG 3 |

# **Module**: OPM 582 Case Studies in Operations Management

EN

### Contents

In this course, participants will have the opportunity to complete an OM-related case study in a team, using an analytics-oriented approach for deriving recommendations. The main actor / decision maker in the case study may face an organization showing poor performance e.g. due to operational problems, or has to make strategic market-related decisions subject to challenging resource constraints. The managerial decisions ahead are often very complex, involving many alternatives with different impact, and trade-offs between key performance measures (e.g., profit, cost, quality, and environmental impact) must be made.
This course reviews managerial concepts and advanced analytical tools to help make more informed decisions and manage operations more effectively such that they are aligned with the overarching strategic objectives. In particular, teams will explore the theory by applying it to various cases studies of firms covering a broad range of industries, such as transport, retailing, hospitality, health care, professional services, manufacturing, etc. If the case allows, the approach to derive your recommendations can be analytics-based, using models and software such as state-of the-art spreadsheet tools to analyze the firm's situation, identify root causes of the problem, and assess alternative courses of action. The concepts, methods and tools used in the course have become invaluable aids to informed decision making in order to improve processes, save resources, and create value.
The overarching theme of the cases may have a special contemporary focus (e.g. Revenue Management, Artificial Intelligence, or Sustainable Operations) and will vary from year to year. Details will be announced in the syllabus (published in the OPM582 IL-IAS course in due time). Case topics will be allocated during the course based on student preferences. Students will work in teams of two on the assigned case.

### Learning outcomes

Students will intensify their understanding of operations management by applying concepts and analytical tools in a broader, interdisciplinary and strategic context to practical case studies.
The course should be useful for anyone with an intention of going into consulting, industry (service or manufacturing), or with a desire to set up their own business.

### Prerequisites for participation

**Necessary:** This course is an OPM5xx core course from the Operations Management area and has no prerequisites.
(As a core course, it serves as prerequisite for OPM6xx courses).
**Recommended:** Participants should be familiar with the fundamentals of operations management.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 8 SWS |
| Exercise class | 2 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Assignment(s)/work on case studies: final team report (60%), final presentation (30%), individual class participation (10%) |
| Restricted admission | yes |
| Further information | Max. 20 participants<br>Register for the course through Portal2 (Modul "Anmeldepflichtige Veranstaltungen MMM") during the official registration period. Admission will be communicated shortly after. |

**Examiner**
Performing lecturer

**Prof. Dr. Cornelia Schön**
Prof. Dr. Cornelia Schön, Dr. Dr. Ruibing Wang

| | |
|---|---|
| **Frequency of offering** | Spring semester |
| **Duration of module** | 1 semester |
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI |
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1, CG 2 |

# **Module**: OPM 584 Case Studies in Airline Operations Management

EN

### Contents

In this course, participants will have the opportunity to complete an airline operations-related case study in a team. Students will be challenged to collaboratively design a new passenger airline in a niche market. The project integrates multiple facets of airline planning, including business strategy, logistics, operational considerations, and market analysis. Students are encouraged to apply theoretical knowledge, conduct research, and demonstrate creativity while maintaining realism in their assumptions and proposed solutions. The managerial decisions ahead are very complex, involving many alternatives with different impact, and trade-offs between key performance measures must be made.
Objectives are to
1. Design a business plan for the passenger airline catering to tourism traffic in a niche market.
2. Analyze factors such as base location, regulatory requirements, staffing, passenger flow, and aircraft selection.
3. Identify key threats and opportunities for the airline.
4. Propose realistic and data-driven solutions to address identified challenges.
Further details will be announced in the syllabus (published in the OPM 584 ILIAS course in due time). Students will work in teams on the assigned case.

### Learning outcomes

Students will intensify their understanding of the airline industry and operations, applying managerial concepts and analytical tools in a broader, interdisciplinary and strategic context to practical case studies.
The course should be useful for anyone with an intention of going into consulting, industry, or with a desire to set up their own business.

### Prerequisites for participation

**Necessary:** This course has no prerequisites.
**Recommended:** Basic knowledge in Business and Operations Management

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 8 SWS |
| Exercise class | 2 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Assignment(s)/work on case studies: final team report (60%), final presentation (30%), individual class participation (10%) |
| Restricted admission | yes |
| Further information | Max. 16 participants<br>Register for the course through Portal2 (Modul “Anmeldepflichtige Veranstaltungen MMM") during the official registration period. Admission will be communicated shortly after. |
| Performing lecturer | Dr. Björn Hennig |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |

| | |
|---|---|
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math. |
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1, CG 2 |

# **Module**: OPM 591 Strategic Procurement

EN

### Contents

During the last decades, the value sourced from suppliers and innovation stemming from the supply base have increased substantially in many industries. Consequently, purchasing's role has shifted from a clerical support role in the corporate hierarchy to a truly strategic and proactive role that drives growth, innovation, and value creation. Today, most organizations consider the management of their suppliers as a key strategic issue. Given its potential to contribute significantly to firm performance, the procurement function receives strong top management attention. This module provides a broad survey of modern procurement theory and practice from a strategic perspective. Topics include the design and implementation of procurement strategies, processes, organizational structures, and performance measurement systems, as well as the management of supplier portfolios, buyer-supplier relationships, and supplier innovation to meet firms' strategic supply needs. The module consists of regular lectures and exercise classes in which extended and short cases will be discussed. High-caliber guest speakers will serve as a rich source of practical insights.

### Learning outcomes

This course is recommended for anyone seeking an introduction to procurement and, more generally, a better understanding of upstream supply chain operations. The main intended learning outcome is to obtain the basic knowledge that enables further steps in procurement research and practice. Based on current theories and a broad coverage of topics, participants will learn how to analyze, structure, and tackle strategic problems surrounding the procurement function. Participants will obtain:

- the fundamental knowledge that enables further steps in purchasing and supply management research and practice
- the ability to analyze, structure, and tackle strategic problems surrounding the procurement function,
- an overview on structured approaches and tools applicable in practice.

### Prerequisites for participation

**Necessary:** –
**Recommended:** Basic knowledge in supply chain and/or operations management

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 8 SWS |
| Exercise class | 2 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (90 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Christoph Bode**<br>Prof. Dr. Christoph Bode |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI |
| Preliminary course work | – |

| | |
|---|---|
| **Program-specific Competency Goals** | CG 1, CG 2, CG 3 |

# **Module**: OPM 593 Negotiation

EN

### Contents

The ability to manage negotiations – where co-dependent parties try to arrive at decisions that satisfy their interests – and the broader micropolitical environment in which they occur is critical for success in business as in life. This module provides the theoretical background of micropolitics and the practical tools to affect joint decision-making processes (negotiations) and their outcomes. It discusses the application of these concepts and tools in different contexts: Agenda setting, mapping the political terrain, networking and coalition building, and bargaining. Different approaches of negotiation and the corresponding tactics will be analyzed. Guest speakers will enrich the module with practical insights from different contexts. Special emphasis will be put on the (inter-)cultural dimension and its impact on negotiations. The topics will be discussed along the typical timeline of a negotiation process: pre-negotiation phase, negotiation phase, post negotiation phase. Psychological tactics will be discussed as well as possible defenses against such tactics.
This course is a mandatory course for incoming students in the European Management track

### Learning outcomes

Students understand the importance of developing micropolitical skills for effective leadership in the workplace. After successful completion, participants will:

- understand the theoretical concepts of micropolitics,
- know the negotiation process, key negotiation concepts, and are able to reflect on the different negotiation approaches,
- are able to apply practical tools during bargaining,
- understand and reflect on the impact of (inter-)cultural dimensions in negotiations,
- have reflected about their own personal style in negotiations and how they can advance it.
- have gained a deeper understanding, how psychological aspects influence the negotiation process and the possible outcome.

### Prerequisites for participation

**Necessary:** –
**Recommended:** Basic knowledge in operations/supply chain management

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture with integrated exercise | 2 SWS | 11 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | final exam (90 min) |
| Restricted admission | yes |
| Further information | "Student Portal" |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Christoph Bode**<br>Dr. Ingo Bayer, Prof. Dr. Christoph Bode |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI |
| Preliminary course work | – |

| | |
|---|---|
| **Program-specific Competency Goals** | CG 1, CG 3, CG 4 |

# **Module**: OPM 601 Supply Chain Strategy

EN

**Contents**

Supply chains comprise organizations, resources, and processes aimed at satisfying customer demand. Their effectiveness is paramount to the creation of business value. Carefully designed and well-run supply chains are an important source of competitive advantage. Particular complexities arise from the interplay between different members of a supply chain, including suppliers, manufacturers, and retailers. While they all pursue their own objectives they are also dependent on each other and must coordinate their activities to serve the customer. This course addresses the dynamics resulting from the interaction between supply chain members and introduces concepts for achieving supply chain alignment. It presents common forms of supply chain collaboration and discusses their potential and challenges. After establishing the fundamentals, the course proceeds to discuss how recent trends are impacting supply chain management, including sustainability, e-fulfillment, digitalization, and resilience. The course takes an analytics-oriented approach and introduces quantitative models as a means for analyzing strategic issues in supply chain management.

**Learning outcomes**

Students will understand the role of supply chain management and its impact on firm performance. They will be aware of strategic implications of supply chain design choices. They will recognize the potential of coordinated decision making along the supply chain and be aware of obstacles that complicate this coordination. The students will get to know mechanisms for aligning incentives of different supply chain members. They will be acquainted with relevant business analytics techniques to assess and optimize supply chain performance. Students will also be aware of relevant recent trends and of their impact on supply chain management.

**Prerequisites for participation**

**Necessary:** At least one of the modules OPM 501, 502, 561, 581, 582, or 591 (parallel attendance possible); other modules may be accepted upon request.

**Recommended:** Participants should be familiar with fundamentals of operations and supply chain management. Attendance of modules OPM 501 and OPM 502 is beneficial but not necessary. The course further assumes a basic knowledge in mathematics (including Linear Programming) and in statistics (probability distributions).

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 8 SWS |
| Exercise class | 2 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (90 min) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Moritz Fleischmann**<br>Prof. Dr. Moritz Fleischmann |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math. |

| | |
|---|---|
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1, CG 3 |

# **Module**: OPM 661 Business Analytics: Robust Planning in Stochastic Systems

EN

**no offering in spring 2026**

### Contents

Business Analytics helps to optimize decisions for the design and management of operations systems and production processes. A major driver of the performance of operations systems is stochastic variability. For example, production systems often operate in an uncertain environment due to uncertain demand, unreliable machines, or random processing capacities.
In order to support robust decisions, we apply analytical solution approaches based on techniques from predictive and prescriptive analytics. The basic concepts of the analysis of Markovian queueing systems are explained in detail and performance evaluation approaches are implemented in Python. To create digital twins of operating systems, simulation techniques are introduced and implemented. This allows to analyze the sensitivity of system parameters on the main performance measures. Advanced topics such as queueing systems with general distributions, heterogeneities, and time-dependent input parameters are covered. Additionally, general managerial insights, for example economies of scale and the value of flexible capacities are discussed. Methods and performance measures of robust planning and optimization are introduced. Students become familiar with concepts and tools for predictive and prescriptive business analytics.
Moreover, we will implement those concepts using the programming language Python to perform sensitivity analyses and to develop managerial insights for stochastic operations systems. During the course the students will work on several case studies and assignments (individual and in groups).

### Learning outcomes

Students learn to understand the impact of stochastic variability in operations systems. After this course students are familiar with the theory and practice of the analysis of stochastic systems. They learn to implement, adapt and to apply methods and tools from Business Analytics e.g. analytical approximations, simulation, and robust planning methods to support managerial decisions.

### Prerequisites for participation

**Necessary:** OPM 561 and OPM 560 OR: OPM 561 and "Schlüsselqualifikation 1: Programmierkurs Python" (Angebot der WIM) OR: OPM 561 and IS 557
**Recommended:** Participants should be familiar with the fundamentals of production and operations management. The course further assumes a basic knowledge in mathematics (including linear programming) and in statistics (probability distributions).

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture with integrated exercise | 4 SWS | 9 SWS |
| Exercise class | 2 SWS | 8 SWS |

| | |
|---|---|
| ECTS credits | 8 |
| Graded | yes |
| Workload | 240h |
| Language | English |
| Form of assessment | Assignments and presentations (70%), written exam (45 min) or oral exam (30%) |
| Restricted admission | yes |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Raik Stolletz**<br>Prof. Dr. Raik Stolletz |
| Frequency of offering | Spring semester |

| | |
|---|---|
| **Duration of module** | 1 semester |
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math. |
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1, CG 4 |

# **Module**: OPM 662 Business Analytics: Modeling and Optimization

EN

### Contents
Business Analytics helps to optimize decisions for the design and management of operations systems and production processes. This course introduces concepts and tools for prescriptive analytics for modeling and optimization based on techniques from Operations Research. Operational and tactical planning tasks are formulated as linear and mixed integer linear programming models. Optimization models are analyzed and implemented in class. They are solved using standard tools of prescriptive analytics. Different heuristic techniques to cope with the complexity of real-world scheduling problems are introduced and implemented. Data-driven approaches to cope with stochastic variability are introduced and analyzed. During the course the students will work on several case studies and assignments (individual and in groups).

### Learning outcomes
Students learn how to structure operations planning and scheduling problems. They are able to translate them into mixed integer linear models. Students learn how to use Python to implement them and solve them with a standard solver to derive optimal plans/schedules (DOcplex Python Modeling API). They also learn to deal with the complexity of real-world problems (e.g., via aggregation, relaxation, and decomposition techniques) and how to perform sensitivity analyses in order to obtain useful managerial insights.

### Prerequisites for participation
**Necessary:** OPM 561 and OPM 560 OR: OPM 561 and "Schlüsselqualifikation 1: Programmierkurs Python" (Angebot der WIM)
**Recommended:** The course assumes a basic knowledge in mathematics (including linear programming).

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture with integrated exercise | 4 SWS | 9 SWS |
| Exercise class | 2 SWS | 8 SWS |

| | |
|---|---|
| ECTS credits | 8 |
| Graded | yes |
| Workload | 240h |
| Language | English |
| Form of assessment | Assignments and presentations (70%), written exam (45 min) or oral exam (30%) |
| Restricted admission | yes |
| Further information | – |
| Examiner<br>Performing lecturer |  **Prof. Dr. Raik Stolletz**<br>Prof. Dr. Raik Stolletz |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 4 |

# **Module**: OPM 682 Revenue Management and Dynamic Pricing

EN

### Contents

Revenue Management (RM) is concerned with demand-management decisions (such as product availability decisions, price optimization, assortment optimization and product line design) in face of resource constraints. Since resources to create and offer products are usually limited and often perishable, the effectiveness of market-related decisions is highly interrelated with resource allocation decisions.
Over the last decades, RM tools and systems have helped businesses in a variety of industries to ensure economic viability and to allocate scarce resources more effectively. Robert Crandall, former Chairman and CEO of American Airlines, has called RM "the single most important technical development in transportation management since we entered deregulation." While airlines have the longest history of development in classical RM, applications have rapidly diffused beyond airlines to industries such as retailing, hospitality, railways, car rental, telecommunications and financial services, electric utilities, consumer goods production and even MTO manufacturing.
For outside observers, RM may seem often like an art. But finally, the most important pillar of RM is analytics – including systematic data analysis, understanding value-to-the-customer and forecasting demand, and powerful optimization that allows taking the relevant market- and resource-related factors jointly into account.
With a focus on prescriptive analytics, this course discusses managerial concepts, optimization modelling approaches and state-of-the-art solution tools for RM. We pursue an active-learning approach including lecture-style class sessions, case discussions, exercises, guest lectures, and hands-on computer implementations using e.g. the Excel solver and easy-to-learn but powerful professional mathematical optimization tools.
The methods and tools taught in the course have become invaluable aids to informed decision making in order to save resources, create value-to-the-customer, and improve firm profitability.

### Learning outcomes

Students will gain insights into practical applications of Revenue Management and Dynamic Pricing and get familiar with the underlying models and methods, thereby enhance their analytics skills.

### Prerequisites for participation

**Necessary:** At least one of the modules OPM 501, 502, 560, 561, 581, 582, or 591 (parallel attendance possible); further modules may be accepted by Professor upon request.
**Recommended:** Participants should be familiar with Operations Management and enjoy analytics, such as mathematical modeling and optimization.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 8 SWS |
| Exercise class | 2 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (90 min) |
| Restricted admission | no |
| Further information | – |

| | | |
|---|---|---|
| Examiner<br>Performing lecturer |  | **Prof. Dr. Cornelia Schön**<br>Prof. Dr. Cornelia Schön |
| Frequency of offering | Spring semester | |

| | |
|---|---|
| **Duration of module** | 1 semester |
| **Range of application** | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math. |
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1, CG 2, CG 3 |

# **Module**: OPM 692 Strategic Sourcing

EN

### Contents

Looking back over the past twenty years, competitive purchasing approaches created significant value for firms by driving substantial cost savings to the bottom line. However, the widespread usage of professional procurement techniques has eroded the advantages that they had for pioneers in the 1990s and in the early years of the current century. In addition, environmental, competitive, geopolitical, and technological changes have created an uncertain business environment in which a mere focus on purchasing cost will not be sufficient to support sustainable competitive advantage. Against this backdrop, this module covers advanced approaches in procurement that aim at creating "value beyond cost". Based on an end-to-end analysis of the key procurement processes, the module addresses the following core topics: Demand and supply analysis (need identification and specification management, supply market analysis, RFx, cost modeling, optimization levers), sourcing decisions and awarding of business (analytical models for supplier selection, negotiations, and auctions), formal relationship governance (contracts and price models), operational purchasing (purchase-to-pay process), management of nonperformance and conflicts, and technological enablers.

### Learning outcomes

This course is of interest to students seeking more in-depth knowledge of the processes and tools in modern procurement. For each topic covered, concepts, frameworks, and analytic tools are presented. Participants will learn:

- how to organize healthy competition to find the right suppliers for a specified demand,
- how to pull commercial, technical, and processual levers of optimization,
- how select the most effective award business mechanism and contract based, and
- how to deal with performance exceptions and supplier conflicts.

### Prerequisites for participation

**Necessary:** –

**Recommended:** The module builds on topics covered in OPM 591. Participants who have not attended this module might require additional preparation.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Lecture | 2 SWS | 9 SWS |
| Exercise class | 1 SWS | 5 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written exam (90 min, 90%), case challenge (10%) |
| Restricted admission | no |
| Further information | – |
| Examiner<br>Performing lecturer |  **Prof. Dr. Christoph Bode**<br>Prof. Dr. Christoph Bode |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI |

| | |
|---|---|
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1 |

# **Module**: OPM 701 Research Seminar Supply Chain Management

EN

### Contents
The goal of this seminar is to introduce the participants to the conducting of scientific research. It thereby prepares them for the writing of their Master thesis. Participants will carry out a literature study on a given topic in the field of logistics and supply chain management and discuss the results in a written report and in an oral presentation.

### Learning outcomes
Students will learn how to analyze the academic literature on a given topic. They will become acquainted with the setup and composition of academic publications. They will also learn how to the present the results of their analysis.

### Prerequisites for participation
**Necessary:** At least one module OPM 6XX (parallel attendance possible) or an equivalent module within an exchange program
**Recommended:** Sound knowledge in logistics and supply chain management; sound quantitative skills; interest in scientific research

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written report (50%, scope depends on the assigned topic), presentation (40%), discussion (10%) |
| Restricted admission | yes |
| Further information | Registration at the end of the preceding term; website of the chair |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Moritz Fleischmann**<br>Prof. Dr. Moritz Fleischmann |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 4 |

# **Module**: OPM 741 Applied Seminar Supply Chain Management

EN

### Contents
The goal of this seminar is to introduce the participants to the conducting of problem-solving scientific research in the field of supply chain management. It thereby prepares them for the writing of a practice-oriented Master thesis in this field. Organized in small teams, participants will work on a specific supply chain management issue, defined in collaboration with a company. At the end of the seminar, each team will propose a solution to this issue, based on the relevant literature and their own research. Results are summarized in a written report and in an oral presentation.

### Learning outcomes
Participants will become acquainted with carrying out a practice-oriented research project in supply chain management. They will learn how to support their analysis using relevant academic literature. Participants will also learn how to effectively present the results of their analysis.

### Prerequisites for participation
**Necessary:** At least one module OPM 6XX (parallel attendance possible) or an equivalent module within an exchange program
**Recommended:** OPM 601 or an equivalent module within an exchange program; project management skills

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written report (60%, scope depends on the assigned topic), presentation (30%), discussion (10%) |
| Restricted admission | yes |
| Further information | Registration at the end of the preceding term; website of the chair |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Moritz Fleischmann**<br>Prof. Dr. Moritz Fleischmann |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu. |
| Preliminary course work | – |

# **Module**: OPM 760 Project Seminar Operations Analytics

EN

**Contents**

The goal of this seminar is to introduce the participants to conducting of scientific research in the field of operations management. Thereby, it prepares the students for writing an analytics-oriented Master's thesis. Based on scientific literature, participants will apply and implement predictive or descriptive business analytics approaches to solve an operations management problem. A sensitivity analysis demonstrates the reliability of the approach and generate managerial insights. Depending on the assigned topic, students will work individually or in small teams. Students present their findings through a written report and an oral presentation.

**Learning outcomes**

Students will learn to analyze and implement a predictive or prescriptive business analytics approach based on scientific literature. They learn to design a numerical study to draw conclusions on how this approach supports decisions for a problem in Operations Management. Additionally, they will learn how to present the results of their analyses.

**Prerequisites for participation**

**Necessary:** At least one of the modules OPM 661 or OPM 662 (parallel attendance possible) or an equivalent module within an exchange program.

**Recommended:** Sound knowledge of programming in Python and familiarity in predictive or prescriptive operations analytics. Sound knowledge in production management, quantitative skills, as well as interest in scientific research is required.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written report (60%, scope depends on the assigned topic), presentation (30%), active contribution to class discussion (10%) |
| Restricted admission | yes |
| Further information | Registration at the end of the preceding term; website of the chair |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Raik Stolletz**<br>Prof. Dr. Raik Stolletz |
| Frequency of offering | Spring semester & fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Econ. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 4 |

# **Module**: OPM 761 Research Seminar Production Management

EN

### Contents
The goal of this seminar is to introduce the participants to conducting of scientific research in the field of production management. Thereby, it prepares the students for writing their Master's theses. Participants will independently (i) apply a Business analytics approach to a specific operations problem, (ii) carry out a literature study on a given topic, or (iii) discuss and critically assess a scientific paper in detail. The students present their findings through a written report and an oral presentation.

### Learning outcomes
Students will learn to analyze the academic literature on a given topic in production management. They will become acquainted with the setup and composition of scientific research. Additionally, they will learn how to present the results of their analyses.

### Prerequisites for participation
**Necessary:** At least one of the modules OPM 6XX (parallel attendance possible) or an equivalent module within an exchange program.
**Recommended:** As the topics are based on the modules OPM 661 or OPM 662, additional preparation is required if students did not attend those modules. Sound knowledge in production management, sound quantitative skills, as well as interest in scientific research is required.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written report (60%, scope depends on the assigned topic), presentation (30%), active contribution to class discussion (10%) |
| Restricted admission | yes |
| Further information | Registration at the end of the preceding term; website of the chair |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Raik Stolletz**<br>Prof. Dr. Raik Stolletz |
| Frequency of offering | Spring semester & fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 4 |

# **Module**: OPM 781 Research Seminar Service Operations Management

DE EN

### Contents
The seminar introduces participants to conducting applied scientific research in the field of (service) operations management in order to prepare them for writing their master thesis. Participants will carry out a literature research on a given topic in service operations management and analyze a related decision problem. Students will report their results in a paper and present their main findings in class. Also, the seminar aims at practicing presentation skills, such as speaking with clarity, confidence and connection.

### Learning outcomes
Students will learn how to analyze the academic literature on a given topic and thereby get prepared to independently analyze and solve a decision problem in a scientific manner within the management science field. Students will also learn how to the present the results of their analysis.

### Prerequisites for participation
**Necessary:** At least one module OPM 6XX (parallel attendance possible upon request) or an equivalent module within an exchange program.
Further modules may be accepted by Professor upon request.
**Recommended:** Sound knowledge in Operations and Service Operations Management. Good analytical skills. Interest in working scientifically.

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | German, English |
| Form of assessment | Written report (60%, scope depends on the assigned topic), presentation (30%), active contribution to class discussion (10%) |
| Restricted admission | yes |
| Further information | Registration at the end of the preceding term; website of the chair |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Cornelia Schön**<br>Prof. Dr. Cornelia Schön |
| Frequency of offering | Spring semester & fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 2, CG 4 |

# **Module**: OPM 791 Research Seminar Procurement

EN

### Contents

This research seminar examines current procurement topics from a research perspective. Students will deepen their understanding of procurement and supply chain research and its implications for practice. The main deliverables of this module are a research paper, which each participant prepares independently over the course of the semester, and a corresponding in-class presentation at the end of the module. The suggested topics will emphasize research rather than application and will be related to the current research interests of the Endowed Chair of Procurement. Participants will obtain an introduction to business research and to scientific writing in the context of supply (chain) management.

### Learning outcomes

The main intended learning outcome is to attain the competences for writing a high-quality master thesis about a topic in the broader procurement arena. Participants will learn how to structure a research question systematically and how to independently gather the knowledge of the foundations, structures, and methodologies underlying a given topic.

In addition, participants will learn how to present research findings. Students will obtain:

- the competences for writing a high-quality (empirical) master thesis about a topic in the broader procurement arena,
- a sound understanding of structuring a research question systematically and independently gathering the knowledge of the foundations, structures, and methodologies underlying a given topic,
- the competences to present and discuss own and other's research findings.

### Prerequisites for participation

**Necessary:** Attendance of at least one module OPM 6xx (parallel attendance is possible) or an equivalent module within an exchange program
**Recommended:** OPM 591 and OPM 692 or equivalent modules within exchange programs

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | English |
| Form of assessment | Written report (60%, scope depends on the assigned topic), presentation (30%), and contribution to in-class discussion (10%) |
| Restricted admission | yes |
| Further information | Student Portal |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Christoph Bode**<br>Prof. Dr. Christoph Bode |
| Frequency of offering | Fall semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 4 |

# **Module**: OPM 792 Applied Seminar Procurement

DE EN

### Contents
This applied seminar revolves around a field study and combines readings in procurement with the work as consultants to a business. Organized in small teams, participants will work on specific procurement-related problems, defined in collaboration with companies. At the end of the seminar, each team will present a solution to the specific problem, based on the relevant literature and their own analyses. Results are summarized in a written report and an oral presentation.

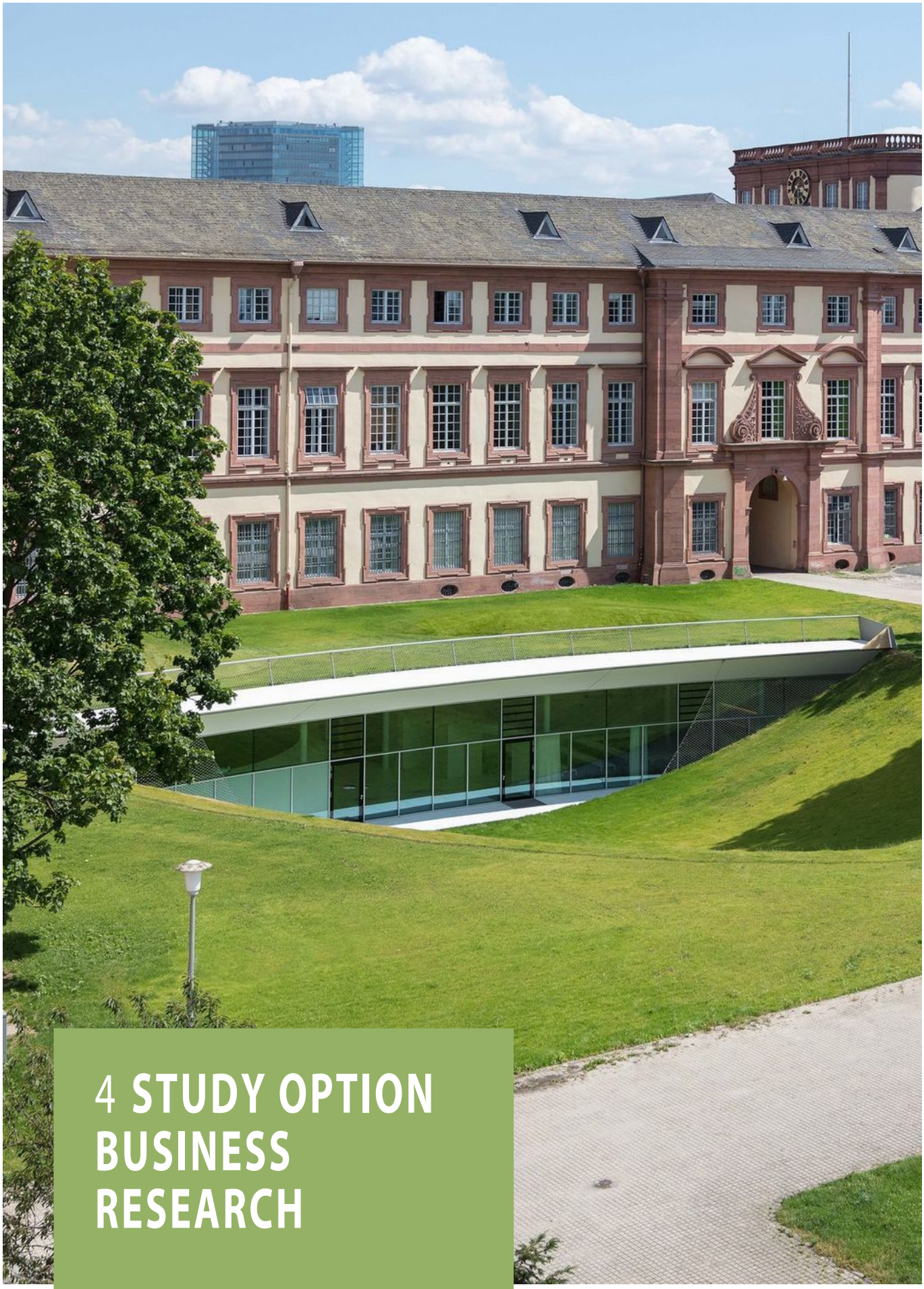
### Learning outcomes
In the seminar, students will apply their knowledge in procurement and supply chain management by consulting with a business organization in a project. The consultancy project can revolve around a) analyzing current opportunities and / or problems in procurement, b) developing concepts to capture opportunities and / or solve problems, c) making a proposal of how to implement the suggested concepts. Participants will learn:

- how to analyze and solve procurement-related problems,
- how to carry out a practice-oriented project, rooted in the academic literature,
- how to apply procurement knowledge and link it to a wide array of business disciplines such as strategy organization, marketing, or information systems.

### Prerequisites for participation
**Necessary:** Attendance of at least one module OPM 6xx (parallel attendance is possible) or an equivalent module within an exchange program
**Recommended:** OPM 591 and OPM 692 or equivalent modules within exchange programs; project management skills

| Forms of teaching and learning | Contact hours | Independent study time |
|---|---|---|
| Seminar | 2 SWS | 15 SWS |

| | |
|---|---|
| ECTS credits | 6 |
| Graded | yes |
| Workload | 180h |
| Language | German, English |
| Form of assessment | Written report (75%, scope depends on the assigned topic), presentation (25%) |
| Restricted admission | yes |
| Further information | – |
| Examiner<br>Performing lecturer |  <br>**Prof. Dr. Christoph Bode**<br>Prof. Dr. Christoph Bode |
| Frequency of offering | Spring semester |
| Duration of module | 1 semester |
| Range of application | M.Sc. MMM, M.Sc. Bus. Edu. |
| Preliminary course work | – |
| Program-specific Competency Goals | CG 1, CG 2, CG 4 |



# 4 STUDY OPTION BUSINESS RESEARCH

**Study Option Business Research:**

The area Business research offers first and second semester's courses from your respective track of the doctoral program of the Business School of the University of Mannheim.

Please find the module descriptions in the module catalog of the The Center for Doctoral Studies in Business (CDSB).

A successful application and admission for the Business Research Area are required to enrol in modules of the doctoral program. **Admissions will start in fall 2021.**

# 5 ELECTIVE

**Elective:**

Students are free to choose **one** elective in which they can obtain up to 24 ECTS points – according to the requirements of the chosen elective. The number of ECTS points needed in "Business Administration" will then be reduced accordingly. Instead of chosing an elective, students may select further "Business Administration" modules.

**Please note that you can only choose an elective listed in this chapter if it has not been part of your completed Bachelor's degree**. If any of the modules listed in this chapter were part of your Bachelor's degree you may not choose the corresponding elective. Please check the websites of the respective schools for registration procedures.

## **Module**: Computer Science

DE EN

| | |
|---|---|
| **Language** | German, English |
| **Necessary prerequisites** | – |
| **Further information** | – |
| **Contact person** | Lisa Wessa (wessa(at)wim.uni-mannheim.de) |

| | **Assessment form** | **ECTS** | **Semester** |
|---|---|---|---|
| **Computer Science I** | Participation at a tutorial, proven by minimum of handed in homeworks or presentation of a solution in class; written exam (90 min.) | 8 | Fall |
| **Computer Science II** | Written exam (90 min.) | 6 | Spring |
| **Algorithms and Data Structures** | Preparatory assessment: generally, successful participation in the exercise classes; written exam (100 min.) or two partial exams | 8 | Fall |
| **Database Systems I** | Preparatory assessment: generally, successful participation in the exercise classes; written exam (90 min.) or two partial exams | 8 | Fall |

## 5.1 English and American Studies

The elective in English and American Studies measures 15 to 18 ECTS.

It offers a choice between English Linguistics or English and American Literature Studies. Topics and titles of the courses vary each semester. For details please see the course catalog of the School of Humanities / Department of English Studies (Student Portal). Please enrol in courses via the course catalog of the School of Humanities / Department of English Studies (Student Portal) or e-Mail to program Manager Sebastian Hempen (master(at)phil.uni-mannheim.de).

### 5.1.1 English and American Studies for students without skills in humanities

## **Module**: English Linguistics for students without skills in humanities

EN

| | |
|---|---|
| **Language** | English |
| **Necessary prerequisites** | – |
| **Further information** | Please enrol in courses via the course catalog of the School of Humanities / Department of English Studies (Student Portal) or e-Mail to program manager Madeline Dahl (master.phil@uni-mannheim.de). |
| **Organizational information** | All of the following modules have to be taken (15 ECTS in total). |
| **Contact person** | Madeline Dahl (master(at)phil.uni-mannheim.de) |

| | **Assessment form** | **ECTS** | **Semester** |
|---|---|---|---|
| **ANG 301 Introduction to Linguistics (lecture without tutorial)** | Written exam | 4 | Spring & fall |
| **IDV 501 Lecture Series Linguistic Methods (see master's program "Language and Communication")** | Written exam | 4 | Fall |
| **Seminar to be chosen from the offering of the master's program "Language and Communication"** | Written exam and/*or* oral exam | 7 | Spring & fall |

# **Module**: English and American Literature Studies for students without skills in humanities

EN

| | |
|---|---|
| **Language** | English |
| **Necessary prerequisites** | – |
| **Further information** | Please enrol in courses via the course catalog of the School of Humanities / Department of English Studies (Student Portal) or e-Mail to program manager Madeline Dahl (master.phil@uni-mannheim.de). |
| **Organizational information** | All of the following courses (15 to 16 ECTS in total) have to be taken, with a choice between *ANG 310 Introduction to Literary Studies* and the *Lecture series IDV 503 Theoretical Basics of Literary Studies*. |
| **Contact person** | Madeline Dahl (master(at)phil.uni-mannheim.de) |

| | **Necessary prerequisites** | **Assessment form** | **ECTS** | **Semester** |
|---|---|---|---|---|
| **ANG 310 Introduction to Literary Studies (lecture without tutorial)** | | Written exam | 4 | Spring & fall |
| **Lecture series IDV 503 Theoretical Basics of Literary Studies** | | Written exam | 5 | Fall |
| **ANG 416 Lecture Literature Studies** | *ANG 301 Introduction to Literary Studies* or Lecture Series *Theoretical Basics of Literary Studies* | Written or oral exam | 4 | Spring & fall |
| **Seminar to be chosen from the offerings of the maste's program "Literature, Media and Culture in the Modern Era"** | *ANG 301 Introduction to Literary Studies* or Lecture Series *Theoretical Basics of Literary Studies* | Written or oral exam | 7 | Spring & fall |

### 5.1.2 Englisch and American Studies for students with skills in humanities

You find detailed information about the courses in the module catalogs (https://www.phil.uni-mannheim.de/studium/masterstudiengaenge/) and Student Portal.

## **Module**: English Linguistics for students with skills in humanities

EN

| | |
|---|---|
| **Language** | English |
| **Necessary prerequisites** | – |
| **Further information** | Please enrol in courses via the course catalog of the School of Humanities / Department of English Studies (Portal) or e-Mail to program manager Madeline Dahl (master.phil@uni-mannheim.de). |
| **Organizational information** | All of the following courses (18 ECTS in total) have to be taken. |
| **Contact person** | Madeline Dahl (master(at)phil.uni-mannheim.de) |

| | **Assessment form** | **ECTS** | **Semester** |
|---|---|---|---|
| **Area Studies (from the offering of the MakuWi)** | Written and/or oral exam | 4 | Spring & fall |
| **Seminar to be chosen from the offering of the master program "Language and Communication"** | Written and/or oral exam | 7 | Spring & fall |
| **Seminar to be chosen from the offering of the master program "Language and Communication"** | Written and/or oral exam | 7 | Spring & fall |

# **Module**: English and American Literature Studies for students with skills in humanities

EN

| | |
|---|---|
| **Language** | English |
| **Necessary prerequisites** | – |
| **Further information** | Please enrol in courses via the course catalog of the School of Humanities / Department of English Studies or e-Mail to program Manager Madeline Dahl (master.phil@uni-mannheim.de). |
| **Organizational information** | All of the following modules have to be taken (18 ECTS in total). |
| **Contact person** | Madeline Dahl (master(at)phil.uni-mannheim.de) |

| | **Assessment form** | **ECTS** | **Semester** |
|---|---|---|---|
| **Area Studies (from the offering of the MakuWi)** | Written and/or oral exam | 4 | Spring & fall |
| **Seminar to be chosen from the offerings of the master-program "Literature, Media and Culture in the Modern Era"** | Term paper or oral exam | 7 | Spring & fall |
| **Seminar to be chosen from the offerings of the master-program "Literature, Media and Culture in the Modern Era"** | Term paper or oral exam | 7 | Spring & fall |

## 5.2 German Studies

The elective in German Studies measures 16 to 18 ECTS.

It offers a choice between German Linguistics or German Literature Studies. Topics and titles of the courses vary each semester. For details please see the course catalog of the School of Humanities / Department of German Studies (Student Portal). Please enrol in courses via the course catalog of the School of Humanities / Department of German Studies (Student Portal) or e-Mail to program Manager Sebastian Hempen (master(at)phil.uni-mannheim.de).

**Please note that courses are usually taught in German!**

### 5.2.1 German Studies for students without skills in humanities

## **Module**: German Linguistics for students without skills in humanities

DE

| | |
|---|---|
| **Language** | German |
| **Necessary prerequisites** | – |
| **Further information** | Please enrol in courses via the course catalog of the School of Humanities / Department of German Studies (Student Portal) or e-Mail to program manager Madeline Dahl (master.phil@uni-mannheim.de). |
| **Organizational information** | The following courses have to be taken: "Introduction to linguistics", "Seminar taken out of the Module „Language and Media"", and **either** "Lecture in linguistics" **or** "Exercise Class in linguistics" (in total 16 or 18 ECTS). |
| **Contact person** | Madeline Dahl (master(at)phil.uni-mannheim.de) |

| | **Necessary prerequisites** | **Assessment form** | **ECTS** | **Semester** |
|---|---|---|---|---|
| **Introduction to linguistics (without tutorial)** | | Written exam | 4 | Fall |
| **Lecture in linguistics** | | Written exam | 4 | Spring & fall |
| **exercise class in linguistics** | | Term paper | 6 | Spring & fall |
| **Seminar taken out of the Module "Language and Media"** | Introduction to linguistics | Term paper or oral exam | 8 | Spring & fall |

# **Module**: German Literature Studies for students without skills in humanities

DE

| | |
|---|---|
| **Language** | German |
| **Necessary prerequisites** | – |
| **Further information** | Please enrol in courses via the course catalog of the School of Humanities / Department of German Studies (Student Portal) or e-Mail to program manager Madeline Dahl (master.phil@uni-mannheim.de). |
| **Organizational information** | All of the following courses (16 ECTS in total) have to be taken. |
| **Contact person** | Madeline Dahl (master(at)phil.uni-mannheim.de) |

| | **Necessary prerequisites** | **Assessment form** | **ECTS** | **Semester** |
|---|---|---|---|---|
| **Lecture: Introduction to Literature Studies** | | Written exam | 4 | Fall |
| **Proseminar: Literature Studies** | Lecture: Introduction to Literature Studies | Term paper | 5 | Spring & fall |
| **Seminar to choose from the offering of the master's program "Literature, Media and Culture in the Modern Era"** | Lecture: Introduction to Literature Studies, Part 1 | Term paper or written exam | 7 | Spring & fall |

## 5.2.2 German Studies for students with skills in humanities

# **Module**: German Linguistics for students with skills in humanities

DE

| | |
|---|---|
| **Language** | German |
| **Necessary prerequisites** | – |
| **Further information** | Please enrol in courses via the course catalog of the School of Humanities / Department of German Studies (Student Portal) or e-Mail to Program Manager Madeline Dahl (master.phil@uni-mannheim.de). |
| **Organizational information** | All courses (17 ECTS in total) have to be taken. |
| **Contact person** | Madeline Dahl (master(at)phil.uni-mannheim.de) |

| | **Assessment form** | **ECTS** | **Semester** |
|---|---|---|---|
| **Lecture Linguistics** | Protocol or written exam | 3 | Spring & fall |
| **Seminar in Linguistics to be chosen from the offering of the master's program "Language and Communication"** | Written and/or oral exam | 7 | Spring & fall |
| **Seminar in Linguistics to be chosen from the offering of the master program "Language and Communication"** | Written and/or oral exam | 7 | Spring & fall |

# **Module**: German Literature Studies for students with skills in humanities

DE

| | |
|---|---|
| **Language** | German |
| **Necessary prerequisites** | – |
| **Further information** | Please enrol in courses via the course catalog of the School of Humanities / Department of German Studies (Student Portal) or e-Mail to program manager Madeline Dahl (master.phil@uni-mannheim.de). |
| **Organizational information** | All of the following courses (17 ECTS in total) have to be taken. |
| **Contact person** | Madeline Dahl (master(at)phil.uni-mannheim.de) |

| | **Assessment form** | **ECTS** | **Semester** |
|---|---|---|---|
| **Lecture Literature Studies** | Protocol or written exam | 3 | Spring & fall |
| **Seminar in Literature Studies to be chosen from the offering of the master's program "Literature, Media and Culture in the Modern Era"** | Oral exam or term paper | 7 | Spring & fall |
| **Seminar in Literature Studies to be chosen from the offering of the master's program "Literature, Media and Culture in the Modern Era"** | Oral exam or term paper | 7 | Spring & fall |

## 5.3 History

The elective History measures 16 to 19 ECTS.

Topics and titles of the courses vary each semester. For details please see the course catalog of the School of Humanities / Department of History (Student Portal). Please enrol in courses via the course catalog of the School of Humanities / Department of History (Student Portal) or e-Mail to program Manager Sebastian Hempen (master(at)phil.uni-mannheim.de). **Please note that courses are usually taught in German!**

### 5.3.1 History for students without skills in humanities

## **Module**: History for students without skills in humanities DE

| | |
|---|---|
| **Language** | German |
| **Necessary prerequisites** | – |
| **Further information** | Please enrol in courses via the course catalog of the School of Humanities / Department of History (Student Portal) or e-Mail to program manager Madeline Dahl (master.phil@uni-mannheim.de). |
| **Organizational information** | Students have to attend a proseminar (8 ECTS) and either a lecture and exercise class (4 ECTS each) offered in the Bachelor program "History" or lectures offered in the Master program "History". Detailed information on courses can be found in the course catalog of the Master in History.<br>A successful completion of one proseminar (PS) in history (PS Antiquity, PS Middle Ages, PS Early Modern Age, PS Modern Age, PS Economic and Social History) is required. Additionally, there are different combination possibilities to reach the required 16 or 19 ECTS. However, it is not possible to receive necessary credits attending two exercise classes. |
| **Contact person** | Madeline Dahl (master(at)phil.uni-mannheim.de) |

| | **Necessary prerequisites** | **Assessment form** | **ECTS** | **Semester** |
|---|---|---|---|---|
| **Proseminar: "Antiquity", "Middle Ages", "Modern Age", or "Economic and Social History"** | | Term paper | 8 | Spring & fall |
| **Lecture "Economic History"** | Proseminar "Antiquity", "Middle Ages", "Modern Age", or "Economic and Social History" | Written exam | 4 | Spring & fall |
| **Lecture "History of Law"** | Proseminar "Antiquity", "Middle Ages", "Modern Age", or "Economic and Social History" | Written exam | 7 | Spring & fall |

| | | | | |
|---|---|---|---|---|
| **Exercise class: "Antiquity", "Middle Ages", "Modern Age" from the bachelor-program "History"** | Proseminar "Antiquity", "Middle Ages", "Modern Age", or "Economic and Social History" | Written elaboration | 4 | Spring & fall |
| **Exercise class: "Antiquity", "Middle Ages", "Modern Age" from the bachelor-program "History"** | Proseminar "Antiquity", "Middle Ages", "Modern Age", or "Economic and Social History" | Written elaboration | 4 | Spring & fall |

## 5.3.2 History for students with skills in humanities

# **Module**: History for students with skills in humanities

DE

| | |
|---|---|
| **Language** | German |
| **Necessary prerequisites** | – |
| **Further information** | Please enrol in courses via the course catalog of the School of Humanities / Department of History (Student Portal) or e-Mail to program manager Madeline Dahl (master.phil@uni-mannheim.de). |
| **Organizational information** | In this module, courses summing up to 16 to 19 ECTS in total have to be taken.<br>Lecture in Pre-Modern Period, Middle Ages, Modern Age taken from the bachelor-program “History” |
| **Contact person** | Madeline Dahl (master(at)phil.uni-mannheim.de) |

| | **Assessment form** | **ECTS** | **Semester** |
|---|---|---|---|
| **Seminar in Antiquity, Middle Ages, Modern Period or Economic/Social History** | Term paper or oral exam | 8 | Spring & fall |
| **Lecture in Economic History from the master's program “History"** | Written exam | 4 | Fall |
| **Lecture History of Law taken from the master's program “History"** | Written exam | 7 | Spring & fall |
| **Lecture in Pre-Modern Period, Middle Ages, Modern Age taken from the bachelor's program “History”** | Written exam | 4 | Spring & fall |
| **Exercise class in Pre-Modern Period, Middle Ages, Modern Age taken from the bachelor's program “History”** | Written elaboration | 4 | Spring & fall |

## 5.4 Mathematics

The elective Mathematics consists of 16 to 24 ECTS.

Please enrol via Student Portal. **Please note that most courses are taught in German.**

### 5.4.1 Mathematics for students without skills in mathematics

## **Module**: Mathematics for students without skills in mathematics

DE

| | |
|---|---|
| **Language** | German |
| **Necessary prerequisites** | – |
| **Further information** | – |
| **Organizational information** | Two out of the following four modules (18 to 20 ECTS in total) have to be passed for successful completion of the elective. |
| **Contact person** | Sanja Juric: juric@uni-mannheim.de |

| | **Assessment form** | **ECTS** | **Semester** |
|---|---|---|---|
| **Analysis I** | Written exam (90 min.) or oral exam (30 min.); in advance (generally): successful participation in the exercise classes | 10 | Fall |
| **Analysis II** | Written exam (90 min.) or oral exam (30 min.); in advance (generally): successful participation in the exercise classes | 10 | Spring |
| **Linear Algebra I** | Written exam (90 min.) or oral exam (30 min.); in advance (generally): successful participation in the exercise classes | 9 | Fall |
| **Linear Algebra II** | Written exam (60 min.) or oral exam (30 min.); in advance (generally): successful participation in the exercise classes | 9 | Spring |

### 5.4.2 Mathematics for students with skills in mathematics

The elective Mathematics for students with prior skills can be taken flexibly within the range of 16 to 24 ECTS. All offered classes of the Bachelor of Science and Master of Science in Mathematics in Business and Economics at the University of Mannheim can be taken except for lectures that have already been completed during the bachelor's degree and seminars of the program Mathematics in Business and Economics. Graduates from a mathematical degree courses are only allowed to take classes from the Bachelor of Science Mathematics in Business and Economics with the permission of the examining committee.

Additional information on the individual classes as well as their respective requirements is available in the module catalogs of the B.Sc. and M.Sc. Business Mathematics programs.

In general, it is advised to get in touch with the scientific staff for Mathematics in Business and Economics (studienberatung@wim.uni-mannheim.de) or with the Manager of Degree Programs at the School of Business Informatics (wessa@wim.uni-mannheim.de) and Mathematics in Business and Economics (boldin@wim.uni-mannheim.de) in terms of course selection.

## 5.5 Philosophy

The elective Philosophy measures 16 ECTS.

Students have to choose **one** of the following two modules: "Ethics, Society, Economy" **or** "Language, Knowledge, Reality".

## **Module**: Module: Ethics, Society, Economy

DE

| | |
|---|---|
| **Language** | German |
| **Necessary prerequisites** | – |
| **Further information** | Please enrol in courses via the course catalog of the School of Humanities / Department of Philosophy (Student Portal) or by writing an email to Program Manager Madeline Dahl (master(at)phil.uni-mannheim.de). **Please note that courses are usually taught in German.** |
| **Organizational information** | All courses have to be taken (16 ECTS in total). Topics and titles of the courses vary each semester. For details please see the course catalog of the School of Humanities / Department of Philosophy (Student Portal). |
| **Contact person** | Madeline Dahl (master(at)phil.uni-mannheim.de) |

| | **Assessment form** | **ECTS** | **Semester** |
|---|---|---|---|
| **Advanced Seminar: Ethics, Society, Economy** | Written term paper (20-25 pages) | 8 | Spring & fall |
| **Advanced Seminar: Ethics, Society, Economy** | Written term paper (20-25 pages) | 8 | Spring & fall |

# **Module**: Module: Language, Knowledge, Reality

DE

| | |
|---|---|
| **Language** | German |
| **Necessary prerequisites** | – |
| **Further information** | Please enrol in courses via the course catalog of the School of Humanities / Department of Philosophy (Student Portal) or by writing an email to Program Manager Sebastian Hempen (master(at)phil.uni-mannheim.de). **Please note that courses are usually taught in German.** |
| **Organizational information** | All courses have to be taken (16 ECTS in total). Topics and titles of the courses vary each semester. For details please see the course catalog of the School of Humanities / Department of Philosophy (Student Portal). |
| **Contact person** | Sebastian Hempen (master(at)phil.uni-mannheim.de) |

| | **Assessment form** | **ECTS** | **Semester** |
|---|---|---|---|
| **Main Seminar: Language, Knowledge, Reality** | Written term paper (20-25 pages) | 8 | Spring & fall |
| **Main Seminar: Language, Knowledge, Reality** | Written term paper (20-25 pages) | 8 | Spring & fall |

## 5.6 Political Science

The elective Political Science measures 6 to 20 ECTS.

Students choose up to three courses in the field of political science.
Students can choose up to two introductory lectures and up to two advanced lectures. Information about the course contents and the learning outcomes can be found in the module catalog of the B.A. Political Science (only in German). You can either enrol in courses via Student Portal or by writing an E-Mail to Political Science Program Manager Gledis Londo (pol(at)sowi.uni-mannheim.de). **The courses are usually taught in German. If they are taught in English, it will be announced by the lecturer or via Student Portal accordingly**.

### **Module**: Political Science

DE

| | |
|---|---|
| **Language** | German |
| **Necessary prerequisites** | – |
| **Further information** | You can either enrol in courses via Student Portal or by writing an E-Mail to Political Science Program Manager Florian Dorner (politicalscience@uni-mannheim.de). |
| **Organizational information** | Students can choose up to two out of five Introductory Lectures and up to two out of three Advanced Lectures. In total, students can select up to three lectures. |
| **Contact person** | Florian Dorner (politicalscience@uni-mannheim.de) |

| | **ECTS** | **Semester** |
|---|---|---|
| **Introductory Lecture: Introduction to Political Science** | 6 | Fall |
| **Introductory Lecture: Introduction to the Political System of the Federal Republic of Germany** | 6 | Fall |
| **Introductory Lecture: Introduction to Political Sociology** | 6 | Fall |
| **Introductory Lecture: Introduction to Comparative Government** | 6 | Spring |
| **Introductory Lecture: Introduction to International Relations** | 6 | Fall |
| **Advanced Lecture: Selected Topics of Comparative Government** | 7 | Spring & fall |
| **Advanced Lecture: Selected Topics of Political Sociology** | 7 | Spring & fall |
| **Advanced Lecture: Selected Topics of International Relations** | 7 | Spring & fall |

# 5.7 Computer Science

The elective Computer Science measures 14 to 24 ECTS.

## **Module**: Computer Science

DE EN

| | |
|---|---|
| **Language** | German, English |
| **Necessary prerequisites** | – |
| **Further information** | – |
| **Contact person** | Lisa Wessa (wessa(at)wim.uni-mannheim.de) |

| | **Assessment form** | **ECTS** | **Semester** |
|---|---|---|---|
| **Computer Science I** | Participation at a tutorial, proven by minimum of handed in homeworks or presentation of a solution in class; written exam (90 min.) | 8 | Fall |
| **Computer Science II** | Written exam (90 min.) | 6 | Spring |
| **Algorithms and Data Structures** | Preparatory assessment: generally, successful participation in the exercise classes; written exam (100 min.) or two partial exams | 8 | Fall |
| **Database Systems I** | Preparatory assessment: generally, successful participation in the exercise classes; written exam (90 min.) or two partial exams | 8 | Fall |

# 5.8 Psychology

The elective Psychology measures 12 ECTS.

## **Module**: Psychology

DE

| | |
|---|---|
| **Language** | German |
| **Necessary prerequisites** | – |
| **Further information** | Please enrol in classes via Student Portal. **Please note that courses are usually taught in German.** |
| **Organizational information** | The elective subject Psychology requires the completion of three of the following four lectures (12 ECTS in total). For details on course contents please see the module catalog of the B.Sc. Psychology (in German). The overall grade is calculated by averaging the ECTS points of all graded partial examinations. |
| **Contact person** | Leonie Cegla (psy@sowi.uni-mannheim.de) |

| | **Assessment form** | **ECTS** | **Semester** |
|---|---|---|---|
| **K1: Social Psychology I (lecture)** | Written exam (PL), 60 min. | 4 | Spring |
| **K2: Social Psychology II (lecture)** | Written exam (PL), 60 min. | 4 | Spring |
| **L1: Industrial and Organizational Psychology (lecture)** | Written exam (PL), 60 min. | 4 | Fall |
| **N1: Consumer Psychology (lecture)** | Written exam (PL), 60 min. | 4 | Fall |

## 5.9 Romance Studies

The elective Romance Studies measures 15 to 18 ECTS.

Students can register for one of the languages and cultures offered in the module, namely French, Spanish or Italian. The elective in Romance Studies offers a choice between Romance Linguistics or Romance Literature Studies. Topics and titles of the courses vary each semester. For details please see the course catalog of the School of Humanities / Department of Philosophy (Student Portal).

### 5.9.1 Romance Studies for students without skills in humanities

## **Module**: Romance Linguistics for students without skills in humanities

DE

| | |
|---|---|
| **Language** | German |
| **Necessary prerequisites** | – |
| **Further information** | Please enrol in courses via the course catalog of the School of Humanities / Department of Philosophy (Student Portal) or e-Mail to program manager Aline Schmidt (master.phil@uni-mannheim.de). |
| **Organizational information** | The advanced seminars in linguistics and regional studies are to be taken alternatively. The other seminars complete the elective (16 ECTS). |
| **Contact person** | Madeline Dahl (master(at)phil.uni-mannheim.de) |

| | **Necessary prerequisites** | **Assessment form** | **ECTS** | **Semester** |
|---|---|---|---|---|
| **Lecture: Introduction to Linguistics and Media Studies of Romance Studies (without tutorial)** | | Written exam (max. 90 min.) | 4 | Spring & fall |
| **Proseminar: Linguistics** | Lecture Introduction to Linguistics and Media Studies of Romance Studies | Presentation and written exam *or* term paper (the form of assessment depends on the lecturers) | 6 | Spring & fall |
| **Proseminar: related to cultural areas** | Lecture Introduction to Literature and Media Studies of Romance Studies and/or lecture Introduction to Linguistics and Media Studies of Romance Studies | Presentation and written exam *or* term paper (the form of assessment depends on the lecturers) | 6 | Spring & fall |

| | | | | |
|---|---|---|---|---|
| **Exercise class: Practical Language Level II** | Foreign language competence I and II in the chosen Romance language or proof of adequate language competence through placement tests | Written exam and exercises or oral exams throughout the semester | 3 | Spring & fall |
| **Exercise class: Practical Language Level III (economy – economic alignment)** | Foreign language competence I and II in the chosen Romance language or proof of adequate language competence through placement tests | Written exam and exercises or oral exams throughout the semester | 3 | Spring & fall |

# **Module**: Romance Literature Studies for students without skills in humanities

DE

| | |
|---|---|
| **Language** | German |
| **Necessary prerequisites** | – |
| **Further information** | Please enrol in courses via the course catalog of the School of Humanities / Department of Philosophy (Student Portal) or e-Mail to program manager Aline Schmidt (master.phil@uni-mannheim.de). |
| **Organizational information** | The proseminars literature studies and regional studies are to be taken alternatively. The other seminars complete the elective (16 ECTS). |
| **Contact person** | Madeline Dahl (master(at)phil.uni-mannheim.de) |

| | **Necessary prerequisites** | **Assessment form** | **ECTS** | **Semester** |
|---|---|---|---|---|
| **Lecture: Introduction to Literature and Media Studies of Romance Studies** | | Written exam (max. 90 min.) | 4 | Spring & fall |
| **Proseminar: Literature Studies** | Introduction to Literature and Media Studies of Romance Studies | Presentation and written exam (max. 90 min.) *or* term paper (the form of assessment depends on the lecturers) | 6 | Spring & fall |
| **Proseminar: related to cultural areas** | Introduction to Literature and Media Studies of Romance Studies and/or lecture Introduction to Linguistics and Media Studies of Romance Studies | Presentation and written exam (max. 90 min.) *or* term paper (the form of assessment depends on the lecturers) | 6 | Spring & fall |
| **Exercise class: Practical Language Level II** | Foreign language competence I and II in the chosen Romance language or proof of adequate language competence through placement tests | Written exams and oral exams or exercises throughout the semester | 3 | Spring & fall |
| **Exercise class: Practical Language Level III (economy – economic alignment)** | Foreign language competence I and II in the chosen Romance language or proof of adequate language competence through placement tests | Written and oral exams or exercises throughout the semester | 3 | Spring & fall |

## 5.9.2 Romance Studies for students with skills in humanities

# **Module**: Romance Linguistics for students with skills in humanities

DE

| | |
|---|---|
| **Language** | German |
| **Necessary prerequisites** | – |
| **Further information** | Please enrol in courses via the course catalog of the School of Humanities / Department of Philosophy (Student Portal) or e-Mail to program manager Aline Schmidt (master.phil@uni-mannheim.de). |
| **Organizational information** | You have to select either the Lecture "Linguistic Methods (Master's program „Language and Communication“)" or a Seminar to be chosen from the offerings of the master's program “Language and Communication” (15 or 18 ECTS in total). |
| **Contact person** | Madeline Dahl (master(at)phil.uni-mannheim.de) |

| | **Assessment form** | **ECTS** | **Semester** |
|---|---|---|---|
| **Lecture: Linguistic Methods (from the Master's program „Language and Communication“)** | Written exam | 4 | |
| **Seminar to be chosen from the offerings of the master's program “Language and Communication”** | Written and/or oral exams | 7 | |
| **Seminar to be chosen from the offerings of the master's program “Language and Communication”** | Written and/or oral exams | 7 | |
| **Exercise class: Practical Language Level IV (economy – economic alignment)** | Written exam and written and/or oral exercises throughout the semester | 4 | |

# **Module**: Romance Literature Studies for students with skills in humanities

DE

| | |
|---|---|
| **Language** | German |
| **Necessary prerequisites** | – |
| **Further information** | Please enrol in courses via the course catalog of the School of Humanities / Department of Philosophy or e-Mail to program manager Aline Schmidt (master.phil@uni-mannheim.de). |
| **Organizational information** | You have to select either the Lecture "Theoretical Basics of Literary Studies" or the Seminar "Theoretical Basics of Literary Studies" (16 or 18 ECTS in total) |
| **Contact person** | Madeline Dahl (master(at)phil.uni-mannheim.de) |

| | **Assessment form** | **ECTS** | **Semester** |
|---|---|---|---|
| **Lecture: Theoretical Basics of Literary Studies** | Written exam | 5 | |
| **Seminar: Theoretical Basics of Literary Studies** | Essay | 7 | |
| **Seminar to be chosen from the offerings of the master's program "Literature, Media and Culture in the Modern Era"** | Term paper or oral exam | 7 | |
| **Exercise class: Practical Language Level IV (economy – economic alignment)** | Written exam and written and/or oral exercises throughout the semester | 4 | |

## 5.10 Sociology

The elective Sociology measures 19 ECTS.

Students choose one of the following two modules. The module grade consists of the examination grades weighted by the number of ECTS credits. You find the Contents and the Learning Outcomes of each course in the module catalog of the B.A. Sociology (in German). **The courses are usually taught in German. If they are taught in English, the responsible lecturer will anounce it accordingly.**

### **Module**: Elective Sociology A: General and Specific Sociology

DE

| | |
|---|---|
| **Language** | German |
| **Necessary prerequisites** | – |
| **Further information** | – |
| **Organizational information** | All courses have to be taken (19 ECTS in total) |
| **Contact person** | Stefanie Thye (soc@sowi.uni-mannheim.de) |

| | **ECTS** | **Semester** |
|---|---|---|
| **Lecture: Fundamentals of Sociology** | 6 | Fall |
| **Exercise Class: Fundamentals of Sociology** | 4 | Fall |
| **Lecture: General Sociology** | 6 | Spring |
| **Exercise Class: Specific Sociology** | 3 | Spring |

# **Module**: Elective Sociology B: European Societies

DE

| | |
|---|---|
| **Language** | German |
| **Necessary prerequisites** | – |
| **Further information** | – |
| **Organizational information** | All courses have to be taken (19 ECTS in total). |
| **Contact person** | Stefanie Thye (soc@sowi.uni-mannheim.de) |

| | ECTS | Semester |
|---|---|---|
| **Lecture: Social Structure in Germany in International Comparison** | 6 | Fall |
| **Exercise Class: Social Structure in Germany in International Comparison** | 4 | Fall |
| **Lecture: Comparative European Societies** | 6 | Spring |
| **Exercise Class: Current Research Topics** | 3 | Spring |

# 5.11 Economics

The elective Economics measures 2 to 24 ECTS.

## **Module**: Economics

EN

| | |
|---|---|
| **Language** | English |
| **Further information** | We recommend you to contact the Program Management of the Department of Economics for advice which courses to choose to complete your studies |
| **Organizational information** | The elective Economics measures 2 to 24 ECTS. Students are generally free to choose any elective course offered in the Master program of Economics. Detailed information on the courses and their respective prerequisites can be found via https://www.vwl.uni-mannheim.de/studium/masterstudium/course-catalog. |
| **Contact person** | Email: econgrad@uni-mannheim.de, Tel: 181-1763 oder +49 176 87066498 |

## 5.12 Business Education

The elective Business Education measures 20 ECTS.

Referring to the examination regulations § 11 (6), the form of the assessment will be communicated at the latest at the start of the course. **Please note that all courses are taught in German.**

### **Elective**: Business Education

DE EN

| | |
|---|---|
| **Language** | German, English |
| **Further information** | Course registration via student portal. |
| **Organizational information** | You need to take all four of the following courses in order to pass the elective. |
| **Contact person** | Clara Vonhof (studieninfo.wipaed(at)uni-mannheim.de) |

| | **Assessment form** | **ECTS** | **Semester** |
|---|---|---|---|
| **Workplace Learning** | Hausarbeit (15 S.) | 5 | Spring & fall |
| **Digitalisierung von Lernprozessen** | Projektarbeit (15 S.) | 5 | Spring & fall |
| **Aktuelle Fragen im Corporate Learning I** | Projektarbeit (15 S.) | 5 | Spring & fall |
| **Aktuelle Fragen im Corporate Learning II** | Projektarbeit (15 S.) | 5 | Spring & fall |

## 5.13 Business Law

The elective Business Law measures 2 to 24 ECTS.

Please find more detailed descriptions of the modules in the module catalogs of the Department of Law (only in German):

https://www.jura.uni-mannheim.de/studium/master-of-laws/studienaufbau/#c16108

https://www.jura.uni-mannheim.de/studium/kombinationsstudiengang-unternehmensjurist-in/abschnitt-unternehmensjurist-in-llb/studienaufbau/#c9345.

### **Module**: Elective Module: Employment Law — DE

| | |
|---|---|
| **Language** | German |
| **Necessary prerequisites** | – |
| **Further information** | Please enrol via Student Portal. |
| **Organizational information** | In this elective module the students can collect 4 – 16 ECTS.<br>**Course content:** Individual Employment Law, Collective Employment Law, Human Resource Management in organizations from a judicial perspective.<br>**Learning outcomes:** Students have knowledge of basic terms and principals of the German and European employment law, as well as the given jurisprudence of the supreme court. They understand the interaction between individual and collective legal instruments.<br>**Recommended prerequisities**: Basic knowledge of civil law.<br>The grade for the module is computed out of the (arithmetic) average ECTS points of all graded partial examinations. |
| **Contact person** | Simon Geier |

| | Necessary prerequisites | Assessment form | ECTS | Semester |
|---|---|---|---|---|
| **Lecture Collective Employment Law** | | Oral exam or (written) exam at the end of the semester. The person responsible for the module will announce the form of the examination at the beginning of the spring semester. | 6 | Fall |

| | | | | |
|---|---|---|---|---|
| **Lecture Labour Law and Human Resource Management** | | Oral exam or (written) exam at the end of the semester. The person responsible for the module will announce the form of the examination at the beginning of the spring semester. | 4 | Fall |
| **Lecture Coalition and Labour Agreement Law** | Lecture Collective Employment Law | Oral exam or (written) exam at the end of the semester. The person responsible for the module will announce the form of the examination at the beginning of the spring semester. | 4 | Fall |
| **Case Study Human Recources and Organization** | Lecture Labour Law and Human Resource Management | Oral exam or (written) exam at the end of the semester. The person responsible for the module will announce the form of the examination at the beginning of the spring semester. | 2 | Spring |
| **Schutz besonderer Arbeitnehmergruppen** | | Klausur (60 min) oder mündliche Prüfung (20 min) | 4 | Fall |

# **Module**: Elective Module Commercial Law, Corporate and Partnership Law

DE

| | |
|---|---|
| **Language** | German |
| **Necessary prerequisites** | – |
| **Further information** | Please enrol via Student Portal |
| **Organizational information** | In this elective, students can take the lectures Stock Corporation Law and/or Corporate Law and/or Transformation Law collecting 2, 4, 6, or 8 ECTS. Alternatively, all courses listed hcan be taken (20 ECTS).<br>**Educational and Qualification Objectives:** Students know basic terms and principals of the German Commercial and Partnership Law, including Corporate Law. They will analyze facts of a case from this area and develop legal solutions.<br>**Recommendes Prerequisites:** Basic knowledge of civil law |
| **Contact person** | Prof. Dr. Carsten Schäfer |

| | **Assessment form** | **ECTS** | **Semester** |
|---|---|---|---|
| **Lecture Commercial Law** | Two out of four exams in the tutorial for Commercial, Corporate and Partnership Law must be passed. | 5 | Fall |
| **Lecture Corporate and Partnership Law** | Two out of four exams in the tutorial for Commercial, Corporate and Partnership Law must be passed. | 5 | Fall |
| **Tutorial Commercial Law / Corporate and Partnership Law** | Two out of four exams in the tutorial for Commercial, Corporate and Partnership Law must be passed. | 2 | Spring |
| **Lecture Stock Corporation Law** | Oral exam | 4 | Spring |
| **Lecture Corporate Law** | Oral exam | 2 | Spring |
| **Lecture Transformation Law** | Oral exam | 2 | Spring |

# **Module**: Elective Module European and International Business Law

EN

| | |
|---|---|
| **Language** | English |
| **Necessary prerequisites** | – |
| **Further information** | Please register with Mrs. Berina Fischer-Corbo (mcbl@mail.uni-mannheim.de). Please note the registation period of the Department of Law. |
| **Organizational information** | In this elective module students can collect up to 15 ECTS. A variety of courses taught in English is offered, of which students choose between two and five.<br>You find the **Course Contents** and **Learning Outcomes** of each course at the module catalog of the Master of Comparative Business Law.<br>**Recommended prerequisites:** Basic knowledge of civil law and public law |
| **Contact person** | Berina Fischinger-Corbo (mcbl@mail.uni-mannheim.de) |

| | **Assessment form** | **ECTS** | **Semester** |
|---|---|---|---|
| **Lecture European Market Freedoms** | Written exam | 3 | Fall |
| **Lecture European Competition Law** | Written exam | 3 | Fall |
| **Lecture European Tax Law** | Written exam and possibly oral exam | 2 | Fall |
| **Lecture International Trade Law** | Written exam | 3 | Spring |
| **Lecture International Business Transaction** | Written exam and possibly oral exam | 2 | Spring |
| **Lecture Law and Economics** | Written exam | 4 | Spring |

# **Module**: Elective Module Law of Financial Services

DE

| | |
|---|---|
| **Language** | German |
| **Necessary prerequisites** | – |
| **Further information** | Please enrol via Student Portal |
| **Organizational information** | You can obtain between 4 and 16 ECTS in this module.<br>**Educational Objectives:** Students are familiar with basic – German and European – legal regulations of banking/capital markets/Insurance Law. They know the special meaning of 'General Terms and Conditions' and the jurisprudence of the supreme court in that field.<br>**Recommended Prerequisites:** Basic knowledge of civil law.<br>**Partial examinations:** There will be an oral exam in every course at the end of the semester. The grade for the module is computed out of the (arithmetic) average ECTS points of all graded partial examinations. |
| **Contact person** | Prof. Dr. Georg Bitter and Prof. Dr. Oliver Brand |

| | **Assessment form** | **ECTS** | **Semester** |
|---|---|---|---|
| **Lecture Capital Market Law** | Oral exam | 4 | Fall |
| **Lecture Private Insurance Law I (law of insurance contract)** | Oral exam | 4 | Spring |
| **Lecture Banking Law** | Oral exam | 4 | Spring |
| **Lecture Private Insurance Law II (Insurance Company Law, Insurance Control Law - German and International)** | Oral exam | 4 | Fall |

# **Module**: Elective Module Public Business Law

DE

| | |
|---|---|
| **Language** | German |
| **Necessary prerequisites** | – |
| **Further information** | Please enrol via Student Portal |
| **Organizational information** | You can sign up for his elective only as a whole. It measures 12 ECTS.<br>**Educational and Qualification Objectives:** Students know the legal basics of our economic constitution and gain insight into Public Business Law including its references to European law. They broaden their knowledge in a seminar.<br>**Recommended Prerequisites:** Basic knowledge of civil law. |
| **Contact person** | Prof. Dr. Hans-Joachim Cremer |

| | **Assessment form** | **ECTS** | **Semester** |
|---|---|---|---|
| **Lecture (with study group) German Economic Constitutional Law** | Written exam (180 min.) | 4 | Fall |
| **Lecture (with study group) European Economic Constitutional Law** | Written exam (180 min.) | 4 | Spring |
| **Lecture (with study group) Basics of Economic Administrative Law** | Written exam (180 min.) | 4 | Spring |

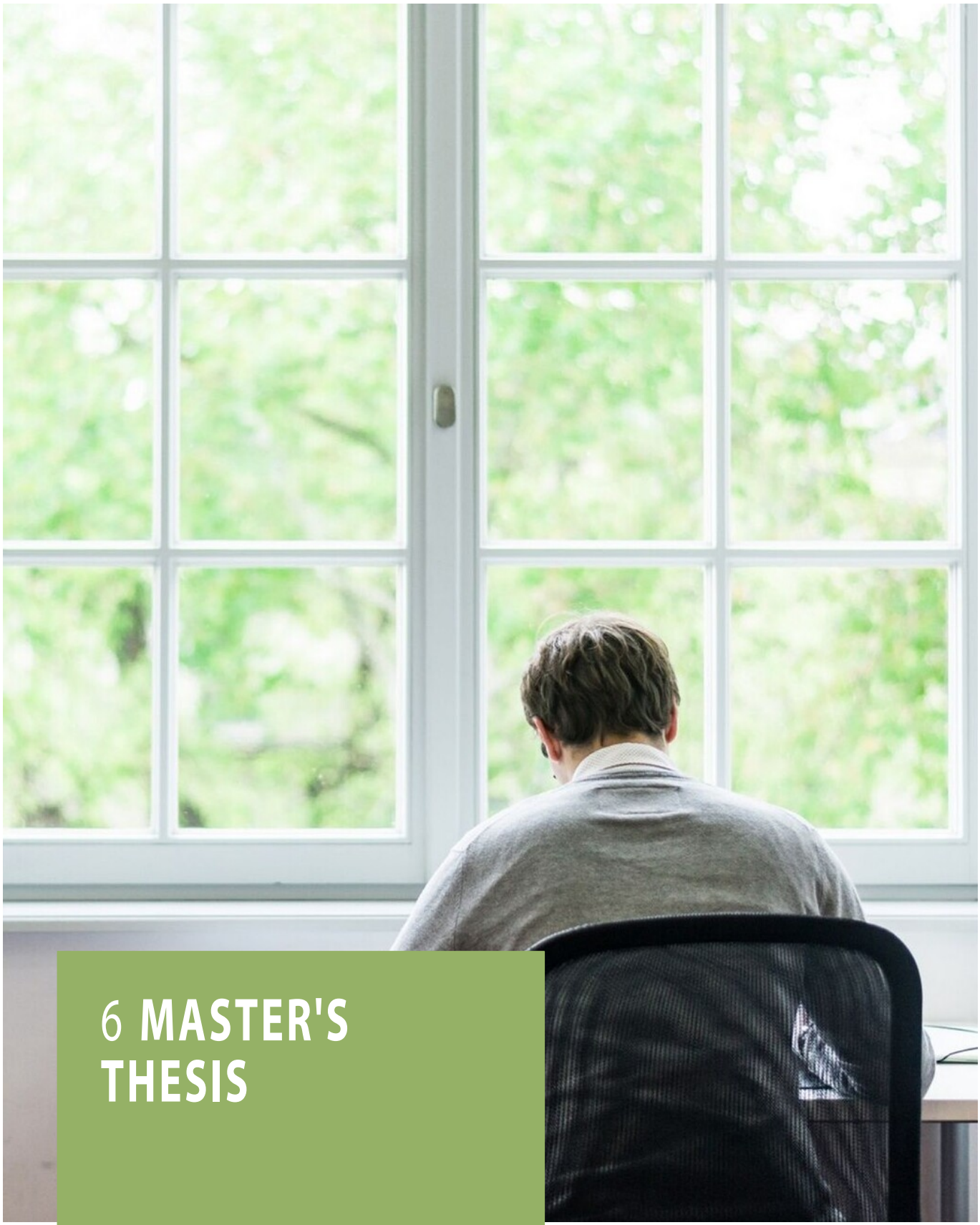
# **Module**: Elective Module Tax Law

DE

| | |
|---|---|
| **Language** | German |
| **Necessary prerequisites** | – |
| **Further information** | Please enrol via Student Portal |
| **Organizational information** | In this elective module the students can collect 12 – 24 ECTS. Additionally, the elective can be combined with courses of the elective module Commercial Law, Corporate and Partnership Law.<br>**Educational and Qualification Objectives:** In addition to the modules in Business Taxation offered by the Areas Accounting and Taxation, students are familiar with basic regulations of Procedural Tax Law and the treated special tax laws. They are able to apply these regulations on facts of a case, taking the judicial methodology into account.<br>**Recommend prerequisites**: It is helpful to also enrol in the modules TAX 510 and 520 (respectively 530). |
| **Contact person** | Prof. Dr. Thomas Fetzer |

| | **Assessment form** | **ECTS** | **Semester** |
|---|---|---|---|
| **Lecture Procedural Tax Law** | Written exam (90 min.); the exam can be substituted for an oral exam of 15 min. per candidate (according to the decision of the examining committee). | 4 | Fall |
| **Lecture Value Added Tax Law** | Written exam (90 min.); the exam can be substituted for an oral exam of 15 min. per candidate (according to the decision of the examining committee). | 4 | Fall |
| **Lecture Financial and Tax Accounting** | Written exam (90 min.); the exam can be substituted for an oral exam of 15 min. per candidate (according to the decision of the examining committee). | 4 | Fall |
| **Lecture Advanced Enterprise Tax Law** | Written exam (90 min.); the exam can be substituted for an oral exam of 15 min. per candidate (according to the decision of the examining committee). | 4 | Fall |
| **Lecture Penal Fiscal Law** | Written exam (90 min.); the exam can be substituted for an oral exam of 15 min. per candidate (according to the decision of the examining committee). | 4 | Fall |

| | | | |
|---|---|---|---|
| **Lecture European Tax Law** | Written exam (90 min.); the exam can be substituted for an oral exam of 15 min. per candidate (according to the decision of the examining committee). | 4 | Fall |
| **Lecture Inheritance Tax Law and Legal Valuation** | Written exam (90 min.); the exam can be substituted for an oral exam of 15 min. per candidate (according to the decision of the examining committee). | 4 | Spring |
| **Lecture Tax Reorganization Law** | Written exam (90 min.); the exam can be substituted for an oral exam of 15 min. per candidate (according to the decision of the examining committee). | 4 | Spring |
| **Lecture International Tax Law** | Written exam (90 min.); the exam can be substituted for an oral exam of 15 min. per candidate (according to the decision of the examining committee). | 4 | Spring |
| **Lecture Enterprise Tax Law** | Written exam (90 min.); the exam can be substituted for an oral exam of 15 min. per candidate (according to the decision of the examining committee). | 4 | Spring |
| **Lecture Income Tax Law** | Written exam (90 min.); the exam can be substituted for an oral exam of 15 min. per candidate (according to the decision of the examining committee). | 6 | Spring |



# 6 MASTER'S THESIS

# **Module**: Module Master's Thesis

DE EN

**Contents**
Students work independently on a research topic from the field of their specialized area. Students identify a relevant research problem, conduct a thorough review of relevant literature, and apply an appropriate methodological approach to develop a solution using academic methods.

**Learning outcomes**
Students are able to identify a problem and independently come up with a solution using academic methods. In particular, students are capable to find, analyze, evaluate, select and integrate high-quality information using various sources. The students can structure and write a scientific research work and have an in-depth knowledge in their specialized area.

**Prerequisites for participation**
**Necessary:** At least one seminar (module 700); prerequisites for every single chair are listed in Section 6.1 – 6.6 of the PDF Module Catalog
**Recommended:** –

| | |
|---|---|
| **ECTS credits** | 24 |
| **Graded** | yes |
| **Workload** | 720h |
| **Language** | German, English |
| **Form of assessment** | Master's Thesis (preparation time: 20 weeks, scope depends on the individual topic and will be determined by the supervisor) |
| **Restricted admission** | yes |
| **Further information** | websites of the chairs |
| **Performing lecturer** | Betreuer/in des jeweiligen Lehrstuhls / respective supervisors |
| **Frequency of offering** | Spring semester & fall semester |
| **Duration of module** | 1 semester |
| **Range of application** | M.Sc. MMM |
| **Preliminary course work** | – |
| **Program-specific Competency Goals** | CG 1, CG 4 |

## 6.1 Area Accounting and Taxation

***Prerequisites for the Master's Thesis at the following chairs:***

**Prof. Dr. Jannis Bischof** (Chair of Business Administration & Accounting), **Prof. Dr. Holger Daske** (Chair of Accounting & Capital Markets ), **Prof. Dr. Dirk Simons** (Chair of Business Administration & Accounting), **Prof. Dr. Jens Wüstemann** (Chair of Business Administration, Accounting & Auditing), **Prof. Dr. Davud Rostam-Afschar** (Professorship of Accounting), **Jun.-Prof. Felix Vetter, Ph** (Assistant Professorship of Accounting & Taxation), **Jun.-Prof. Reeyarn Zhiyang Li** (Assistant Professor of Accounting & Taxation):

- ACC 750. Acceptance of other seminars upon individual agreement in specific circumstances.

**Prof. Dr. Stefan Reichelstein** (LS für ABWL), **Jun.-Prof. Dr. Gunther Glenk** (Juniorprofessur für Accounting), **Jun.-Prof. Dr. Nikolas Wölfing** (Juniorprofessur für Accounting):

- ACC 715 or MAN 771. Acceptance of other seminars upon individual agreement in specific circumstances.

***Prerequisites for the Master's Thesis at the following chairs:***

**Prof. Dr. Philipp Dörrenberg** (Chair of Business Administration and Taxation), **Prof. Dr. Christoph Spengel** (Chair of International Taxation), **Prof. Dr. Katharina Nicolay** (Assistant Professor of Accounting & Taxation, especially Business Taxation), **Prof. Dr. Johannes Voget** (Chair of Taxation & Finance):

- TAX 730. Acceptance of seminars from other chairs after consulting the respective professor.

## 6.2 Area Finance

***Prerequisites for the Master's Thesis at the chairs of the Area Finance:***

**Prof. Ernst Maug, Ph.D.** (Chair of Corporate Finance), **Prof. Dr. Alexandra Niessen-Ruenzi** (Chair of Corporate Governance), **Prof. Dr. Stefan Ruenz** (Chair of International Finance), **Prof. Dr. Oliver Spalt** (Chair of Finance and Financial Institutions), **Prof. Dr. Erik Theissen** (Chair of Finance), **Prof. Dr. Martin Weber** (Senior Professorship of Finance & Banking):

- FIN 5XX and one seminar from the Finance area.
- Other seminars could be accepted in exceptional cases.

## 6.3 Area Information Systems

***Prerequisites for the Master's Thesis at the chairs of the Area Information Systems:***

**Prof. Dr. Armin Heinzl** (Chair of General Management and Information Systems I), **Prof. Dr. Hartmut Höhle** (Chair of Enterprise Systems), **Prof. Dr. Jana-Rebecca Rehse** (Assistant Professor of Management Analytics), **Prof. Dr. Markus Strohmaier** (Chair for Data Science in the Economic and Social Sciences):

- IS 7XX.
- Any one of the seminar modules IS 702, IS 712, IS 722, IS 723, IS 724, IS 742, IS 751, IS 752 is accepted at any one of the IS chairs. However, it is recommended to write the Master thesis at the same chair at which the seminar module was taken. This allows for an early integration into the respective research and work projects of the chair.
- Seminars from oher areas may be accepted if the supervising professor confirms how it fits to the area of Information Systems.

## 6.4 Area Management

***Prerequisites for the Master's Thesis at the following chairs:***

- **Prof. Dr. Torsten Biemann** (Chair of Business Administration, HRM & Leadership): MAN 741/742 **and** MAN 640 **or** MAN 641 **or** MAN 642 **or** MAN 644 **or** MAN 645 **or** MAN 646 **or** MAN 647 **or** MAN 648 **or** MAN 649.
- **Prof. Dr. Matthias Brauer** (Chair of Strategic & International Management): MAN 750 **and either** MAN 654 **or** MAN 655 **or** MAN 656 **or** MAN 657.
- **Prof. Dr. Bernd Helmig** (Chair of Business Administration, Public & Nonprofit Management): MAN 710/711/712 **and either** MAN 617 **or** MAN 619 **or** MAN 637 **or** MAN 659 **or** MAN 674 oder MAN 675 **or** MAN 676 **or** MAN 679 **or** MAN 680.
- **Prof. Dr. Karin Hoisl** (Chair of Organization & Innovation): MAN 721 **and either** MAN 690 **or** MAN 691 **or** MAN 692 **or** MAN 693 **or** MAN 658.
- **Prof. Dr. Michael Woywode** (Chair of Small & Medium Sized Enterprises & Entrepreneurship): MAN 770 **and either** MAN 630 **or** MAN 631 **or** MAN 632 **or** MAN 633 **or** MAN 634.
- **Prof. Dr. Max Reinwald** (Assistant Professorship in Management): MAN 741/742 **and** MAN 640 **or** MAN 641 **or** MAN 642 **or** MAN 644 **or** MAN 645 **or** MAN 646 **or** MAN 647 **or** MAN 648 **or** MAN 649.

Other seminars can be accepted in exceptional cases.

## 6.5 Area Marketing and Sales

***Prerequisites for the Master's Thesis at the chairs of the Area Marketing and Sales:***

**Prof. Dr. Dr. h.c. mult. Christian Homburg** (Chair of Business-to-Business Marketing, Sales & Pricing), **Prof. Dr. Florian Kraus** (Dr. Werner Jackstädt Endowed Chair of Sales & Services Marketing), **Prof. Dr. Sabine Kuester** (Chair of Marketing & Innovation), **Prof. Dr. Florian Stahl** (Chair of Quantitative Marketing & Consumer Analytics), **Prof. Dr. Arnd Vomberg** (Professorship of Digital Marketing and Marketing Transformation):

- MKT 7X0.
- Any one of the seminar modules MKT 710, MKT 720, MKT 730, MKT 740 and MKT 750 entitles students to write their Master's thesis at any one of the Marketing departments. However, it is recommended to write the Master's thesis at the same department at which the seminar module was taken. This allows for an early integration into the respective research and work projects at the department.
- Other seminars could be accepted in exceptional cases.

## 6.6 Area Operations Management

***Prerequisites for the Master's Thesis at the chairs of the Area Operations Management:***

**Prof. Dr. Christoph Bode** (Endowed Chair of Procurement), **Prof. Dr. Moritz Fleischmann** (Chair of Logistics & Supply Chain Management), **Prof. Dr. Cornelia Schön** (Chair of Service Operations Management), **Prof. Dr. Raik Stolletz** (Chair of Production Management):

- **Either:** At least one module OPM 6XX **and either** OPM 701**or** OPM 741 **or** OPM 751 **or** OPM 760 **or** OPM 761 **or** OPM 781 **or** OPM 791 **or** OPM 792.
- **Or:** an equivalent module within an exchange program and **and either** OPM 701 **or** OPM 741 **or** OPM 751 **or** OPM 760 **or** OPM 761 **or** OPM 781 **or** OPM 791 **or** OPM 792.
- The Area Operations Management recommends that the seminar and the Master's Thesis are written at the same chair. However, seminars from another chair within the area are accepted.
- Other seminars could be accepted in exceptional cases.

**Prof. Dr. Martin Glanzer** (Assistant Professorship for Operations Management):

- OPM 701**or** OPM 741 **or** OPM 751 **or** OPM 760 **or** OPM 761 **or** OPM 781 **or** OPM 791 **or** OPM 792
- Other seminars could be accepted in exceptional cases.

## 6.7 Elective

The Master's Thesis can be written in an elective if the thesis includes business-related aspects.