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<tr>
<th>Faculty Group</th>
<th>Course</th>
<th>Course Content</th>
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</table>
| Finance & Accounting   | International Markets and Derivatives       | 1. Bond Pricing  
1.1 Bonds and Interest Rates  
1.2 Yield Curves  
1.3 Pricing and Duration  
2. Derivatives  
2.1 Forwards und Futures  
2.2 Swaps  
2.3 Option Basics  
2.4 Option Pricing  
3. International Diversification | Spring and Fall |
|                        | Corporate Finance                           | - Introduction to financing instruments  
- Capital structure and Modigliani-Miller  
- Optimal amount of debt  
- Valuation methods in practice  
- Payout policy  
- Private equity and security sales by public companies | Spring           |
|                        | Asset Management                            | This course focuses on the fundamentals of Asset Management. It introduces students to the preferences of institutional investors and their restrictions, the asset allocation process, portfolio construction, best execution, performance measurement as well as marketing and sales. Students learn to optimize their own portfolios of stocks and bonds in several excel case studies using real market data. In an extensive case study, students have to replicate a momentum strategy as well as to implement self-developed strategies for portfolio construction. | Spring and Fall |
|                        | Foundations of Finance                      | This course covers the foundations of financial decision making. It focuses on investment decisions first under certainty and subsequently under uncertainty. It presents solutions to the optimal combination of risky assets in a portfolio and the determination of the market price of risk. Moreover, it provides an introduction to currencies and derivatives as well as behavioral finance. | Spring           |
|                        |                                             | Part I: Value  
Part II: Bonds  
Part III: Neoclassical Finance  
Part IV: Derivatives and Currencies  
Part V: Behavioral Finance |
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<tr>
<td><strong>Finance and Accounting</strong></td>
<td><strong>Business Taxation ( = Tax Planning)</strong></td>
<td>The aim of the module Business Taxation is to give an introduction to the topic of taxation of corporations, shareholders, and businesses and to deepen the understanding of how taxes affect business decisions. The course, for example, deals with the tax influence on investment decisions, financing decisions, the choice of organizational form, and mergers and acquisitions. The module Business Taxation comprises two parts. First, the lecture &quot;Business Taxation&quot; by Prof. Dr. Martin Jacob, WHU, gives an introduction to tax planning. The lecture focuses on concepts that can be applied to different tax systems around the world. To deepen the understanding of these concepts, the second part of the module is based on case studies. The course &quot;Cases in Business Taxation&quot; is taught by Dr. Holger Lampe, Partner at KPMG, and Sven Westphälinger, Senior Manager at KPMG. The course discusses practical problems and business decision using case studies that are solved and presented by the participants. After successfully participating in the module Business Taxation, participants understand the role of taxes in key business decisions and are able to apply the concepts to practical problems. The grading is based on the lecture &quot;Business Taxation&quot; (50%) and the course &quot;Cases in Business Taxation&quot; (50%).</td>
<td>Spring and Fall</td>
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<tr>
<td><strong>Finance and Accounting</strong></td>
<td><strong>Cases in Business Taxation</strong></td>
<td>The course &quot;Cases in Business Taxation&quot; is taught by Dr. Holger Lampe, Partner at KPMG and Sven Westphälinger, Senior Manager at KPMG. The course discusses practical problems and business decision using case studies that are solved and presented by the participants. After successfully participating in the module Business Taxation, participants understand the role of taxes in key business decisions and are able to apply the concepts to practical problems. The grading is based on the lecture &quot;Business Taxation&quot; (50%) and the course &quot;Cases in Business Taxation&quot; (50%).</td>
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| **Finance and Accounting** | **Financial Statement Analysis** | - User perspective on financial statements and company valuations  
- Understanding the firm's past business activities  
- Forecasting the firm’s future business activities  
- Traditional financial ratio analysis  
- Basic forecasting and equity valuation techniques  
- Assessing the firm value by considering profitability, its financial stability and prospects  
- Accounting approach to the valuation and forecasting process | Spring |
| **International Accounting** | **International Accounting** | This module provides an understanding of the capital market communications of internationally active and publicly traded firms and introduces you to the accounting rules applied by publicly-listed firms in more than 100 countries worldwide. The course "International Accounting" introduces students to the system of International Financial Reporting Standards (IFRS). After briefly introducing the institutional and conceptual backgrounds of IFRS, answering the questions how IFRS develop and why they are relevant in Germany and wider Europe, the course will cover issues of financial statement recognition, measurement, presentation and disclosure related to the most common business activities, transactions and events. These include accounting for income taxes, revenue recognition, impairment of assets, intangible assets, property, plant and equipment, investment property, inventories, provisions and financial instruments. Practice cases and research insights serve as a basis for class discussion. Special emphasis is placed on the earnings management potential inherent in IFRS, and on financial statement analysis strategies under IFRS. | Spring and Fall |
| **International Accounting** | **Cases in International Accounting** | The course "Cases in International Accounting" is a case study seminar that starts where "International Accounting" left off. The course focuses on the IFRS provisions for specific financial reporting issues in the context of certain industries and real companies. After learning, in "International Accounting", about the most important IFRS issues facing companies and firms and auditors in practice, you will be working in teams to gain a closer and more detailed understanding of selected topics and their application problems, incentive effects, and earnings management potential in practice. Instead of "consuming" ready-made case studies with fixed solutions, you will be preparing your own case studies based on real or fictitious companies operating in specific industries and encountering specific financial reporting issues under IFRS. | Spring and Fall |

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<tr>
<td>Finance and Accounting</td>
<td>Introduction to Financial Accounting</td>
<td>After introducing the purposes of financial accounting, this course imparts the elemental skill of double-entry book-keeping. On this basis, fundamental principles and theories of financial accounting and reporting are discussed. The focus of the remainder of the course is on the preparation and interpretation of the basic financial statements: balance sheet, income statement, and cash flow statement. Finally, the notes to the financial statements and other disclosure instruments are introduced. The course teaches the legal requirements of the German Commercial Code (Handelsgesetzbuch), but also introduces and draws comparisons to International Financial Reporting Standards (IFRS).</td>
<td>Fall</td>
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<tr>
<td></td>
<td>Financial Statements</td>
<td>Based on &quot;Introduction to Financial Accounting&quot; this course imparts the fundamental principles and theories of financial reporting. Furthermore the course concentrates on the issue and interpretation of financial statements such as balance sheet, income statement and cash flow statement. The notes to the financial statements and further reporting instruments as well as the disclosure requirements and auditing duties will be discussed. While the course is mainly based on the regulations of the German Commercial Code, it will also give a short introduction and discussion of the main differences to the International Financial Reporting Standards (IFRS). The course ends with an introduction to consolidated financial statements.</td>
<td>Fall</td>
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|                    | Seminars                        | Examples include: Financial Accounting: In this seminar, students autonomously prepare short research papers (theses) on financial reporting and financial statement analysis topics. At the end of the seminar, the theses are presented to the class.  
Financial Statement Analysis: Taking the perspective of users of financial statements (investors, analysts etc.), we will discuss how financial statement information can be used effectively to make investment, credit and other economic decisions. The seminar builds on the introductory accounting and statement analysis courses and explores in greater depth current financial reporting issues and their impact on financial statements. The primary objective of the seminar is to provide students with a conceptual background and analytical tools necessary to understand and critically interpret business financial statements. Throughout the seminar, students will have the opportunity to apply their knowledge to real-world examples, i.e. they will in groups comprehensively analyse the financial statements of European stock-listed companies and present the findings of their analyses to the class.  
Finance and Innovation: The seminar examines issues related to fostering innovation. The aim is to develop an understanding of the frameworks and settings which play a role in inspiring technological change, financing research and development and innovation. The focus of this seminar is on the institutional and corporate setting that creates grounds for innovation, rather than on individual firm’s decision on where to turn to in order to obtain funding for its project.  
Current Trends in International Accounting: In this course, we will look into some of the most heatedly debated issues in the area of financial reporting, being: Disclosure Initiative – Principles of Disclosure; Financial Instruments with Characteristics of Equity; Goodwill and Impairment; Leases; and Post-employment Benefits (including Pensions).  
Trading and Realtime Data Interpretation: Students will simulate a complete trading cycle in WHU’s SunGard Trading Room with realtime data. Students will get access to the desks in the Trading Room and will work with the applications MarketMap and Front Arena which are used very often in the financial industry. Students will be introduced to the applications in the seminar and will also learn about the basic tools of technical analysis. Additionally, a guest lecture will be given by a professional trader. In a case study students will deal with different tasks and challenges and present their results at the end of the seminar. | Spring   |
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<td>Economics (ECON)</td>
<td>Macroeconomics I: Production, Income Accounting and Business Fluctuations</td>
<td>The course combines the explanation of macroeconomic concepts, the discussion of economic policy issues and the solving of problem sets.</td>
<td>Fall</td>
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</tbody>
</table>
| | Macroeconomics II: Income, Employment and the Price Level | 1. Labor Market  
2. AD/AS-Model  
3. Stabilization Policy  
4. Philips curve  
5. Economic Growth  
6. Fiscal Policy | Fall |
| | European Economic Integration | Part I: European trade integration  
1. The process of European Economic Integration  
2. The effects of trade liberalization  
3. Trade integration in Europe  
4. Business implications of the Single European Market  
5. Dynamics of the integration process  
6. Real convergence and the role of FDI  
Part II: Selected EU policies  
7. Competition policy  
8. Common agricultural policy  
Part III: European monetary integration and fiscal policy  
9. The road to monetary integration  
10. Costs and benefits of a common currency  
11. The monetary policy strategy of the European Central Bank  
12. Fiscal policy and the Stability and Growth Pac | Spring and Fall |
| | Microeconomics I: Demand, Supply and Partial Equilibrium | 1. Theory of individual choice  
2. The neoclassical theory of the firm  
3. Welfare analysis and partial equilibrium analysis  
4. Market equilibrium with perfect competition  
5. Monopoly  
Economics in general, and microeconomics in particular, are about the allocation of scarce resources. We investigate, how consumers optimally decide about consumption given a limited budget, and how profit maximizing firms decide on production, given a certain production technology. From this we derive market demand and market supply and determine a market equilibrium. Students shall become acquaint with basics of decision theory, and will be introduced to welfare economics, i.e. will be enabled to normatively analyze market outcomes in the partial equilibrium framework. Decision theory and partial equilibrium analysis are the basics not only for microeconomics and its applications (industrial organization, economic policy, macroeconomics, competition policy, market regulation...) but also for finance and managerial economics. | Fall |
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| **Economics**       | Microeconomics II: Market Imperfections and Strategic Interaction | - Interactions in many markets:  
- General equilibrium theory  
- Fundamental theorems of welfare economics  
- Market power: Oligopoly (Cournot, Bertrand)  
- The toolbox for analyzing strategic interaction: Game theory  
- Asymmetric information (adverse selection, signaling, moral hazard)  
- Externalities and public goods | Spring     |
|                     | Econometrics                                 | - Classical regression analysis and extensions  
- Problems of multicollinearity, heteroscedasticity and autocorrelation  
- Hypothesis Testing  
- Econometric Models  
- Time series econometrics | Spring and Fall |
|                     | Intergenerational Business and Economics     | Short-term oriented management practices harmed the society. Transgenerational leadership is needed if we want to overcome the shortcomings of the recent economic policy making as well as of recent management practices. This module discusses both, the economic policy needed for transgenerational leadership and how to lead a company with the goal of long-term survival.  
In the first course "Intergenerational Business and Economics" we will focus on future challenges like demographic change and the future of employment and how governments and businesses in general can cope with changes in the environment.  
In the second course "Leading family firms for the long-run" the focus will then be on how family businesses are different from general companies and how these changes their reaction to business challenges like mentioned above. | Spring and Fall |
|                     | Mathematics I (Analysis)                     | Basics, equations, functions of one variable and their properties, differential calculus and applications, integration, financial mathematics, functions of several variables. | Fall       |
|                     | Mathematics II (linear Algebra)              | The course covers mathematical solutions for applications in economics and business administration. To this end applications in the field of Controlling, Marketing as well as Macroeconomics are discussed. The content covers solving of multiple equation systems, calculation of the existence of eigen values and linear programming. | Fall       |
|                     | Statistics I (Descriptive Statistics and Economic Data Analysis) | Instruments to gain quantitative information on economic phenomena, graphical methods, computation and interpretation of important economic characteristics. | Fall       |
|                     | Statistics II (Foundations of Econometrics)  | Applying the methods of inductive statistics theoretically and practically to a broad range of economic phenomena.                                                                                       | Spring     |

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| Economics     | Principles of the Market Economy | 1. Fundamental Elements of Economic Analysis  
2. Supply, Demand, and Goods Market Equilibrium  
3. Public Interventions into the Goods- and Factor Markets  
4. Limitations to Competition and Competition Policy  
5. Public Sector  
6. Conceptional Design of Economic Policies | Fall |
|               | Introduction to International Economics | - International trade  
- Balance of payments and foreign exchange markets  
- Exchange rate changes and the current account  
- Exchange rate changes and the terms of trade  
- Price changes and the current account  
- Purchasing power parity  
- Covered interest parity | Spring and Fall |
|               | Seminar | Examples include:  
**Business War Gaming:** Learning how Business War Gaming can help improve strategic decision making. Developing systemic thinking for making strategic decisions. Frameworks and tools for analysing competition and designing competitive strategies. One-day War Gaming Workshop with role playing and business simulations.  
**Market Dynamics and Evolution of Industries:** The seminar approaches the topic of market dynamics and industry evolution from different perspectives. On the one hand, the evolutionary concept of industry life cycles and its different versions will be considered. On the other hand, regional dynamics, such as agglomeration effects, and regional innovation networks will be discussed as well as entry and exit dynamics and spin-off processes in the context of the industry evolution. The different dimensions of industry evolution will be assessed from a theoretical perspective and will be supported by the analysis of empirical studies.  
In the seminar we will work in groups on a real life case in cooperation with a company. Moreover an essay will be written by each student. At the end of the seminar the project results will be presented. | Spring |

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<td></td>
<td>Strategic Management</td>
<td>The course starts out with an analysis of the historical foundations of strategic management. It deals in detail with strategies for individual business and for multi-businesses corporations, including industry analysis, segmentation and analysis of competitive advantage. The course describes strategic change and the strategy process. The final chapter deals with the future of strategy in the context of the evolution of the global capitalistic system.</td>
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| Entrepreneurship & Innovation (EAI) | Innovation Management | - Objectives and necessity of innovation management  
- Opposition against innovations  
- Champions of innovation  
- Corporate culture and innovation  
- Customer-oriented innovation management  
- Interface management  
- Innovation process management  
- Corporate venturing  
- Success factors of innovations |
|              | Entrepreneurship | - Entrepreneurship Theories: Discovery and Creation  
- Opportunity Map: Analyzing entrepreneurial opportunities  
- Entrepreneurial Process: Steps toward the own business  
- Business idea and business model  
- Elements of the business plan  
- Financing options for entrepreneurs  
- Exiting and harvesting a venture |
|              | Identifying Entrepreneurial Opportunities (Module - Developing New Business Models/Creating Social Value) | This course emphasizes on gaining an understanding of theoretical and practical aspects of entrepreneurship, and gives an introduction to the very early stage of the entrepreneurial process. During the course the students will deal with the identification of promising ideas and the systematic evaluation of entrepreneurial opportunities. Furthermore the course provides the content of business modeling and addresses the required skills to develop an initial business model. This course is a useful and often needed preparation for a business-planning course, as it addresses the usual challenges for teams preparing for a business plan and start-up, e.g.:  
1. Developing uniqueness of an idea  
2. Understanding and describing the value of an idea  
3. Developing and using creative skills  
4. Understanding and working with the basic components of a business model to describe a business idea. |

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### Venture Capital Organization

Venture capital is an important financial intermediary for, and component of entrepreneurship, innovation and organizational change. By one estimate, over 1,200 VC firms around the world are evaluating more than 20,000 business plans on a given day. The media extensively glorifies venture capitalists, policy-makers increasingly look to venture capital as a source of jobs and economic growth and hardly a day goes without another celebrity in the entertainment industry making a foray into the world of venture capital. Nonetheless, little is understood about the structure, governance, strategy, incentives, culture, capabilities and operational processes of venture capital organizations. These gaps in understanding yield significant missteps and frustration for those intersecting with venture capital and in fact so much that especially many entrepreneurs feel venture capital is the “dark side” and inherently evil.

By offering a window into the inside dynamics and the intricacies of venture capital, this course aims to bridge these gaps for students and prepare them as a potential entrepreneur, venture capitalist, institutional investor, management consultant or a policy-maker.

**Learning Outcomes:**
- Describe how different forms of venture capital organizations are organized, capitalized and managed and address the costs and benefits of working with them as an entrepreneur.
- Explain how VC firms compete, make money and create value for entrepreneurs, fund investors and the economy.
- Articulate why and how venture capital firms syndicate and formulate a strategy for generating a deal flow and identifying deals.
- Demonstrate a rigorous understanding of how deals are valued, structured and harnessed.
- Discuss the nature of post-investment interactions between the VC and founders and recommend strategies for working with management teams to maximize value.
- Evaluate the relative attractiveness of alternative exits for a portfolio firm and formulate exit preparation strategies.
- Identify the key challenges to the current venture capital model and propose policy and strategies for enhancing the entrepreneurial finance ecosystem.

### Competing on Innovation in Emerging Industries

In this course, by integrating the strategy literature with innovation and organization theory, we study the twin questions of how new industries emerge and what characterize the strategic interactions between new firms and incumbents in the fluid, uncertain phase of industry emergence. More specifically, we examine such key questions as:
- What creates entrepreneurial opportunities in new industries?
- Where do new entrants come from? What strategic entry barriers do they face?
- Why are incumbents often blindsided?
- How do product categories and market identities emerge?
- How are industry standards and dominant designs established?
- How do new entrants assemble capabilities? How can they convince the audiences (e.g., consumers, market investors, analysts and institutions)?
- How can incumbents fend off advances by the new entrants?
- What role do market intermediaries (e.g., brokers, critics) and non-market organizations such as social movements play in creating and legitimating an industry?

### Organizational Change

This course will focus on the theory and practice of strategy implementation and both planned and unplanned organizational change. The emphasis will be on understanding the industrial, organizational, and individual factors that facilitate or impede change and key organizational structures and processes that impact the ability of managers to successfully craft and execute change strategies.

### Managing the Family Business

Term definition, meaning and characteristics of family businesses
- Differences between family businesses and non family businesses
- Concepts of family businesses
- Strategic management of the business owning family
- Strategic management of the family owned business, esp. their corporate strategy
- Corporate finance
- Corporate governance

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<td>Entrepreneurship &amp; Innovation</td>
<td>Seminars</td>
<td>Examples include: New Venture Creation</td>
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| Marketing (MKT) | Market Research Methods | - Foundations of market research  
- Internal validity: reliability and causal inference  
- External validity  
- Experimental designs  
- Analysis of Variance (ANOVA)  
- Contrast analysis  
- Moderation analysis  
- Mediation analysis  
* contents and structure subject to change | Spring and Fall |
| Marketing (MKT) | Brand Management        | - Concept and relevance of the brand  
- Brand strategy and positioning  
- Planning and implementing brand management programs  
- Brand development  
- Brand evaluation | Spring and Fall |
| Marketing (MKT) | Marketing Communication | - Consumer decision-making  
- Consumer information processing  
- Integrated marketing communications  
- Communication objectives  
- Creative strategy  
- Communication effectiveness | Spring and Fall |
|                | Foundations of Sales    | - Design of sales channels  
- Sales force organization  
- Sales force sizing and deployment  
- Principles of sales performance management  
- Principles of personal selling  
- Profit impact of price negotiation  
- Trading terms  
- Sales in the fast-moving consumer goods business  
- Sales in the subscriber-based service business  
- Sales in business-to-business | Spring |
|                | Foundations of Marketing| - Introduction to marketing and misconceptions  
- Strategic marketing  
- Buying behavior theory: ECONS vs. HUMANS  
- Market research  
- Customer centric marketing  
- Pricing policy  
- Product policy  
- Distribution and communication policy | Spring |

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| Supply Chain Management (SCM) | Production and Service Operations Management | - Process view and productivity  
- Process organizations  
- The impact of variability on process performance  
- Critical chain management and simulation  
- Scheduling  
- Quality management  
- Lean management and exercise  
- Inventory management  
- Inventory management under risk  
- Closed-loop supply chain and return policies  
- Strategy Cascading and execution  
- Operational excellence | Spring       |
|                        | Logistics                                   | - Supply chain and competitive strategy  
- Planning demand, supply, and inventories  
- Distribution and network design  
- Logistics Outsourcing  
- Logistics Service Providers | Fall         |
|                        | Supply Management                           | - Relevance of purchasing & supply management in a global context  
- Global Sourcing/Supply Management Strategies  
- Power Sourcing  
- Early Sourcing/Innovation Sourcing  
- Global versus Regional Sourcing  
- Sustainable Supplier Management (in Emerging Economies)  
- Organization of a Global Supply Management Department  
- Cost Management Tools  
- Specifics of Global Service Sourcing  
- Behavioral Sourcing Insights from Emerging and Developed Countries | Fall         |
|                        | Supply Chain Finance                        | The main objectives of this course are to facilitate understanding of the original ideas and analyzing techniques on integrated risk management in global supply chains. Moreover, case study and simulation game will provide analysis and optimization of integrated physical and financial chain networks. Among the topics explored are: Operational hedging, supply chain risk management, working capital management, supply chain finance, integrated risk management of operational flexibility and financial hedging, supply chain agility and robustness. | Spring and Fall |

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| Supply Chain Management| Real Options                                     | 1. Introduction to DCF / NPV method and its limitations  
2. Analogy financial options - real options  
3. Valuation of options by means of binomial trees  
4. The valuation of the option to switch and the option to improve  
5. The valuation of compound options  
6. Applications to selected case studies  
7. Outlook  
The participation is limited to 40 students. | Spring and Fall |
| Supply Chain Management| International Management                         | Understanding the opportunities of acting globally instead of locally.  
Understanding the challenges involved in conducting international business operations.  
Learning important frameworks, concepts, and tools for managing international companies.  
Learning "best and worst practices" from listening to guest talks of managers with experience in international management  
Practicing the use of selected frameworks, concepts, and tools by applying them to real-life case studies. | Spring         |
|                        | Making a Case for Advancing Supply Chain Management (I & II) | This course turns students from case users into case producers: Students in teams will develop exciting real-life cases - normally in collaboration with a company (in exceptions also cases based on secondary data are possible). They will work on challenging situations and decisions that reflect real-life corporate problems. Doing so is possible in two alternative settings. The first option is to view a problem for which a corporate decision has already been made and reassess the decision and possibly alternative options based on very thorough own analyses of available material. The second option is to view a problem for which a corporate decision is in preparation and devise recommendations regarding possible decision options. Both options will utilize primary data provided by the company plus possibly additional secondary data/material regarding the decision situation. In this course students will primarily work in groups of 3 to 5 students and improve the skills needed to effectively analyze and summarize complex real life situations in a concise and precise way.  
The course is limited to 24 participants. | Spring and Fall |
|                        | Seminars                                         | Examples include:  
Multi-Modal Logistics Platforms: Characteristics of multi-modal logistics platforms  
Shipping traffic, rail traffic, truck traffic and associated terminals, success factors and constraints, contribution of multi-modal logistics to reduce CO2-emissions. | Spring         |

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<td>Management (MGMT)</td>
<td>Individual Decision Making and Motivation</td>
<td>Do we act rationally? And how can we motivate others to do things we want to be done? In this course, you will learn important things about the behavior of others, but also how you act - in business situations as well as in everyday life! The course provides an economic-psychological approach for successfully interacting with others and managing employees. We concentrate on the employee as an individual member of an organization and deal with the different psychological influences on human behavior in the work context. The course integrates important insights from psychological and sociological research into the management perspective on leadership. The course pursues three objectives: First, we want to point out how the employee's work behavior is systematically influenced by cognitive and motivational distortions. Second, potential conflicts between individual and organizational objectives are shown. Third, requirements for an adequate leadership behavior are derived from the first two aspects. Students will learn and discuss how the interactions within a firm are driven by a multitude of psychological and social aspects in order to derive conclusions about the appropriate leadership of employees.</td>
<td>Spring and Fall</td>
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<tr>
<td></td>
<td>Interdependent Decision Making and Coordination</td>
<td>How do employees interact with each other? How should economic activities be coordinated? The course &quot;Interdependent Decision Making and Coordination&quot; presents an analysis of organizational structures and coordination. In this second part of the module, you will learn about the way interactions between individuals or organizations work and, of course, how you interact with others. As compared to the first course of the module, we now focus on the interdependencies and interaction between two or more individuals and integrate specific aspects of economic theory in the context of organizations. Students will learn about the advantages and disadvantages of several coordination instruments by incorporating concepts from economic theory and understand how hierarchical and non-hierarchical coordination mechanisms influence the structure of organizations.</td>
<td>Spring and Fall</td>
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</table>
- IS for the Networked Business Environment  
- Ethical, Social and Political Questions  
- Information and Communication Infrastructures, Components and Trends  
- Data Management | Spring and Fall       |
|                | Business Information Systems II                                      | - Information Processing Within and Across the Enterprise  
- Application Systems & Integrated Information Processing  
- IT Support of Knowledge and Team Work  
- Management and Development of Information Systems  
- Service-Oriented | Spring and Fall       |
|                | Organizational Behavior and Leadership                                | Creating Motivating Work: Job Design  
Goals and Feedback: Performance Management  
Teams and Teamwork  
Communication and Networks  
Leadership Models and Concepts  
Organizational Change and Development  
International Aspects of Managerial Leadership  
Individual Ethics  
Various behavioral, leadership, and organizational theories, such as social exchange theory, social identity theory, and the resource-based view | Spring               |

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| Introduction to Business Administration | The course imparts knowledge of the subject, the theories, and the central topics of Business Administration.  
1. Discipline-specific knowledge and competence - Learn about the context and basic principles within the field of business administration  
2. Management-specific skills - Develop a basic economic expertise  
3. Global business environment - Discussion of issues in an international context  
4. Teamwork and responsible leadership  
5. Critical thinking and problem-solving skills - Evaluate and critically think about problems in different functions of a firm  
6. Managerial and entrepreneurial practice - Understand the role of strategy, innovation, and organization for the development of a firm | Fall |
| Core Competencies for Managers, Consultants, and Entrepreneurs I&II | Structured Problem Solving :  
1. Develop a profound and practical understanding of how to define problems.  
2. Develop a profound and practical understanding of how to structure a problem solving process and how to work in a hypothesis-driven way.  
3. Develop a profound and practical understanding of how to analyze problems.  
4. Develop a profound and practical understanding of how to communicate problem solutions effectively.  
5. Gain first experiences with team issues in a problem-solving class.  
Negotiations and Dispute Resolution:  
1. Negotiation setup - Stakeholders, interests, sequencing, etc.  
2. Negotiation substance - Value creation, trade, and contingent contracts  
3. Negotiation tactics - Think, talk, and act | Spring and Fall |
| Strategic Management/ Business Game | - Analysis of the historical foundations of strategic management  
- Strategies for individual business  
- Strategies for multi businesses corporations  
- Industry analysis  
- Segmentation  
- Analysis of competitive advantage  
- Future of strategy in the context of the evolution of the global capitalistic system. | Spring |
| Cost Accounting | - Explaining the fundamental cost accounting procedure using a practical example  
- Cost accounting systems such as cost type accounting, cost center accounting and cost unit accounting  
- Full cost accounting, cost planning, direct costing, unit-of-output costing  
- Goal setting on the basis of costs and revenues  
- Fostering an understanding of the drifting values of a company | Fall |

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| Management   | Management Control                    | - Basics of management accounting and control  
- Tasks of management accountants within the range of information supply, planning and control  
- Main instruments of cost accounting, such as key performance indicators, transfer pricing and budgeting  
- Limits and risks of these instruments | Fall   |
|              | Seminars                              | Examples of seminars include:  
  **Strategic Vertical Integration:** A long-standing issue in economic theory concerns the determinants of the boundaries of firms. Why does it matter if a particular transaction is carried out inside a firm or through the market or via a long-term contract? From the neoclassical perspective the role of the firm cannot be determined. In this seminar, students will get to know, compare, and discuss different economic approaches to answer this question.  
  **Case Studies in Management Accounting and Control:** The students will work independently on case studies in order to apply management accounting instruments to real life business problems. They will hand in a written solution and present their findings.  
  **Negotiation in an International Context:** The seminar will combine readings and lectures with negotiations simulations, case, and analysis of your own experience. You will get more from the course if you are willing both to grapple intellectually with complex ideas and problems and to learn from feedback from others and from your own experience. The ideal is to integrate intellectual and experiential learning. I hope that you find that building negotiation experience impact many aspects of your life.  
  **Teamwork in Dispersed Teams: Conception, Technology and Methodology:** Teams and creativity, dispersed collaboration, knowledge value chain in networks, semantics in smart organizations, networked organizations, innovation networks, information systems for networking, IT for managing knowledge between firms/in virtual teams, determinants of knowledge exchange between firms. | Spring  |
# BSc Program - Course Overview (All courses taught in English)

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| General Studies (GEN)   | Business Ethics                             | - Ethical Theory and Business Practice  
- Importance of business ethics  
- Key emerging ethics issues  
- Relationship between ethics and social responsibility  
- Implementing business ethics in the organization  
- Business ethics in a global environment | Spring |
|                          | Sustainability: Sports, Business and Society: Developing Business Models in Global Sports | The world has become enthralled with digitalization and the implications are huge. The use of digital technologies changes every aspect of our lives: how we do business, how we travel, how we communicate, how we make friends, and how we enjoy our free time. Of course, sports are not exempted from this transformation – the digital revolution has long since begun. HD TVs have entered fans’ living rooms, computers and laptops are constantly connected to the internet, smart phones and tablets are carried along to sports events, videos are streamed while commuting to work and sports news are consumed anywhere and anytime. It is no longer the league, the club or the athlete pushing content to fans, the world has turned around. The fans decide what they want, how they want the information to be displayed and distributed, and what they make out of it. As brand marketers have started to execute customer-centric, research focused marketing strategies some time ago, sports right holders are now following this path. They want to know more about their fans, stay close to them along their “fan journey”, serve them individually and collect as many data about each one of them as possible. On the other hand, sport rights holders are using digitalization to create new value creation opportunities.  

In this course, we are applying digitalization opportunities to Olympic sports. Students in self-formed groups of up to four shall pick any Olympic sport and develop innovative ideas on how to leverage digital services/technologies for the sport. They are free to create an idea that can be implemented at any place in the sport’s value chain, e.g., on the pitch, in training, or in interaction with fans, media, corporate partners. | Spring |
|                          | Sustainability: Sustainable Urban Development | - Introduction lectures covering the topics  
- Demographic development  
- Climate change  
- Housing  
- Crime  
- Finance  
- Integration  
- Economy  
- Topics and their relation to urban development are illustrated and discussed using real life examples in order to highlight a learning curve for the final project. | Spring |
|                          | Investment Banking                           | The course introduces to the major aspects of the investment banking industry and provides an overview of the relevant businesses and services offered by investment banks. | Spring |
|                          | Software Development for Start-Up Entrepreneurs | The course takes the students through several major aspects of software development. The selection of topics and the style of teaching caters, without complete loss of generality, for the perspective of start-up entrepreneurs. The objective is to support students in a possible future role as entrepreneurs in a start-up such that they can interact with developers at a technical level with sufficient understanding of the underlying concepts, technologies, and thought processes.  

The following topics are covered. Initially, the conceived software system of the start-up needs to be modeled in terms of the problem-specific structure and behavior of interest. To this end, UML is used. Eventually, the software system needs to be designed, implemented, and deployed along multiple technological dimensions: database, GUI-based functionality, web, apps, and APIs. In terms of programming technologies, the Python programming language and the MongoDB document-oriented database system are used. Python comes with a rich eco-system in terms of APIs, web-programming support, etc. An agile software development methodology is exercised in the course. | Spring |

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<td>General Studies</td>
<td>Germany in Europe (Only for exchange students)</td>
<td>Germany’s position in the middle of Europe is an important factor in shaping German attitudes to Europe, and always has been. This course aims to look behind the stereotypes about Germany to discover the regional variety within this economic powerhouse of 80 million people. A second focus will be on post-war history: how Germany arose from the material and moral catastrophe of the Second World War. As part of this section there will be a visit to the “House of the History of the Federal Republic” in Bonn. Thirdly the course will discuss aspects like immigration, the environmental movement, the current reform process.</td>
<td>Spring and Fall</td>
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| General Studies | Creating Entrepreneurial Mindsets - Improvising as a Method            | - Definition of improvisation  
- Basics of improvisation  
- Applications of improvisation  
- Improvisation and storytelling  
- Improvisation on stage                                                                 | Spring          |
| General Studies | Introduction to Research and Academic Writing                         | - How to find a topic  
- How to plan your research project  
- Best practices for doing research  
- What is good literature?  
- Impact factor  
- Search for literature (keywords, cited by, snowball system)  
- Efficient literature administration  
- Efficient reading  
- Structure: Introduction, main part, conclusion  
- Form: Citing references, layout of figures, tables  
- Writing style: Continuity, tone, precision  
- Positivistic vs. interpretive paradigm  
- What is a theory?  
- Influential theories for business                                                                 | Fall            |
| Psychology    | Application of the theories and research in industrial and engineering psychology, including topics such as human factors, personnel selection, individual assessment and psychometrics, occupational health and wellbeing, workplace bullying, training and training evaluation, motivation in the workplace, occupational stress, burnout, recovery, job satisfaction and commitment, organizational citizenship behavior, and leadership. Moreover, recent developments in the monitoring and prediction of emotional states, personality traits and health-and-safety related behavior by methods of affective computing and big data will be critically discussed. | Spring and Fall |

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<td>General Studies</td>
<td>Biotechnology: Genetic engineering - the basics</td>
<td>Genetic engineering is a collection of methods for the selective analysis or modification of the genetic information of living organisms. Genetic engineering is applied to achieve scientific goals or is used to generate products which are produced by genetic modified organisms or the products themselves represent genetically modified organisms. The area of genetic engineering is divided into three parts, the modifications in relation to animals and humans (red genetic engineering), the modifications related to plants (green genetic engineering). In addition to these two areas the term &quot;white genetic engineering&quot; describes methods where genetically modified organisms are used for industrial production. The lecture is therefore divided into three parts: 1.) Basic methods of genetic engineering Protein and DNA biochemistry - the basics DNA technology and generation of genetically modified organisms. Industrial production of products. 2.) Genetic engineering in medicine New vaccines and drugs Decisive identification of individuals Gene therapy and manipulation of humans and animals 3.) Genetic engineering in food and agriculture Improvement of required properties and modification of ingredients. Introduction of markers against insect infestation or plant diseases. Assimilation of plants to conditions regarding location and growth.</td>
<td>Fall</td>
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<td>Some Chemistry for Gourmets</td>
<td>As eating and drinking are absolute necessities for our survival, we might ask ourselves the following three scientific questions: 1. What happens with food and drinks in our body? 2. What should we eat? 3. What do we really eat? It's surprising how difficult it is to answer these apparently simple questions. In the end, we have to accept that there are no general answers and that fortunately &quot;the way is the goal&quot; according to Confucius. As we broaden our knowledge about what we eat and drink, we often derive certain rules and recommendations, restrictions, and warnings, but after that it is up to us to shape our own ideal diet. Eating and drinking are more than an intake of rationally selected digestible material. They also stimulate a more or less positive emotional response from our bodies based on what our senses detect and experience. Since two of these senses are chemical by nature and there are many chemical reactions involved in cooking, frying and baking the ingredients of a meal, it is worthwhile looking at meals from a chemical point of view. Indeed, knowledge about what we eat and drink never reduces but always enhances the joy of a good meal. So, let's talk about chemistry!</td>
<td>Spring</td>
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<td>Fun and Games</td>
<td>Eight Nobel prizes have been awarded to those who supported the progress in game theory - but can we actually use this discipline in today's world? Yes! Game theory is a powerful tool to help us understand how and why we make decisions. Since the mid-20th century the principles of game theory have been widely used by, e.g., economists, politicians, companies, and the military. You can even watch game theory at work in everyday life interactions, such as buying a car or trying to decide where to go on a Saturday night. This course is an introduction to game theory and strategic thinking. We will discuss ideas such as dominance, backward induction, the Nash equilibrium, strategic moves, and credibility based on popular games like the prisoner's dilemma or the battle of the sexes. Games are played in class and applied to cases in business, economics, sports, politics, etc. Participants will be able to use their game theory knowledge as a decision making tool in classroom experiments and will gain an understanding of how and why decisions are made today.</td>
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