

# MODULE HANDBOOK

## **Master of Science**

Master Finance, Accounting and Taxation (FS-OI-MAFA-120)

120 ECTS

Distance Learning

Classification: Consecutive

# Contents

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## 1. Semester

### **Module DLMBLSE: Leadership**

Module Description .....	9
Course DLMBLSE01: Leadership .....	11

### **Module DLMBAEBCG: Business Ethics and Corporate Governance**

Module Description .....	17
Course DLMBAEBCG01: Business Ethics and Corporate Governance .....	19

### **Module DLMARM: Advanced Research Methods**

Module Description .....	23
Course DLMARM01: Advanced Research Methods .....	25

### **Module DLMAS-01\_E: Applied Statistics**

Module Description .....	31
Course MMET02-01_E: Applied Statistics .....	33

### **Module DLMFATRLB\_E: Current Issues in Accounting**

Module Description .....	37
Course DLMBACCE02: Current Issues in Accounting .....	39

### **Module DLMBME-01: Managerial Economics**

Module Description .....	43
Course DLMBME01-01: Managerial Economics .....	45

---

## 2. Semester

### **Module DLMINRE: Corporate Finance**

Module Description .....	55
Course DLMINRE01: Corporate Finance .....	57

### **Module DLMINRL\_E: International Financial Accounting**

Module Description .....	63
Course MINR01-02_E: International Financial Accounting .....	65

### **Module DLMBPM: Performance Management**

Module Description .....	69
Course DLMBPM01: Performance Management .....	71

**Module DLMFATRM\_E: Risk Management**

Module Description .....	77
Course DLMFATRM01_E: Risk Management .....	79

**Module DLMFAISFT: Innovation and Strategy in FinTech**

Module Description .....	83
Course DLMFAISFT01: Innovation and Strategy in FinTech .....	85

**Module DLMFAIT: International Taxation**

Module Description .....	89
Course DLMFAIT01: International Taxation .....	91

---

**3. Semester****Module DLMFATPIFRS\_E: Project: Introduction to IFRS**

Module Description .....	99
Course DLMFATPIFRS01_E: Project: Introduction to IFRS .....	101

**Module DLMFATSAACF\_E: Seminar: Current Issues in Corporate Finance**

Module Description .....	105
Course DLMFATSAACF01_E: Seminar: Current Issues in Corporate Finance .....	107

**Module MWBC-01\_E: Management Consulting**

Module Description .....	111
Course MWBC01-01_E: Management Consulting I .....	113
Course MWBC02-01_E: Management Consulting II .....	117

**Module DLMBDSA: Data Science and Analytics**

Module Description .....	121
Course DLMBDSA01: Data Science .....	124
Course DLMBDSA02: Analytical Software and Frameworks .....	129

**Module MWCH\_E: Supply Chain and Sourcing Management**

Module Description .....	133
Course MWCH01_E: Global Supply Chain Management .....	136
Course MWCH02_E: Supply Chain Risk Management and Controlling .....	140

**Module DLMBBAEMGEN-01: Managing in a Global Economy and Negotiation**

Module Description .....	145
Course DLMBGE01: Managing in a Global Economy .....	148
Course DLMNEGE01-01: Negotiation .....	153

**Module DLMBCFIE: Corporate Finance and Investment**

Module Description .....	157
--------------------------	-----

Course DLMBCFIE01: Advanced Corporate Finance .....	160
Course DLMBCFIE02: Investment Analysis & Portfolio Management .....	163

#### **Module DLMSEBA: Business Analyst**

Module Description .....	167
Course DLMSEBA01: Business Intelligence I .....	169
Course DLMSEBA02: Project: Business Intelligence .....	173

#### **Module DLMFAEFA: Forensic Accounting**

Module Description .....	177
Course DLMFAEFA01: Principles of Forensic Accounting and Auditing .....	180
Course DLMFAEFA02: Financial Statement Fraud .....	184

#### **Module DLMFAECP: Capital Markets**

Module Description .....	189
Course DLMFAECP01: Financial Markets and Institutions .....	192
Course DLMFAECP02: Asset Management .....	196

---

### **4. Semester**

#### **Module MMTHE: Master Thesis**

Module Description .....	205
Course MMTHE01: Master Thesis .....	207
Course MMTHE02: Colloquium .....	211

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2022-05-16



# 1. Semester

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## Leadership

Module Code: DLMBLSE

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> None	<b>Study Level</b> MBA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Georg Berkel (Leadership)

### Contributing Courses to Module

- Leadership (DLMBLSE01)

### Module Exam Type

#### Module Exam

Study Format: myStudies  
Exam, 90 Minutes

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Foundations of professional leadership
- Leadership and motivation in the corporation
- Leadership and corporate culture
- Leadership and change management

### Learning Outcomes

#### Leadership

On successful completion, students will be able to

- recognize underlying beliefs and attitudes towards leadership and compare the influence of various theories of leadership on the identification and development of leaders.
- recognize the impact of cultural environments on leadership, and understand the challenges and opportunities of cross-cultural management.
- outline the influence of social roles on leaders and employees, and assess the influence of roles types on the interactions between leaders and those they are leading.
- ,as a leader, support employees by drawing on empirical evidence to effectively meet the expectations of employees.
- recognize the roles and conflicting interests inherent to leadership positions and develop strategies to address locomotion and cohesion.
- discriminate between effective and non-effective methods for managing staff and organizational activities, and apply those techniques and tools in practice to maximize the satisfaction and effectiveness of staff.
- perform the various responsibilities delegated to a leader such as communicate with employees, lead planning activities, delegate tasks, and plan and lead controlling activities.
- create a plan to support employees through the process of change within an organization.
- assess personal leadership style using a variety of measures and evaluate leadership activities relative to transactional and transformational leadership styles.

#### Links to other Modules within the Study Program

This module is similar to other modules in the field of Business Administration & Management.

#### Links to other Study Programs of the University

All Master Programmes in the Business & Management field.

# Leadership

Course Code: DLMBLSE01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MBA	English		5	None

## Course Description

In today's knowledge-based society, employees are a firm's most valuable resource. A key responsibility of leadership is to develop the knowledge, expertise, and skills of employees. Good leadership is crucial for the continued success of a firm in the face of increasingly competitive markets. This course presents the necessary competencies of the leader in a modern, knowledge-based organization. Central questions raised by modern leadership theory are presented and discussed. In doing so, the course focuses on requirements and instruments of professional leadership, aspects of situational leadership, and leadership communication and interactions, both in the context of strategic management and change processes. The methodological and conceptual foundations of leadership are presented to students, along with empirical examples and best-practice principles, with the intent for students to master the challenges of enhancing the firm's most valuable asset—its employees—via professional and contemporary leadership practices.

## Course Outcomes

On successful completion, students will be able to

- recognize underlying beliefs and attitudes towards leadership and compare the influence of various theories of leadership on the identification and development of leaders.
- recognize the impact of cultural environments on leadership, and understand the challenges and opportunities of cross-cultural management.
- outline the influence of social roles on leaders and employees, and assess the influence of roles types on the interactions between leaders and those they are leading.
- ,as a leader, support employees by drawing on empirical evidence to effectively meet the expectations of employees.
- recognize the roles and conflicting interests inherent to leadership positions and develop strategies to address locomotion and cohesion.
- discriminate between effective and non-effective methods for managing staff and organizational activities, and apply those techniques and tools in practice to maximize the satisfaction and effectiveness of staff.
- perform the various responsibilities delegated to a leader such as communicate with employees, lead planning activities, delegate tasks, and plan and lead controlling activities.
- create a plan to support employees through the process of change within an organization.
- assess personal leadership style using a variety of measures and evaluate leadership activities relative to transactional and transformational leadership styles.

**Contents**

1. An Overview of Leadership
  - 1.1 Leadership and Personality: Trait Theories
  - 1.2 Leadership as a Skill: Attribute and Behavior Theories
  - 1.3 Positive Reinforcement: Behavioral Theories
  - 1.4 Leadership Dependent on the Situation: Situational Approaches
  - 1.5 Situational and Contingency Theories
  - 1.6 Theory of Functional Leadership Behavior
  - 1.7 Integrated Psychological Theory
  - 1.8 Transactional and Transformative Leadership
  - 1.9 Leadership as an Emotionally Charged Process
  - 1.10 Neo-Emergent Theory
2. Leadership as a Social Role
  - 2.1 Roles and Groups
  - 2.2 Role Types
  - 2.3 Formal Conditions for Social Roles – Corporate Context Determining Roles in Organizations
  - 2.4 The Individual and The Group – Conforming and Deviating Behavior
  - 2.5 The Problems of Formalized Role Understanding and Self-Concept
3. Leadership from the Employee’s Perspective
  - 3.1 General Expectations for Managers
  - 3.2 Truthfulness and Authenticity
  - 3.3 Handling Conflicts Competently
  - 3.4 Conflicts in Groups
  - 3.5 Conflict Resolution Pattern According to Matzat
  - 3.6 Enthusiasm
  - 3.7 Ability to Cope with Pressure
  - 3.8 Assertiveness
  - 3.9 Empathy
  - 3.10 Expertise

4. Leadership from the Manager's Perspective
  - 4.1 Self-Concept as a Manager
  - 4.2 Locomotion and Cohesion
  - 4.3 Individual Problems and Learning Dimensions of Management Behavior
  - 4.4 The Concept of Human Nature and Its Influence on Management Behavior: Theories from Maslow, McGregor, and Herzberg
  - 4.5 Ambiguity Tolerance
5. Management Tools
  - 5.1 Management Tools - Definition
  - 5.2 Organizational Management Tools
  - 5.3 Personnel Management Tools
6. Managerial Functions
  - 6.1 Responsibilities of a Manager
  - 6.2 Communication
  - 6.3 Foundations of Interpersonal Communication
  - 6.4 Planning
  - 6.5 Setting Objectives
  - 6.6 Delegating
  - 6.7 Controlling
  - 6.8 Creating a Feedback Culture
7. Organizational Change
  - 7.1 Knowledge
  - 7.2 Cultural Value Change and Subjectification
  - 7.3 Globalization
  - 7.4 Technological Progress
  - 7.5 Change Management – Leadership in Times of Change
8. Successful Employee Management
  - 8.1 Measuring Leadership Style and Leadership Behavior
  - 8.2 Measuring Transactional and Transformational Leadership with the Multifactor Leadership Questionnaire (MLQ)
  - 8.3 Correlation of Leadership Behavior with Subjective and Objective Success Criteria
  - 8.4 Validation of Leadership Success Using Situational Factors
  - 8.5 Leadership Principles Guiding Leadership Behavior

**Literature****Compulsory Reading****Further Reading**

- Gneezy, U., & Rustichini, A. (2000). Pay enough or don't pay at all. *The Quarterly Journal of Economics*, 115(3), 791–810. (Database: EBSCO).
- Goleman, D., Boyatzis, R., & McKee, A. (2004). *Primal leadership: Learning to lead with emotional intelligence*. Boston, MA: Harvard Business School Press.
- Hechter, M., & Opp, K.-D. (2001). *Social norms*. New York, NY: Russell Sage Foundation.
- Herzberg, F., Mausner, B., & Bloch Synderman, B. (1993). *The motivation to work*. New Brunswick: Transaction Publishers. (Database: EBSCO).
- Kouzes, J. M., & Posner, B. Z. (1999). *Encouraging the heart: A leader's guide to rewarding and recognizing others*. San Francisco, CA: Jossey-Bass. (Database: CIANDO).
- Maslow, A. (1954). *Motivation and personality*. New York, NY: Harper & Row.
- Norton, R. W. (1975). Measurement of ambiguity tolerance. *Journal of Personality Assessment*, 39(6), 607–619. (Database: EBSCO).
- Trilling, L. (1972). *Sincerity and authenticity*. Cambridge, MA: Harvard University Press. (Database: EBSCO).

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed <input checked="" type="checkbox"/> Slides

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed <input checked="" type="checkbox"/> Slides



## Business Ethics and Corporate Governance

Module Code: DLMBAEBECG

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> None	<b>Study Level</b> MBA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Jürgen Matthias Seeler (Business Ethics and Corporate Governance)

### Contributing Courses to Module

- Business Ethics and Corporate Governance (DLMBAEBECG01)

### Module Exam Type

#### Module Exam

Study Format: myStudies  
Written Assessment: Written Assignment  
Study Format: Distance Learning  
Written Assessment: Written Assignment

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Introduction to Business Ethics and Corporate Governance
- Ethics Theories
- Business Ethics Problem Areas and Solutions
- Basic Perspectives of Corporate Governance
- Monitoring Concepts for Corporate Governance
- Combining Business Ethics and Corporate Governance

**Learning Outcomes****Business Ethics and Corporate Governance**

On successful completion, students will be able to

- explain the most important concepts and definitions of business ethics.
- distinguish important theories of business ethics.
- implement business ethics concepts in business practice.
- explain different understandings of corporate governance.
- highlight the influences of business ethics on corporate governance.
- discuss the relationship between business ethics and corporate governance on the basis of a term paper using an example from business practice.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Economics

**Links to other Study Programs of the University**

All Master Programs in the Business & Management fields

# Business Ethics and Corporate Governance

Course Code: DLMBAEBECG01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MBA	English		5	None

## Course Description

Within the framework of the course "Business Ethics and Corporate Governance", the students prepare a written assignment for which they have to select one out of a variety of topics proposed in the Learning Management System. Students are required to demonstrate their capacity to link business ethics and corporate governance, both theoretically and based on an example from business practice. The students show the ability to familiarize themselves with the topic, to link scientific theory and entrepreneurial practice and to present their findings in a structured systematic way.

## Course Outcomes

On successful completion, students will be able to

- explain the most important concepts and definitions of business ethics.
- distinguish important theories of business ethics.
- implement business ethics concepts in business practice.
- explain different understandings of corporate governance.
- highlight the influences of business ethics on corporate governance.
- discuss the relationship between business ethics and corporate governance on the basis of a term paper using an example from business practice.

## Contents

1. Introduction to Business Ethics and Corporate Governance
  - 1.1 Basic Terms and Definitions in Business Ethics
  - 1.2 Basic Terms and Definitions in Corporate Governance
  - 1.3 The Link between Business Ethics and Corporate Governance
2. Ethics Theories
  - 2.1 Ethics Theories
  - 2.2 Comparison between Deontology and Utilitarianism
  - 2.3 Business Ethics Concepts evolving from Ethics Theories

3. Business Ethics Problem Areas and Solutions
  - 3.1 Categorization of Ethical Problems in Business
  - 3.2 Components of a Corporate Ethics Program
  - 3.3 Ethics Implementation in Business Practice
4. Basic Perspectives of Corporate Governance
  - 4.1 Important Terms and Definitions of Corporate Governance
  - 4.2 Approaches to Corporate Governance
  - 4.3 The Concept of Control
5. Monitoring Concepts for Corporate Governance
  - 5.1 Governance Mechanisms
  - 5.2 Governance Systems
  - 5.3 Corporate Governance Codes
6. Combining Business Ethics and Corporate Governance
  - 6.1 Linking Business Ethics and Corporate Governance
  - 6.2 Developing an Ethically Oriented Corporate Governance
  - 6.3 Leadership in the Context of Ethical Corporate Governance

### Literature

#### Compulsory Reading

#### Further Reading

- Dimmock, M., & Fisher, A. (2017). Ethics for A-level. Open Book Publishers.
- Rendtorff, J. D. (2019). Cosmopolitan business ethics: Towards a global ethos of management. Taylor & Francis.
- Rossouw, D., & Van Vuuren, L. (2017). Business ethics (6th ed.). Oxford University Press.
- Treviño, L. K., & Nelson, K. A. (2017). Managing business ethics: Straight talk about how to do it right (7th ed.). Wiley & Sons.
- Ulrich, P. (2008). Integrative economic ethics: Foundations of a civilized market economy. Cambridge University Press.

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Written Assessment: Written Assignment

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
110 h	0 h	20 h	20 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input checked="" type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input checked="" type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Written Assessment: Written Assignment

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
110 h	0 h	20 h	20 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input checked="" type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input checked="" type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

## Advanced Research Methods

Module Code: DLMARM

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> MA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Josephine Zhou-Brock (Advanced Research Methods)

### Contributing Courses to Module

- Advanced Research Methods (DLMARM01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Written Assignment

Study Format: myStudies  
Written Assessment: Written Assignment

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Social Science and Research Paradigms
- Case Study Research
- Specific Topics of Qualitative Research
- Advanced Issues of Qualitative Research Conceptualization and Data Analysis
- Underlying Assumptions of Quantitative Research: Concepts and Consequences
- Evaluation Research

**Learning Outcomes****Advanced Research Methods**

On successful completion, students will be able to

- understand and apply scientific methodologies in conducting empirical research.
- plan, design, and prepare research proposals.
- differentiate between different types of case studies, select and apply different data collection strategies.
- plan, conduct, and analyze case studies and surveys.
- scientifically analyze quantitative and qualitative data.
- conduct evaluation research to determine quality of research.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Methods

**Links to other Study Programs of the University**

All Master Programmes in the Business & Management fields



## Advanced Research Methods

Course Code: DLMARM01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	none

### Course Description

Advanced research methods, specifically business research, is scientific inquiry that attempts to uncover new information which helps a business improve performance, maximizing shareholder value while adhering to ethical and moral compliance standards. Managers seeking to conduct empirical research must maintain validity, reliability, and trustworthiness when utilizing scientific methodologies in order to produce meaningful and actionable results. Research proposals are typically written prior to conducting research, which have a certain structure, enabling the researcher to properly plan, conduct, and analyze case studies and surveys. Different data collection strategies are used to collect both qualitative and quantitative data, depending on the research proposal goals. Managers utilize their understanding of research methodologies to accurately assess the quality of research.

### Course Outcomes

On successful completion, students will be able to

- understand and apply scientific methodologies in conducting empirical research.
- plan, design, and prepare research proposals.
- differentiate between different types of case studies, select and apply different data collection strategies.
- plan, conduct, and analyze case studies and surveys.
- scientifically analyze quantitative and qualitative data.
- conduct evaluation research to determine quality of research.

### Contents

1. Theoretical Background: Social Science and Research Paradigms
  - 1.1 What is a Paradigm?
  - 1.2 Empiricism
  - 1.3 Critical Rationalism
  - 1.4 Epistemological Anarchism
  - 1.5 Structural Functionalism
  - 1.6 Symbolic Interactionism
  - 1.7 Ethnomethodology

2. Case Study Research
  - 2.1 Types of Case Study Research
  - 2.2 Maintaining Quality in Case Study Research
  - 2.3 Case Study Design
  - 2.4 Implementing Case Studies
  - 2.5 Analyzing Case Studies
3. Specific Topics of Qualitative Research
  - 3.1 Idea Generation
  - 3.2 Critical Incident Technique
  - 3.3 Understanding Communication: Discourse Analysis
  - 3.4 Perceiving Perception: Interpretive Phenomenological Analysis
4. Advanced Issues of Qualitative Research Conceptualizing and Data Analysis
  - 4.1 Measurement Theory
  - 4.2 Index and Scale Construction
  - 4.3 Types of Scale Construction
  - 4.4 The Problem of Nonresponse and Missing Data
  - 4.5 Implications of IT for Research Strategies
5. Underlying Assumptions of Quantitative Research: Concepts and Consequences
  - 5.1 Classical Test Theory
  - 5.2 Probabilistic Test Theory
  - 5.3 Advanced Topics of Test Theory
6. Evaluation Research
  - 6.1 What is Evaluation Research?
  - 6.2 Types of Evaluation Research
  - 6.3 Meta-Analysis
  - 6.4 Meta-Evaluation

**Literature****Compulsory Reading****Further Reading**

- Babbie, E. R. (2021). *The practice of social research* (15th ed.). Cengage Learning.
- Giles, D. C. (2002). *Advanced research methods in psychology*. Routledge.
- Saunders, M., Thornhill, A., & Lewis, P. (2009). *Research methods for business students* (5th ed.). Pearson.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Written Assessment: Written Assignment

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
110 h	0 h	20 h	20 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input checked="" type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Written Assessment: Written Assignment

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
110 h	0 h	20 h	20 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input checked="" type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

DLMARM01

## Applied Statistics

Module Code: DLMAST-01\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> MA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Cordula Kreuzenbeck (Applied Statistics)

### Contributing Courses to Module

- Applied Statistics (MMET02-01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

Study Format: myStudies  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Data and statistics
- Bivariate analysis
- Probability distributions and measures
- Statistical estimation methods
- Hypothesis testing
- Single regressions

**Learning Outcomes****Applied Statistics**

On successful completion, students will be able to

- recognize and explain the role and importance of statistical methods in practical decision-making processes.
- understand the relevance of data to answer empirical questions.
- apply statistical methods in the overall context of concrete problems.
- solve statistical problems by using special statistical software.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Methods

**Links to other Study Programs of the University**

All Master Programs in the Business & Management fields



## Applied Statistics

Course Code: MMET02-01\_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	none

### Course Description

In everyday working life, enormous amounts of data are continuously generated, for example in production processes, customer data or population statistics. In this context, the field of statistics is a useful discipline that enables the user to analyze and evaluate this data in order to get to the information content of the underlying data. This information can make a valuable contribution to the control or optimization of underlying processes and knowledge, or help to support strategic or social decisions. Methods of descriptive and inferential statistics are considered in uni-, bi- and multivariate ways and discussed with reference to probability theory.

### Course Outcomes

On successful completion, students will be able to

- recognize and explain the role and importance of statistical methods in practical decision-making processes.
- understand the relevance of data to answer empirical questions.
- apply statistical methods in the overall context of concrete problems.
- solve statistical problems by using special statistical software.

### Contents

1. Basics
  - 1.1 Descriptive statistics
  - 1.2 Closing statistics
  - 1.3 Probability calculation
2. Bivariate analyses
  - 2.1 Crosstabulations
  - 2.2 Mean comparison test
  - 2.3 Correlations
3. Probability distributions
  - 3.1 Random variables and their distributions
  - 3.2 Normal distribution
  - 3.3 t distribution

4. Statistical estimation methods
  - 4.1 Point estimation
  - 4.2 Interval estimation
5. Hypothesis Testing
  - 5.1 Expected value with known standard deviation (z-test)
  - 5.2 Expected value with unknown standard deviation (t-test)
6. Simple Linear Regression\*
  - 6.1 Conceptual considerations
  - 6.2 Regression line
  - 6.3 Quality assessment
  - 6.4 Applications

**Literature****Compulsory Reading****Further Reading**

- Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2012). Contemporary business statistics with Microsoft Excel: Contemporary business statistics. South-Western College Publishing.
- Harpale, V. K., & Bairagi, V. K. (2019). Applied statistics. Chapman and Hall/CRC.
- McEvoy, D. M. (2018). A guide to business statistics. Wiley.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input checked="" type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input checked="" type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

## Current Issues in Accounting

Module Code: DLMFATRLB\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> DLMBACCE01	<b>Study Level</b> MA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Gerhard Sälzer (Current Issues in Accounting)

### Contributing Courses to Module

- Current Issues in Accounting (DLMBACCE02)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Preparation of Financial Statements
- Optimization of Receivables and Inventory
- Optimization of Liabilities and Equity
- Current Issues in Financial Accounting
- Valuing Businesses
- Capital Budgeting 154
- Financial Modeling and Valuation

**Learning Outcomes****Current Issues in Accounting**

On successful completion, students will be able to

- explain selected management and financial accounting issues.
- Analyze relevant issues specific to the level of financial accounting established in a company.
- Identify and explain the specific tasks of a CFO with regards to the different functions of financial accounting and financial management.
- Describe the regulatory changes following the economic crisis, e.g. Basel III, and identify their impact of financial accounting and control.
- Discuss recent developments concerning IFRS.
- Develop processes and strategic plans that recognize the increased importance of working capital optimization and capital restructuring.
- Identify the functions of a chief treasurer or controller in a multinational corporation.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Finance & Tax Accounting

**Links to other Study Programs of the University**

All Master Programmes in the Business & Management field

## Current Issues in Accounting

Course Code: DLMBACCE02

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	DLMBACCE01

### Course Description

Management accounting and financial accounting are constantly changing and adapting to internal and external circumstances. Financial accounting according to IFRS is continually evolving; developments occur in accounting rules and instruments for financial management are constantly emerging. Following the financial and economic crisis in 2008, accounting changed significantly following the introduction of additional regulatory rules and operating requirements. This course gives students an insight into selected issues and provides practical examples in management accounting and financial accounting. Students are introduced to specific tasks of a CFO with regard to accounting and financial management. The course will also facilitate students to develop an in-depth understanding of working capital optimization and capital restructuring. Finally, students will apply their financial and management accounting knowledge in an integrated financial modeling exercise.

### Course Outcomes

On successful completion, students will be able to

- explain selected management and financial accounting issues.
- Analyze relevant issues specific to the level of financial accounting established in a company.
- Identify and explain the specific tasks of a CFO with regards to the different functions of financial accounting and financial management.
- Describe the regulatory changes following the economic crisis, e.g. Basel III, and identify their impact of financial accounting and control.
- Discuss recent developments concerning IFRS.
- Develop processes and strategic plans that recognize the increased importance of working capital optimization and capital restructuring.
- Identify the functions of a chief treasurer or controller in a multinational corporation.

**Contents**

1. Preparation of Financial Statements
  - 1.1 Accrual and Deferral Concepts for Recording Transactions
  - 1.2 End-of-Period Adjustments and the Use of Accounting Estimates
  - 1.3 Preparation of Financial Statements and the Classified Balance Sheet
  - 1.4 The Accrual Basis of Accounting and the Interpretation of Financial Statements
  - 1.5 Financial Analysis and the Company's Liquidity: Working Capital Ratio, Current Ratio, and Quick Ratio
2. Optimization of Receivables and Inventory
  - 2.1 Receivables and Uncollectibles
  - 2.2 Accounting for Receivables and Uncollectibles
  - 2.3 Inventories Classification
  - 2.4 Inventory Cost Flow Assumptions and Their Impact on Financial Statements
  - 2.5 Financial Analysis: Accounts Receivable and Inventory Turnover Ratios
3. Optimization of Liabilities and Equity
  - 3.1 Financing Using Current Liabilities, Notes Payable, and Contingencies
  - 3.2 Long-Term Sources of Finance
  - 3.3 Debt and Equity Financing and Earnings Per Share
  - 3.4 Financial Statement Analysis Using Price-Earnings Ratio
4. Current Issues in Financial Accounting
  - 4.1 International Financial Reporting Standards (IFRS)
  - 4.2 Principle- Versus Rule-Based Standards and IFRS Fair Value Measures
  - 4.3 Specific IFRS Standards
  - 4.4 Financial Statement Presentation under IFRS
  - 4.5 Integrated Revenue Recognition and the Implications of Adopting IFRS
5. Valuing Businesses
  - 5.1 Financial Statements and Valuation
  - 5.2 Accrual Accounting and Valuation: Pricing Book Value
  - 5.3 Accrual Accounting and Valuation: Pricing Earnings
  - 5.4 Business Valuation Methods in Practice
  - 5.5 Corporate Restructuring, Corporate Governance, and Auditor's Role in Firm Valuation



6. Capital Budgeting
  - 6.1 Capital Budgeting Decisions
  - 6.2 Non-Discounting Models: Payback and Accounting Rate of Return
  - 6.3 Discounting Models: The Net Present Value (NPV) Method and Internal Rate of Return (IRR)
  - 6.4 NPV Versus IRR for Selecting Mutually Exclusive Projects
  - 6.5 Basics of Modeling Capital Budgeting
7. Financial Modeling and Valuation
  - 7.1 Using Assumptions and Building a Financial Model
  - 7.2 Analysis, Valuation, and Planning

**Literature****Compulsory Reading****Further Reading**

- Berk, J., DeMarzo, P., Harford J. (2021). Fundamentals of Corporate Finance, (5th ed.). Pearson.
- Hansen, D. R., & Mowen, M. M. (2015). Cornerstones of cost management (3rd ed.). Boston, MA: Cengage.
- Häcker, J. & Ernst, D. (2017). Financial Modeling: An Introductory Guide to Excel and VBA Applications in Finance (1st ed.). Palgrave Macmillan.
- Needles, B. E., & Powers, M. (2013). International financial reporting standards: An introduction (3rd ed.). Boston, MA: Cengage.
- Penman, S. H. (2013). Financial statement analysis and security valuation (5th ed.). New York, NY: McGraw Hill Education.
- Warren, C. S. (2017). Survey of accounting (8th ed.). Boston, MA: Cengage.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed <input checked="" type="checkbox"/> Slides

# Managerial Economics

Module Code: DLMBME-01

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> None	<b>Study Level</b> MBA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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## Module Coordinator

Sascha Benk (Managerial Economics)

## Contributing Courses to Module

- Managerial Economics (DLMBME01-01)

## Module Exam Type

### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

Study Format: myStudies  
Exam, 90 Minutes

### Split Exam

## Weight of Module

see curriculum

## Module Contents

- The nature of managerial economics
- Market forces: Demand and supply
- Market structures and competition
- Strategy analysis and decision-making

**Learning Outcomes****Managerial Economics**

On successful completion, students will be able to

- Define the scope of managerial economics and describe its contribution to both entrepreneurial decision-making and economic theory at large.
- Identify and interpret various macroeconomic indicators and analyze the role of macroeconomic factors in shaping governmental and central bank policies.
- Calculate various elasticities of demand and accurately estimate future demand using regression analysis.
- Identify price and non-price determinants of supply and calculate production and cost functions.
- Identify various market structures and evaluate pricing strategies adopted by firms.
- Evaluate the role and effectiveness of policies to reduce the occurrence of market failure.
- Recognize the role of understanding risk in managerial decision-making and select advantageous capital budgeting projects.
- Apply theories of economic behavior and design entrepreneurial strategies to successfully manage a company and secure for it a competitive advantage.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Business Administration & Management.

**Links to other Study Programs of the University**

All Master Programmes in the IT & Technology field(s).

# Managerial Economics

Course Code: DLMBME01-01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MBA	English		5	None

## Course Description

This course takes an in-depth look into the economic framework underlying markets and economies and the economic rationale underlying strategic decisions. In order to enable students to analyze the economic environment and draw conclusions from a managerial perspective, the first part of the course is devoted to the description and analysis of market forces. Following this, strategic decision making makes up the second half of the course. In particular, these latter units deal with the role of different market structures and asymmetric information as well as the fundamentals of game theory, which supports students to understand with the underlying decision making processes at work in modern economics.

## Course Outcomes

On successful completion, students will be able to

- Define the scope of managerial economics and describe its contribution to both entrepreneurial decision-making and economic theory at large.
- Identify and interpret various macroeconomic indicators and analyze the role of macroeconomic factors in shaping governmental and central bank policies.
- Calculate various elasticities of demand and accurately estimate future demand using regression analysis.
- Identify price and non-price determinants of supply and calculate production and cost functions.
- Identify various market structures and evaluate pricing strategies adopted by firms.
- Evaluate the role and effectiveness of policies to reduce the occurrence of market failure.
- Recognize the role of understanding risk in managerial decision-making and select advantageous capital budgeting projects.
- Apply theories of economic behavior and design entrepreneurial strategies to successfully manage a company and secure for it a competitive advantage.

## Contents

1. The Nature, Scope, and Method of Managerial Economics
  - 1.1 The Nature and Scope of Managerial Economics
  - 1.2 The Method of Managerial Economics

2. The Macroeconomic Environment
  - 2.1 Macroeconomic Conditions and the Business Cycle
  - 2.2 Government and Central Bank Policies
3. Market Force: Demand
  - 3.1 The Theory of Demand
  - 3.2 Elasticity of Demand
  - 3.3 Demand Estimation
4. Market Force: Supply
  - 4.1 The Theory of Supply
  - 4.2 Price Determination
  - 4.3 Production Theory
  - 4.4 Cost Theory
5. Market Structures and Competition
  - 5.1 Theories of the Firm
  - 5.2 Market Structures
  - 5.3 Pricing Strategies
6. Government Regulation and Industry
  - 6.1 Market Failures
  - 6.2 Government Policies to Reduce Market Failure
7. Strategic Analysis and Decision-Making
  - 7.1 Game Theory
  - 7.2 Information and Decision-Making
  - 7.3 Auctions
8. Capital Budgeting and Risk
  - 8.1 Capital Budgeting
  - 8.2 Investment Analysis
  - 8.3 Risk Versus Uncertainty

**Literature****Compulsory Reading****Further Reading**

- Keat, P. G., Young, P. K., & Erfle, S. E. (2014). *Managerial economics: Economic tools for today's decision makers* (7th ed.). Upper Saddle River, NJ: Prentice Hall.
- McGuigan, J. R., Moyer, R. C., & Harris, F. H. (2017). *Managerial economics: Applications, strategies and tactics* (14th ed.). Boston, MA: Cengage Learning.
- Perloff, J. M., & Brander, J. A. (2017). *Managerial economics and strategy* (2nd ed.). Upper Saddle River, NJ: Pearson.
- Png, I. (2016). *Managerial economics* (5th ed.). Abingdon: Routledge.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides



**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

DLMBME01-01





## 2. Semester

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## Corporate Finance

Module Code: DLMINRE

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> None	<b>Study Level</b> MBA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. David Florysiak (Corporate Finance)

### Contributing Courses to Module

- Corporate Finance (DLMINRE01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

Study Format: myStudies  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Portfolio and capital market theory
- Financing and capital structure
- Company assessment procedures
- Acquisition, corporate control, and governance
- Finance planning

**Learning Outcomes****Corporate Finance**

On successful completion, students will be able to

- know the key components of corporate finance.
- use financial mathematical methods.
- apply the previously learned methods by using selected data sets and case studies.
- understand the capital structures of a corporation as well as their need to make investment and funding decisions.
- apply the common methods of business valuation and understand the basics of mergers & acquisitions.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Finance & Tax Accounting.

**Links to other Study Programs of the University**

All Master Programmes in the IT & Business & Management field.



# Corporate Finance

Course Code: DLMINRE01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MBA	English		5	None

## Course Description

How is funding provided to a corporate activity? How much loan capital and/or own capital does one need? Which projects are worth investing in? What is the actual value of a company? What instruments are available to measure the value of a company and assess financial markets? How can one ensure an optimal balance between the competing goals of liquidity, safety, yield, and growth? This course offers answers to these and other complex questions on the topic of financing and investing. The introduction deals with portfolio selection and capital market theory. With this theoretical foundation, various financing types and capital structures are then explained in detail. Well-known corporate assessment procedures, such as the discounted cash flow method, are presented, as are different calculations that can be used to inform decision making. A critical element of the course is the topic of mergers and acquisitions. Case studies are included to illustrate which parties are typically involved in a merger or acquisition and what criteria is used to determine the success of such a venture. The course concludes with the topic of finance planning.

## Course Outcomes

On successful completion, students will be able to

- know the key components of corporate finance.
- use financial mathematical methods.
- apply the previously learned methods by using selected data sets and case studies.
- understand the capital structures of a corporation as well as their need to make investment and funding decisions.
- apply the common methods of business valuation and understand the basics of mergers & acquisitions.

## Contents

1. Portfolio and Capital Market Theory
  - 1.1 Capital Markets and Informational Efficiency
  - 1.2 Portfolio Theory
  - 1.3 CAPM

2. Stock and Portfolio Analysis
  - 2.1 Measures of Risk and Performance
  - 2.2 Stock Analysis
3. Optimal Capital Structure
  - 3.1 Capital Structure Based on the Traditional Theorem
  - 3.2 Capital Structure According to Modigliani/Miller
  - 3.3 Neo-Institutional Capital Structure Model
4. Types of Financing
  - 4.1 Internal and External Financing
  - 4.2 Debt Financing
  - 4.3 Equity Financing
  - 4.4 Additional Financing Options
5. Capital Budgeting
  - 5.1 Fundamental Concepts
  - 5.2 Static Capital Budgeting Methods
  - 5.3 Dynamic Investment Calculation Methods
6. Business Valuation
  - 6.1 Purpose and Methods of Business Valuation
  - 6.2 Individual Valuation Methods
  - 6.3 Total Valuation Methods
  - 6.4 Weighted Average Cost of Capital (WACC)
7. Corporate Control and M&A
  - 7.1 The Market for Corporate Control: Mergers and Acquisitions
  - 7.2 Motivations for M&A Transactions
  - 7.3 Phases of M&A Transactions
8. Specific Forms of M&A, Private Equity, Due Diligence, and IPOs
  - 8.1 Due Diligence
  - 8.2 Friendly and Hostile Takeovers, LBOs, MBOs, and MBIs, and IPOs
  - 8.3 Private Equity & Venture Capital Companies

9. Corporate Governance
  - 9.1 Internal and External Corporate Governance
  - 9.2 Example of Legal Basis: Sarbanes Oxley Act (SOX)
  - 9.3 Effect on the Company Performance and the Significance of Ownership Structures
  - 9.4 Additional Financing Options
10. Financial Planning
  - 10.1 Principles of Financial Planning
  - 10.2 Cash Budgeting
  - 10.3 Projected Financial Statements and Ratios

**Literature****Compulsory Reading****Further Reading**

- Brealey, R., Myers, S. C., & Allen, F. (2016). Principles of corporate finance (12th ed.). New York, NY: McGraw-Hill Education.
- Brealey, R. A., Myers, S. C., & Marcus, A. J. (2015). Fundamentals of corporate finance (8th ed.). New York, NY: McGraw-Hill Education.
- Brigham, E. F., & Daves, P. R. (2016). Intermediate financial management (12th ed.). Boston, MA: Cengage.
- Copeland, T. E., Weston, J. F., & Shastri, K. (2014). Financial theory and corporate policy (Pearson New International ed.). Harlow: Pearson Education.
- Damodaran, A. (2014). Applied corporate finance (4th ed.). Hoboken, NJ: Wiley & Sons.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

DLMINRE01

## International Financial Accounting

Module Code: DLMINRL\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> MA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Michel Charifzadeh (International Financial Accounting)

### Contributing Courses to Module

- International Financial Accounting (MINR01-02\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

Study Format: myStudies  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

**Module Contents**

- Fundamentals of International Financial Reporting according to IFRS
- Property, plant, and equipment
- Intangible assets
- Financial instruments and hedge accounting
- Inventories
- Revenue recognition and construction contracts
- Provisions and deferred taxes
- Consolidated financial statements

**Learning Outcomes****International Financial Accounting**

On successful completion, students will be able to

- understand key international financial reporting standards (IFRS).
- analyze annual reports that have been prepared in accordance with IFRS.
- independently apply accounting standards in accordance with IFRS.

**Links to other Modules within the Study Program**

This module is similar to other modules in the fields of Business Administration & Management

**Links to other Study Programs of the University**

All Master Programs in the Business & Management fields



# International Financial Accounting

Course Code: MINR01-02\_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

In recent years, economic activities and capital markets have become increasingly international, which has created the need to process and present financial information accordingly. This course provides important insights in accounting according to the International Financial Reporting Standards (IFRS). The course addresses problems relating to and the reasons for international accounting and discusses the need for international harmonization. In addition, the course covers practice-oriented areas of accounting, particularly property, plant and equipment, intangible assets, inventories, revenue recognition and provisions. A larger area deals with the treatment of financial instruments and in particular the area of hedge accounting. The course concludes with an outline of Group accounting under IFRS.

## Course Outcomes

On successful completion, students will be able to

- understand key international financial reporting standards (IFRS).
- analyze annual reports that have been prepared in accordance with IFRS.
- independently apply accounting standards in accordance with IFRS.

## Contents

1. Fundamentals of International Financial Reporting according to IFRS
  - 1.1 Management accounting and financial accounting
  - 1.2 Types of financial statements and reporting requirements
  - 1.3 Structure of the International Financial Reporting Standards
  - 1.4 Elements of financial statements
2. Property, plant, and equipment
  - 2.1 Scope, recognition and measurement
  - 2.2 Balance sheet features and disclosure
3. Intangible assets
  - 3.1 Recognition of expenditure on intangible resources, recognition and measurement
  - 3.2 Balance sheet features, disclosure and examples

4. Financial instruments and hedge accounting
  - 4.1 Principles of financial instruments and their valuation
  - 4.2 Classification and measurement of financial instruments
  - 4.3 Hybrid financial instruments, impairment, derecognition and disclosure
  - 4.4 Hedge accounting
5. Inventories
  - 5.1 Recognition, measurement and disclosure of inventories
  - 5.2 Subsequent measurement of inventories
6. Revenue recognition and construction contracts
  - 6.1 Revenue recognition
  - 6.2 Construction contracts
7. Provisions and deferred taxes
  - 7.1 Provisions
  - 7.2 Deferred taxes
8. Consolidated Financial Statements
  - 8.1 Groups and business combinations
  - 8.2 Consolidation

**Literature****Compulsory Reading****Further Reading**

- Alexander, B. / Jorissen, A. / Hoogendoorn, et al. (2020): International Financial Reporting and Analysis. 8th edition, Cengage, Boston.
- Kieso, D. / Weygandt, J. / Warfield, T. (2017): Intermediate Accounting. 3rd edition, John Wiley & Sons, New Jersey.
- Krimpmann, A. (2015): Principles of Group Accounting under IFRS. John Wiley & Sons, New Jersey.
- PKF International (2019): Wiley Interpretation and Application of International Financial Reporting Standards 2019. John Wiley & Sons, New Jersey.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

## Performance Management

Module Code: DLMBPM

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> None	<b>Study Level</b> MBA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Dr. Tobias Broweleit (Performance Management)

### Contributing Courses to Module

- Performance Management (DLMBPM01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

Study Format: myStudies  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Performance measurement concepts
- Measuring financial performance
- Drivers of financial and operational performance

### Learning Outcomes

#### Performance Management

On successful completion, students will be able to

- Describe the history of performance measurement theory and its influence of present-day understanding of performance measurement.
- Report on a business's financial performance using accounting calculations (such as return on equity, return on assets, return on investment, earnings per share, gross profit margin, etc.) and market-based calculations (such as price-to-earnings ratio, net present value, internal rate of return, etc.).
- Explain the economic value added (EVA) model and calculate this metric using data from the company.
- Identify, define, and track drivers of operational performance, specifically quality, dependability, speed, cost, and flexibility.
- Derive performance metrics, such as customer satisfaction or sales forecast-to-plan performance, and link these with overall performance targets to create a performance measurement system.
- Conduct a customer profitability analysis using activity-based costing and calculate customer lifetime value using company data.
- Summarize strategies for benchmarking and measuring intellectual capital.
- Measuring organizational performance using the following tools: Balanced Scorecard, the EFQM Excellence Model, the Performance Prism and the SMART Pyramid approach.
- Evaluate the strengths and weaknesses of different performance measurement metrics and frameworks.

#### Links to other Modules within the Study Program

This module is similar to other modules in the field of Business Administration & Management.

#### Links to other Study Programs of the University

All Master Programmes in the Business & Management field.

## Performance Management

Course Code: DLMBPM01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MBA	English		5	None

### Course Description

After specifying a company's strategic goals, managers face the challenge to implement these strategies. Performance measurement and performance management support the implementation of strategy by using performance measures to address financial and non-financial/operational aspects. Consequently, students get to know the function of performance measurement and performance management as part of the overall management functions. Furthermore, they will acquire an understanding of various performance aspects (e.g. financial drivers measured by the economic value added, customer drivers measured and managed by customer lifetime value, process drivers measured and managed in the context of continuous improvement programs). Understanding financial performance measurement concepts is especially crucial before students go on to identify operational drivers.

### Course Outcomes

On successful completion, students will be able to

- Describe the history of performance measurement theory and its influence of present-day understanding of performance measurement.
- Report on a business's financial performance using accounting calculations (such as return on equity, return on assets, return on investment, earnings per share, gross profit margin, etc.) and market-based calculations (such as price-to-earnings ratio, net present value, internal rate of return, etc.).
- Explain the economic value added (EVA) model and calculate this metric using data from the company.
- Identify, define, and track drivers of operational performance, specifically quality, dependability, speed, cost, and flexibility.
- Derive performance metrics, such as customer satisfaction or sales forecast-to-plan performance, and link these with overall performance targets to create a performance measurement system.
- Conduct a customer profitability analysis using activity-based costing and calculate customer lifetime value using company data.
- Summarize strategies for benchmarking and measuring intellectual capital.
- Measuring organizational performance using the following tools: Balanced Scorecard, the EFQM Excellence Model, the Performance Prism and the SMART Pyramid approach.
- Evaluate the strengths and weaknesses of different performance measurement metrics and frameworks.

**Contents**

1. Performance Measurement as Part of the Overall Management Framework
  - 1.1 Theories Before 1950
  - 1.2 Theories After 1950
2. Measuring Financial Performance
  - 2.1 Reviewing Traditional Models of Financial Performance Measurement
  - 2.2 The Economic Value Added (EVA) Metric
3. Drivers of Operational Performance
  - 3.1 The Five Operations Performance Objectives
  - 3.2 Analysis of Performance Drivers
4. Customer Profitability Analysis, Lifetime Value, and Benchmarking
  - 4.1 Profitability Analysis
  - 4.2 Customer Lifetime Value
  - 4.3 Benchmarking
5. Intellectual Capital Measurement and Management
  - 5.1 Importance and Challenges of Intellectual Capital Measurement
  - 5.2 Approaches of Managing and Measuring Intellectual Capital
6. Performance Measurement Concepts
  - 6.1 Objectives of Performance Measurement Systems
  - 6.2 The Balanced Scorecard
  - 6.3 Performance Prism and SMART Pyramid
  - 6.4 European Foundation for Quality Management (EFQM)
7. Common Characteristics of Different Concepts
  - 7.1 Common Characteristics of Different Concepts
  - 7.2 Pitfalls in Performance Measurement and Management



**Literature****Compulsory Reading****Further Reading**

- Neely, A. (2007). Business performance measurement: Theory and practice (2nd ed.). Cambridge: Cambridge University Press.
- Simons, R. (2000). Performance measurement and control systems for implementing strategy: Text and cases (International ed.). Upper Saddle River, NJ: Prentice Hall.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

DLMBPM01

## Risk Management

Module Code: DLMFATRM\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> MA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Hans-Jörg Beilharz (Risk Management)

### Contributing Courses to Module

- Risk Management (DLMFATRM01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Theoretical, conceptual and legal foundations of Risk Management
- Control cycle of Risk Management
- Risk identification
- Risk measurement and risk assessment
- Risk management
- Risk Control

**Learning Outcomes****Risk Management**

On successful completion, students will be able to

- understand the theoretical and conceptual basis of risk management and comprehend the control cycle of risk management.
- identify and differentiate risks in the corporate context.
- assess identified risks and evaluate the relevance on a company-specific basis.
- successfully implement risk management systems and control risks as a result.
- install risk control systems at the level of key performance indicators and have them lead to adequate risk reporting and risk communication.
- identify long-term trends in risk management and evaluate them for the company.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Business Administration & Management

**Links to other Study Programs of the University**

All Master Programs in the Business & Management field

# Risk Management

Course Code: DLMFATRM01\_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

Risks are an elementary component of all economic activity. The management of risks is therefore also a core competence in the context of entrepreneurial activity. In this course students learn the theoretical, conceptual and legal foundations of risk management and experience the control cycle of risk management consisting of identification, assessment, management and control of risks in an application-oriented manner. This supports students in successfully implementing risk management processes in their day-to-day professional lives, ultimately maximizing business success.

## Course Outcomes

On successful completion, students will be able to

- understand the theoretical and conceptual basis of risk management and comprehend the control cycle of risk management.
- identify and differentiate risks in the corporate context.
- assess identified risks and evaluate the relevance on a company-specific basis.
- successfully implement risk management systems and control risks as a result.
- install risk control systems at the level of key performance indicators and have them lead to adequate risk reporting and risk communication.
- identify long-term trends in risk management and evaluate them for the company.

## Contents

1. Theoretical and Conceptual Foundations of Risk Management
  - 1.1 Decisions Under Certainty
  - 1.2 Decisions Under Uncertainty
  - 1.3 The Control Cycle of Risk Management
  - 1.4 The Legal Framework for Risk Management
2. Risk Identification
  - 2.1 Goals and Tasks of Risk Identification
  - 2.2 Methods of Risk Identification
  - 2.3 Financial Risks
  - 2.4 Performance-Related Risks

3. Risk Measurement and Risk Assessment
  - 3.1 Goals and Task of Risk Measurement and Risk Assessment
  - 3.2 Risk Measurement and Risk Assessment Tools
4. Risk Management
  - 4.1 Goals and Task of Risk Management
  - 4.2 Risk Management Strategies
  - 4.3 The Role of Derivatives in Risk Management
5. Risk Control
  - 5.1 Risk Management Systems as an Element of Company-Specific Compliance and Corporate Governance
  - 5.2 Risk Reporting and Risk Communication
  - 5.3 The Special Role of Controlling and Internal Audit in Risk Management
6. Trends in Risk Management based on a Case Study
  - 6.1 Risk Management as a Business Partner for Corporate Management
  - 6.2 Risk Culture as a Critical Success Factor for Risk Management
  - 6.3 Impact of Digitalization for Risk Management

### Literature

#### Compulsory Reading

#### Further Reading

- Aven, T. (2015): Risk Analysis. 2nd edition, John Wiley & Sons, New Jersey
- Dorfman, M. S./ Cather D.A. (2013): Introduction to Risk Management and Insurance. 10th edition, Pearson, New York City
- Hopkin, P. (2018): Fundamentals of Risk Management. Understanding, evaluating and implementing effective risk management, 5th edition, Kogan Page, London



**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

DLMFATRM01\_E

## Innovation and Strategy in FinTech

Module Code: DLMFAISFT

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> MA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Andreas Simon (Innovation and Strategy in FinTech)

### Contributing Courses to Module

- Innovation and Strategy in FinTech (DLMFAISFT01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Written Assignment

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Introduction of Innovation in the Strategy of FinTech
- Digital Banks and Business Financing
- Cryptocurrencies and Central Bank Digital Currencies
- Digital Transformation in Payment Sector
- Green FinTech
- Cyber Security, Data Protection and Regulation

### Learning Outcomes

#### Innovation and Strategy in FinTech

On successful completion, students will be able to

- develop an in-depth understanding of both theory and practical aspects of innovation in the financial services industry.
- critically understand the FinTech taxonomy and interconnectedness with other disciplines such as finance, technology, management, innovation and economics.
- learn how the new wave of digital banks are making inroads into the traditional financial system and new business models are evolving such as P2P lending.
- explore and evaluate critically the evolution of cryptocurrencies and central bank digital currencies.
- understand how mobile payment apps are changing the landscape of the international payments sector.
- identify and evaluate critically the use of Green FinTech in impact investing, ESG issues and challenges.
- gain a critical overview of issues such as cybersecurity, data protection and developments in FinTech related regulation in various regions.

#### Links to other Modules within the Study Program

This module is similar to other modules in the field of Finance & Tax Accounting

#### Links to other Study Programs of the University

All Master Programs in the Business & Management field

## Innovation and Strategy in FinTech

Course Code: DLMFAISFT01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	none

### Course Description

Technology has shaped businesses tremendously, particularly in the financial services industry in the last two decades. The financial services industry has enjoyed constant evolution from Automated Teller Machines from the 1950s to the use of credit cards, swaps, options, asset-securitization, innovation in risk management and online banking. However, with the unprecedented innovations and development in the area of Financial Technology (FinTech), the financial services industry is at a crossroads as trends such as Internet of Things (IoT), financialization, Artificial Intelligence, blockchain, mobile banking, cloud computing, computer-based trading, machine learning, and cryptocurrencies are shaping the foundations of incumbent business models globally. Business functions like finance, accounting and taxation can no longer operate in isolation and managers working in these areas are increasingly becoming part of business strategies and joining board meetings amid the unprecedented wave of business model innovations. This course provides students a critical understanding of the concepts and theories from varying disciplines including finance, management, technology and economic sociology in an interdisciplinary setting. This course will enrich the understanding of students of how FinTech based start-ups are revolutionizing the financial services industry and changing the way businesses operate in a highly disrupt and increasingly uncertain business environment.

### Course Outcomes

On successful completion, students will be able to

- develop an in-depth understanding of both theory and practical aspects of innovation in the financial services industry.
- critically understand the FinTech taxonomy and interconnectedness with other disciplines such as finance, technology, management, innovation and economics.
- learn how the new wave of digital banks are making inroads into the traditional financial system and new business models are evolving such as P2P lending.
- explore and evaluate critically the evolution of cryptocurrencies and central bank digital currencies.
- understand how mobile payment apps are changing the landscape of the international payments sector.
- identify and evaluate critically the use of Green FinTech in impact investing, ESG issues and challenges.
- gain a critical overview of issues such as cybersecurity, data protection and developments in FinTech related regulation in various regions.

**Contents**

1. Introduction of Innovation in Strategy of FinTech
  - 1.1 History of Innovation in the Financial Services Industry
  - 1.2 Overview of FinTech
  - 1.3 Role of Innovation in Strategy in Business Models
  - 1.4 Innovations in Digital Finance
  - 1.5 Contemporary Issues in Banking Technology
2. Digital Banks and Business Financing
  - 2.1 FinTechs and Traditional Financial Institutions
  - 2.2 Open Banking
  - 2.3 Lending (Crowdfunding, P2P Lending)
  - 2.4 Use of Credit Evaluation Tools
  - 2.5 Machine Learning and AI for Risk Management
  - 2.6 Creativity, Challenges and Innovation in Modern Banks and Investment Companies
3. Cryptocurrencies and Central Bank Digital Currencies
  - 3.1 Overview of Cryptocurrencies
  - 3.2 Current Developments in Central Bank Digital Currencies
  - 3.3 Advantages and Disadvantages of Cryptocurrencies
  - 3.4 Blockchain Use in Payments and Remittances
  - 3.5 Use of Smart Contracts
4. Digital Transformation in Payment Sector
  - 4.1 The Global Changing Landscape in Payments
  - 4.2 Mobile Payment Apps
  - 4.3 Regulation and Supervision of the Sector
  - 4.4 Case Studies
5. Green FinTech
  - 5.1 FinTech and Sustainability
  - 5.2 Use of Green FinTech in Impact Investing
  - 5.3 Current Initiatives in Green FinTech
6. Cyber Security, Data Protection and Regulation
  - 6.1 Cybersecurity Threats to Financial Institutions
  - 6.2 Developments in Data Protection
  - 6.3 Ethics and FinTech

**Literature****Compulsory Reading****Further Reading**

- Alt, R./Puschmann, T. (2016): Digitisation of the financial industry - the basics of the Fintech evolution. Springer Gabler, Berlin.
- Azar, E./ Haddad, A.N. (2021): Artificial Intelligence in the Gulf: Challenges and Opportunities. Palgrave Macmillan, London.
- Blakstad, S./ Allen, R. (2018): FinTech Revolution: Universal Inclusion in the New Financial Ecosystem. Palgrave Macmillan, London.
- Goldfinch, P. (2019): A Global Guide to FinTech and Future Payment Trends (Innovation and Technology Horizons). Routledge, Oxfordshire.
- Nafis. A./ Nazim Ali, S. (2020): FinTech, Digital Currency and the Future of Islamic Finance: Strategic, Regulatory and Adoption Issues in the Gulf Cooperation Council. Palgrave Macmillan, London

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Written Assessment: Written Assignment

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
110 h	0 h	20 h	20 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input checked="" type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides



## International Taxation

Module Code: DLMFAIT

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> MA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Andreas Simon (International Taxation)

### Contributing Courses to Module

- International Taxation (DLMFAIT01)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Exam, 90 Minutes

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

- Introduction of the International Taxation
- Double Tax Treaties
- Institutional Tax Planning and Management
- Taxation and Globalization
- Challenges of International Taxation

**Learning Outcomes****International Taxation**

On successful completion, students will be able to

- develop an in-depth understanding of both theory and practical aspects of international taxation.
- understand the types of taxes, how individuals and businesses are taxed and norms of international business taxation.
- demonstrate strong expertise in various double tax treaties, how cross-board business activities are taxed and understand tax evasion and avoidance of double taxation.
- learn about institutional tax planning and management such as rules of anti-avoidance, different tools of transfer pricing and controlled foreign company regimes.
- understand tax competition, role of tax havens and BEPS measures from a globalization perspective.
- identify and evaluate critically the challenges of international taxation such as lack of international tax coordination, tax issues in the age of digital economies, tax treaties dispute resolution mechanisms.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Finance & Tax Accounting

**Links to other Study Programs of the University**

All Master Programs in the Business & Management field

# International Taxation

Course Code: DLMFAIT01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

Taxation is a very important issue for managers, business organizations, governments, society and other stakeholders. Taxation also affects the size, location, organization style (centralized vs. decentralized) and forms of business organizations. This course provides a comprehensive and nuanced perspective of international taxation both of theory and practice. The students will learn fundamental concepts and terms such as residence, source, double taxation, taxation relief, double tax treaties, active and passive sources of income. To successfully operate in a business environment, students should learn how businesses are internationally taxed and how to avoid the challenges of double taxation. The emphasis of this course is on direct taxation of income and corporation tax of multinational companies. This course aims to equip the knowledge of students to navigate the current challenging international tax landscape by getting a deeper understanding of difficulties in international tax coordination, tax issues in the age of digital economies, tax treaties and dispute resolution mechanisms.

## Course Outcomes

On successful completion, students will be able to

- develop an in-depth understanding of both theory and practical aspects of international taxation.
- understand the types of taxes, how individuals and businesses are taxed and norms of international business taxation.
- demonstrate strong expertise in various double tax treaties, how cross-board business activities are taxed and understand tax evasion and avoidance of double taxation.
- learn about institutional tax planning and management such as rules of anti-avoidance, different tools of transfer pricing and controlled foreign company regimes.
- understand tax competition, role of tax havens and BEPS measures from a globalization perspective.
- identify and evaluate critically the challenges of international taxation such as lack of international tax coordination, tax issues in the age of digital economies, tax treaties dispute resolution mechanisms.

**Contents**

1. Introduction
  - 1.1 History of Taxation
  - 1.2 Basic Terms and Concepts of Taxation
  - 1.3 Types of Taxation
  - 1.4 Taxation of Individuals and Businesses
  - 1.5 Norms of International Business Taxation
  - 1.6 Global Tax Environment
2. Double Taxation Treaties
  - 2.1 Taxation Related to Cross-Board Business Activities
  - 2.2 Capital Gains
  - 2.3 Double Taxation Issues and Double Tax Relief in Practice
  - 2.4 Tax evasion and Avoidance of Double Taxation
  - 2.5 Case Studies
3. Institutional Tax Planning and Management
  - 3.1 Rules of Anti-Avoidance (Structure, Finance)
  - 3.2 Transfer Pricing Tools
  - 3.3 Controlled Foreign Company Regimes
4. Taxation and Globalization
  - 4.1 Tax Competition
  - 4.2 Tax Havens
  - 4.3 BEPS Measures
5. Challenges of International Taxation
  - 5.1 The Future Global Tax Environment
  - 5.2 International Tax Coordination
  - 5.3 European Union and Taxation
  - 5.4 Tax Issues in the Age of Digital Economies
  - 5.5 OECD BEPS Project Implementation
  - 5.6 Tax Treaties and Dispute Resolution Mechanisms

**Literature****Compulsory Reading****Further Reading**

- Herzfeld, M. (2019): International taxation in a Nutshell. 12th edition, West Academic Publishing, Minnesota.
- James, S./ Nobes, C. (2018): The economics of taxation. 18th edition, Fiscal Publications, Bedfordshire.
- Oats, L./ Mulligan, E. (2019): Principles of International Taxation. 7th edition, Bloomberg Publishing, London.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides







# 3. Semester

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## Project: Introduction to IFRS

Module Code: DLMFATPIFRS\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> MINR01-02_E	<b>Study Level</b> MA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Andreas Simon (Project: Introduction to IFRS)

### Contributing Courses to Module

- Project: Introduction to IFRS (DLMFATPIFRS01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Project Report

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

Project: Introduction to IFRS shows how the International Financial Reporting Standards (IFRS), which are initially kept very formal, are concretely applied in practice. In this context, participants are also trained in communication skills capturing the theory-based knowledge. A critical evaluation of the project success and the development of specific recommendations for similar projects, in the context of the goals set at the beginning, is mandatory.

<p><b>Learning Outcomes</b></p> <p><b>Project: Introduction to IFRS</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ apply their theory-based knowledge of IFRS as a sub-field of external accounting to a project in practice and apply the principles of project management in the process.</li> <li>▪ experience the complexity of transferring theory-based regulations into practice and understand the limited possibility of complete planning as well as develop practical alternatives to the original planning in case of implementation difficulties and implement them at short notice.</li> <li>▪ experience the interdisciplinary relevance of IFRS within business administration in the practical implementation and to sufficiently appreciate the target group-specific motivations and interests in the context of external accounting.</li> <li>▪ successfully ensure the communication with all relevant stakeholders as part of a practical project in the framework of external accounting to achieve the project objective efficiently.</li> <li>▪ critically evaluate the success of the practice project in relation to the theory-based objectives and develop recommendations for action for similarly designed projects in the future in order to optimize the project success.</li> </ul>	
<p><b>Links to other Modules within the Study Program</b></p> <p>This module is similar to other modules in the field of Finance &amp; Tax Accounting</p>	<p><b>Links to other Study Programs of the University</b></p> <p>All Master Programs in the Business &amp; Management field</p>

## Project: Introduction to IFRS

Course Code: DLMFATPIFRS01\_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	MINR01-02_E

### Course Description

The project supports the students in transferring the theoretical and strongly principles-based contents of the International Financial Reporting Standards (IFRS) in the context of external accounting to a concrete practical project and thereby experiencing important application-oriented insights from project management in the context of external accounting. In addition to the transfer of theory as well as regulations and possible situations, that were not foreseen in the original project planning, the students learn to develop alternative solutions under realistic conditions that are as adequate as possible in order to ensure the success of the project. In doing so, students also learn about the thoroughly interdisciplinary character of external accounting, especially in the field of application of IFRS in everyday life, when students have to concretely communicate their theory- and principle-based planning to various stakeholders and show leadership skills, even in stressful situations. In addition to the successful implementation of a practical project, students critically evaluate the success of the project in relation to the goals set at the beginning. This procedure ultimately leads to concrete recommendations for action for similar projects.

### Course Outcomes

On successful completion, students will be able to

- apply their theory-based knowledge of IFRS as a sub-field of external accounting to a project in practice and apply the principles of project management in the process.
- experience the complexity of transferring theory-based regulations into practice and understand the limited possibility of complete planning as well as develop practical alternatives to the original planning in case of implementation difficulties and implement them at short notice.
- experience the interdisciplinary relevance of IFRS within business administration in the practical implementation and to sufficiently appreciate the target group-specific motivations and interests in the context of external accounting.
- successfully ensure the communication with all relevant stakeholders as part of a practical project in the framework of external accounting to achieve the project objective efficiently.
- critically evaluate the success of the practice project in relation to the theory-based objectives and develop recommendations for action for similarly designed projects in the future in order to optimize the project success.

**Contents**

- The basics of International Financial Reporting Standards (IFRS) are concretely transferred to a practical project in this course, in which the student shows how the transfer of theory-based regulations proceeds and how, in this context, the relevant stakeholders and addressees of external accounting are reached. Within the scope of the project, the transfer of one aspect of the IFRS application is presented and critically evaluated. Particular attention is paid to the fact that the application of IFRS is case-related, which ensures a high level of practical relevance. The course requires its students to examine theoretical considerations and concrete IFRS for their practical suitability and to take sufficient account of the different addressees as well as various environmental scenarios. Through the interaction on the "living object", the student not only gains important insights of a practical transfer of his theory- and rule-based knowledge in the field of IFRS and external accounting, but he also promotes his social competencies.

**Literature****Compulsory Reading****Further Reading**

- Bensadon, D./Praquin, N. (2016): IFRS in a Global World. International and Critical Perspectives on Accounting. Springer International Publishing, Switzerland.
- Collins, S. (2012): IFRS for Dummies. John Wiley & Sons, New Jersey
- Kieso, D., E./Weygandt J. J./Warfield T. D. (2020): Intermediate Accounting IFRS. 4th edition, John Wiley & Sons, New Jersey
- Revsine, L./ Collins D./ Johnson B./Mittelstaedt, F./ Soffer L. (2021): Financial Reporting and Analysis. 8th edition, McGraw Hill, New York

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Project
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> no <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Written Assessment: Project Report

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Contact Hours</b> 0 h	<b>Tutorial</b> 30 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input checked="" type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed <input checked="" type="checkbox"/> Slides

DLMFATPIFRS01\_E



## Seminar: Current Issues in Corporate Finance

Module Code: DLMFATSAACF\_E

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> MA	<b>CP</b> 5	<b>Student Workload</b> 150 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Muhammad Ashfaq (Seminar: Current Issues in Corporate Finance)

### Contributing Courses to Module

- Seminar: Current Issues in Corporate Finance (DLMFATSAACF01\_E)

### Module Exam Type

#### Module Exam

Study Format: Distance Learning  
Written Assessment: Research Essay

#### Split Exam

### Weight of Module

see curriculum

### Module Contents

The module deals with selected aspects of corporate finance and provides space to new trends and current problems in the field of corporate finance. Theory-related content from corporate finance is linked to an application-oriented and current context. In this way, the practical relevance of corporate finance as an application-oriented sub-discipline of finance becomes clear.

<p><b>Learning Outcomes</b></p> <p><b>Seminar: Current Issues in Corporate Finance</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ work independently on a given topic in the field of corporate finance.</li> <li>▪ independently research topic-specific literature and evaluate it in a target-oriented manner.</li> <li>▪ elaborate on important topic-specific characteristics, connections and findings.</li> <li>▪ understand corporate finance as an important sub-discipline of finance.</li> <li>▪ analyze and evaluate the interest groups in the context of corporate finance with their situation-dependent individual motivations and interests.</li> <li>▪ identify problem areas within corporate finance and develop individual solutions as well as recommendations for action for specific interest groups.</li> </ul>	
<p><b>Links to other Modules within the Study Program</b></p> <p>This module is similar to other modules in the field of Finance &amp; Tax Accounting</p>	<p><b>Links to other Study Programs of the University</b></p> <p>All Master Programs in the Business &amp; Management field</p>

## Seminar: Current Issues in Corporate Finance

Course Code: DLMFATSAACF01\_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	none

### Course Description

The seminar deals with selected aspects of corporate finance and attempts to address current problems and topics in the field of corporate finance. Concrete topics are addressed, which do not understand corporate finance as a purely theory-related scientific discipline, but rather should lead the students to use the theory of corporate finance as an instrument to solve current problems in business practice. Specifically in the context of corporate financing decisions, students will develop recommendations for action depending on the interest group and the perspective taken.

### Course Outcomes

On successful completion, students will be able to

- work independently on a given topic in the field of corporate finance.
- independently research topic-specific literature and evaluate it in a target-oriented manner.
- elaborate on important topic-specific characteristics, connections and findings.
- understand corporate finance as an important sub-discipline of finance.
- analyze and evaluate the interest groups in the context of corporate finance with their situation-dependent individual motivations and interests.
- identify problem areas within corporate finance and develop individual solutions as well as recommendations for action for specific interest groups.

### Contents

- Each participant must prepare a research essay on an assigned individual topic. Theoretical content from corporate finance is linked to an application-related and mostly current context, whereby the practical relevance of corporate finance as an application-oriented sub-discipline of finance becomes clear. In particular - but not only - the following topics are in the focus of attention: Microfinance, in-depth analysis of special financing vehicles (e.g. crowdfunding, private equity, venture capital, business angels, corporate venture funds, family office), debt funds, Islamic finance, social and sustainable finance, FinTechs, TechFins.

**Literature**

**Compulsory Reading**

**Further Reading**

- Berk, J./ DeMarzo, P. (2016) Corporate Finance: Global Edition. 4th edition, Pearson Education, London.
- Dietmar, E./J. Häcker (2012): Applied International Corporate Finance. Verlag Franz Vahlen, München.
- Lehner, O. (2018): Routledge Handbook of Social and Sustainable Finance. Routledge, New York.
- Swales, J./ C. Feak (2012): Academic Writing for Graduate Students: Essential tasks and skills. 3rd edition, The University of Michigan Press, Michigan.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Seminar
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> no <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Written Assessment: Research Essay

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Contact Hours</b> 0 h	<b>Tutorial</b> 30 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input checked="" type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed <input checked="" type="checkbox"/> Slides

DLMFATSAACF01\_E

## Management Consulting

Module Code: MWBC-01\_E

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	MA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

### Module Coordinator

Prof. Dr. Andreas Herrmann (Management Consulting I) / Prof. Dr. Andreas Herrmann (Management Consulting II)

### Contributing Courses to Module

- Management Consulting I (MWBC01-01\_E)
- Management Consulting II (MWBC02-01\_E)

### Module Exam Type

#### Module Exam

#### Split Exam

##### Management Consulting I

- Study Format "Distance Learning": Exam, 90 Minutes

##### Management Consulting II

- Study Format "Distance Learning": Exam, 90 Minutes

### Weight of Module

see curriculum

<p><b>Module Contents</b></p> <p><b>Management Consulting I</b></p> <ul style="list-style-type: none"> <li>▪ Management Consulting as a Professional Service</li> <li>▪ Market Segments and Characteristics</li> <li>▪ Typical Reasons and Situations for Consulting Usage</li> <li>▪ Consulting Organizations and Business Models</li> <li>▪ Consulting Projects and Project Management</li> <li>▪ Effective Reasoning</li> <li>▪ Effective Communication</li> </ul> <p><b>Management Consulting II</b></p> <ul style="list-style-type: none"> <li>▪ Porter’s Generic Strategies</li> <li>▪ Segmentation and Portfolio Analysis</li> <li>▪ Optimizing Operations</li> <li>▪ Investment Decisions</li> <li>▪ Innovation and Disruption</li> <li>▪ Putting Everything into Practice: Case for Self-Study</li> </ul>	
<p><b>Learning Outcomes</b></p> <p><b>Management Consulting I</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ describe the principle importance of management consulting for the economy as a whole and companies representing the supply side of the economy.</li> <li>▪ understand what drives demand for consulting services and why consultants are employed.</li> <li>▪ explain set-up and business model of consulting firms and how consulting projects are conducted.</li> <li>▪ master selected principles of analytical thinking as well as effective communication.</li> </ul> <p><b>Management Consulting II</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>▪ understand the generic strategic positionings companies can adopt and how these positionings link to the industry life cycle.</li> <li>▪ apply some of the fundamental concepts and tools management consultants use to support clients in adopting either of the principle strategic positionings.</li> <li>▪ apply the combined body of knowledge to a complex business problem and derive actionable recommendations for action.</li> </ul>	
<p><b>Links to other Modules within the Study Program</b></p> <p>This module is similar to other modules in the field of Business Administration &amp; Management</p>	<p><b>Links to other Study Programs of the University</b></p> <p>All Master Programs in the Business &amp; Management field</p>



## Management Consulting I

Course Code: MWBC01-01\_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	none

### Course Description

Economies can be viewed as self-regulating entities in which innovations give rise to Creative Disruption. This leads to a continuous reconstruction of economies such that new businesses replace old businesses leading to new ways of value creation (Schumpeter, 1934). Economic participants employ management consultants to help them drive and manage this creative disruption and the corresponding change. In doing so, management consultants increase the competitiveness of their clients. The contributions of management consulting at the level of individual companies and the economy as a whole are therefore evident and companies themselves have adopted consulting methods in their standard tool set. Management consultants need a differentiated profile of professional-methodical and personal-social competencies. Professional competencies include a profound knowledge of relevant analytical methods and tools as well as basic and specialized knowledge of business management and strategic management. This is complemented by a profound understanding of markets and social and economic developments. Consultants must be able to plan and implement consulting projects for sustainable corporate value enhancement on the basis of strategic concepts and to monitor their success. Personal and social competencies complement their technical and methodological skills. They enable consultants to understand client expectations, to tailor consulting concepts to individual consulting needs and to actively shape consultant-client relationships in the sense of a value-adding performance partnership. In Management Consulting I, students learn why companies hire consultants and how consulting firms and projects are set-up and managed. In addition, students are exposed to selected fundamental tools of logical reasoning and effective communication that form the basis of the day-to-day work of consultants.

### Course Outcomes

On successful completion, students will be able to

- describe the principle importance of management consulting for the economy as a whole and companies representing the supply side of the economy.
- understand what drives demand for consulting services and why consultants are employed.
- explain set-up and business model of consulting firms and how consulting projects are conducted.
- master selected principles of analytical thinking as well as effective communication.

**Contents**

1. Management Consulting as a Professional Service
  - 1.1 Definition and Disambiguation
  - 1.2 History of Management Consulting
  - 1.3 Megatrends as Drivers for Consulting Services
  - 1.4 Description of Market Segments and Major Players
2. Typical Reasons and Situations for Consulting Usage
  - 2.1 Complementing Managerial Resources: Capacity, Skill, and Expertise
  - 2.2 Manifest Crises: Strategy, Profitability, and Liquidity Crises
  - 2.3 Justification and Second Opinion: Workforce, Owners, and General Public
3. Consulting Organizations and Business Models
  - 3.1 Business Models and Organizational Set-ups
  - 3.2 Key Success Factors: Insight-Impact-Trust and Recruiting
  - 3.3 Contractual and Ethical Considerations
4. Consulting Projects and Project Management
  - 4.1 The Consulting Project: Set-up and Execution
  - 4.2 Project Management: How Consultants Get Organized
  - 4.3 Evaluation: Do Good and Talk About It
5. Effective Reasoning
  - 5.1 Encompassing the World: The MECE concept
  - 5.2 The Art of Reasoning: Deduction and Induction
  - 5.3 Finding Interdependencies: Correlation and Causal Relationships
6. Effective Communication
  - 6.1 Graphical Representations of Information
  - 6.2 Principles of Good Slide Design
  - 6.3 The Pyramid Principle and the Elevator Speech

**Literature****Compulsory Reading****Further Reading**

- Bono, E. de. (repr 2002, 1982): De Bono's Thinking Course (new edition): Powerful Tools to Transform Your Thinking. rev. and updated ed., BBC Books, London.
- Christensen, C. M./ Wang, D./ van Bever, D. (2013): Consulting on the Cusp of Disruption: Competitive Strategy. Harvard Business Review 91, no. 10: 106-114.
- Minto, B. (2001): The pyramid principle: Present your thinking so clearly that the ideas jump off the page and into the reader's mind. 3rd ed., FT Publishing International, New Jersey.
- Schumpeter, J. A. (1934): The Theory of Economic Development: An Inquiry into Profits, Capital, Credit, Interest, and the Business Cycle. Harvard economic studies: vol. XLVI. Harvard University Press, Cambridge.
- Zelazny, G. (2013). Say it with charts: The executive's guide to visual communication. 4th edition, McGraw-Hill Professional, New York.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed <input checked="" type="checkbox"/> Slides

## Management Consulting II

Course Code: MWBC02-01\_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	none

### Course Description

Economies can be viewed as self-regulating entities in which innovations give rise to Creative Disruption. This leads to a continuous reconstruction of economies such that new businesses replace old businesses leading to new ways of value creation (Schumpeter, 1934). Economic participants employ management consultants to help them drive and manage this creative disruption and the corresponding change. In doing so, management consultants increase the competitiveness of their clients. The contributions of management consulting at the level of individual companies and the economy as a whole are therefore evident and companies themselves have adopted consulting methods in their standard tool set. Management consultants need a differentiated profile of professional-methodical and personal-social competencies. Professional competencies include a profound knowledge of relevant analytical methods and tools as well as basic and specialized knowledge of business management and strategic management. This is complemented by a profound understanding of markets and social and economic developments. Consultants must be able to plan and implement consulting projects for sustainable corporate value enhancement on the basis of strategic concepts and to monitor their success. Personal and social competencies complement their technical and methodological skills. They enable consultants to understand client expectations, to tailor consulting concepts to individual consulting needs and to actively shape consultant-client relationships in the sense of a value-adding performance partnership. In Management Consulting II, case examples are used to familiarize students with the standard tool set of management consultants to solve typical business problems and make appropriate recommendations for action. At the end of the course, student groups get the chance to apply their combined knowledge to a complex business case and present and discuss their findings during the course tutorial.

### Course Outcomes

On successful completion, students will be able to

- understand the generic strategic positionings companies can adopt and how these positionings link to the industry life cycle.
- apply some of the fundamental concepts and tools management consultants use to support clients in adopting either of the principle strategic positionings.
- apply the combined body of knowledge to a complex business problem and derive actionable recommendations for action.

**Contents**

1. Porter’s Generic Strategies
  - 1.1 The Principle Strategic Positionings
  - 1.2 Industry Life Cycle
  - 1.3 The Importance of Economies of Scale and Experience Curve
  - 1.4 Tools for Assessment: SWOT and 5-Forces
  
2. Segmentation and Portfolio Analysis
  - 2.1 Principles of Segmentation
  - 2.2 The BCG-Matrix and Its Applications
  - 2.3 Other Approaches to Portfolio Analysis
  
3. Optimizing Operations
  - 3.1 Working Capital Management and the Cash Conversion Cycle
  - 3.2 Complexity Reduction: The Pareto Principle and Its Applications
  - 3.3 De-Bottlenecking: The Rate Limiting Step
  
4. Investment Decisions
  - 4.1 Relevant Costs in Decision Making
  - 4.2 Decisions on Marginal Income Considerations
  - 4.3 Cashflow Return on Investment
  
5. Innovation and Disruption
  - 5.1 Blue Ocean Strategies
  - 5.2 10-Types of Innovation
  - 5.3 Decisions under Uncertainty: The Known Unknowns in Scenario Planning
  
6. Putting Everything into Practice: Case for Self-Study
  - 6.1 Case Description
  - 6.2 Guiding Questions

**Literature****Compulsory Reading****Further Reading**

- Goldratt, E. M./ Cox, J. (1993): The goal: A process of ongoing improvement. 2nd rev. ed., Gower, Aldershot.
- Juran, J. M. (1995): Managerial breakthrough: The classic book on improving management performance. Rev. ed., internat. ed., McGraw-Hill, New Jersey.
- Keeley, L. (2013): Ten types of innovation: The discipline of building breakthroughs. John Wiley & Sons, New Jersey.
- Kim, W. C. / Mauborgne, R. (2015): Blue ocean strategy: How to create uncontested market space and make the competition irrelevant. revised and expanded edition, Harvard business School Press, Cambridge.
- Porter, M. E. (1998): Competitive advantage: Creating and sustaining superior performance: with a new introduction. 2nd ed., Free Press, New York

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed <input checked="" type="checkbox"/> Slides



## Data Science and Analytics

Module Code: DLMBDSA

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> MA	<b>CP</b> 10	<b>Student Workload</b> 300 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Ulrich Kerzel (Data Science) / Prof. Dr. Jöran Pieper (Analytical Software and Frameworks)

### Contributing Courses to Module

- Data Science (DLMBDSA01)
- Analytical Software and Frameworks (DLMBDSA02)

### Module Exam Type

#### Module Exam

#### Split Exam

##### Data Science

- Study Format "myStudies": Exam, 90 Minutes
- Study Format "Distance Learning": Exam, 90 Minutes

##### Analytical Software and Frameworks

- Study Format "Distance Learning": Written Assessment: Written Assignment

### Weight of Module

see curriculum

**Module Contents****Data Science**

- Introduction to data science
- Use cases and performance evaluation
- Pre-processing of data
- Processing of data
- Selected mathematical techniques
- Selected artificial intelligence techniques

**Analytical Software and Frameworks**

- Introduction to analytical software and frameworks
- Data storage
- Statistical modeling
- Machine learning
- Cloud computing platforms
- Distributed computing
- Database technologies

**Learning Outcomes****Data Science**

On successful completion, students will be able to

- identify use cases and evaluate the performance of data-driven approaches.
- understand how domain specific knowledge for a particular application context is required to identify objectives and value propositions for data science use cases.
- appreciate the role and necessity for business-centric model evaluation apposite to the respective area of application.
- comprehend how data are pre-processed in preparation for analysis.
- develop typologies for data and ontologies for knowledge representation.
- decide for appropriate mathematical algorithms to utilize data analysis for a given task.
- understand the value, applicability, and limitations of artificial intelligence for data analysis.

**Analytical Software and Frameworks**

On successful completion, students will be able to

- comprehend how cloud computing and distributed computing support the field of data analytics.
- understand in-memory database technologies for real-time analytics.
- apply advanced statistics and machine learning solutions to solve data analysis problems.
- compare the capabilities and limitations of the presented software solutions.
- understand how to identify the right technological solution for a specific application domain.

<b>Links to other Modules within the Study Program</b> This module is similar to other modules in the field(s) of Data Science & Artificial Intelligence	<b>Links to other Study Programs of the University</b> All Master Programmes in the IT & Technology field(s)
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## Data Science

Course Code: DLMBDSA01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	none

### Course Description

The course provides the framework to create value from data. After an introduction the course covers how to identify suitable use cases and evaluate the performance of data-driven methods. In an interdisciplinary approach, the requirements from a specific application domain need to be understood and transferred to the technological understanding to identify the objectives and value proposition of a Data Science project. The course covers techniques for the technical processing of data and then introduces advanced mathematical techniques and selected methods from artificial intelligence that are used to analyze data and make predictions.

### Course Outcomes

On successful completion, students will be able to

- identify use cases and evaluate the performance of data-driven approaches.
- understand how domain specific knowledge for a particular application context is required to identify objectives and value propositions for data science use cases.
- appreciate the role and necessity for business-centric model evaluation apposite to the respective area of application.
- comprehend how data are pre-processed in preparation for analysis.
- develop typologies for data and ontologies for knowledge representation.
- decide for appropriate mathematical algorithms to utilize data analysis for a given task.
- understand the value, applicability, and limitations of artificial intelligence for data analysis.

**Contents**

1. Introduction to Data Science
  - 1.1 Overview of Data Science
  - 1.2 Terms and Definitions
  - 1.3 Applications & Notable Examples
  - 1.4 Sources of Data
  - 1.5 Structured, Unstructured, Streaming
  - 1.6 Typical Data Sources and their Data Type
  - 1.7 The 4 V's of Data: Volume, Variety, Velocity, Veracity
  - 1.8 Introduction to Probability Theory
  - 1.9 What Are Probabilities and Probability Distributions
  - 1.10 Introduction to Bayesian Statistics
  - 1.11 Relation to Data Science: Prediction as a Probability
2. Use Cases and Performance Evaluation
  - 2.1 Identification of Use Cases for Data Science
  - 2.2 Identifying Data Science Use Cases
  - 2.3 From Prediction to Decision: Generating Value from Data Science
  - 2.4 Evaluation of Predictions
  - 2.5 Overview of Relevant Metrics
  - 2.6 Business-centric Evaluation: the Role of KPIs
  - 2.7 Cognitive Biases and Decision-making Fallacies
3. Pre-processing of Data
  - 3.1 Transmission of Data
  - 3.2 Data Quality and Cleansing of Data
  - 3.3 Transformation of Data (Normalization, Aggregation)
  - 3.4 Reduction of Data Dimensionality
  - 3.5 Data Visualisation
4. Processing of Data
  - 4.1 Stages of Data Processing
  - 4.2 Methods and Types of Data Processing
  - 4.3 Output Formats of Processed Data

5. Selected Mathematical Techniques
  - 5.1 Linear Regression
  - 5.2 Principal Component Analysis
  - 5.3 Clustering
  - 5.4 Time-series Forecasting
  - 5.5 Overview of Further Approaches
  
6. Selected Artificial Intelligence Techniques
  - 6.1 Support Vector Machines
  - 6.2 Neural Networks and Deep Learning
  - 6.3 Feed-forward Networks
  - 6.4 Recurrent Networks and Memory Cells
  - 6.5 Convolutional Networks
  - 6.6 Reinforcement Learning
  - 6.7 Overview of Further Approaches

### Literature

#### Compulsory Reading

#### Further Reading

- Akerar, R., & Sajja, P.S. (2016). Intelligent techniques for data science. Cham: Springer.
- Bruce, A., & Bruce, P. (2017). Practical statistics for data scientists: 50 essential concepts. Newton, MA: O'Reilly Publishers.
- Fawcett, T. & Provost, F. (2013). Data science for business: What you need to know about data mining and data-analytic thinking. Newton, MA: O'Reilly Media.
- Hodeghatta, U. R., & Nayak, U. (2017). Business analytics using R – A practical approach. Berkeley, CA: Apress Publishing. (Database: ProQuest).
- Liebowitz, J. (2014). Business analytics: An introduction. Boca Raton, FL: Auerbach Publications. (Available online).
- Runkler, T. A. (2012). Data analytics: Models and algorithms for intelligent data analysis. Wiesbaden: Springer Vieweg.
- Skiena, S. S. (2017). The data science design manual. Cham: Springer.

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides



# Analytical Software and Frameworks

Course Code: DLMBDSA02

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	DLMBDSA01

## Course Description

Analytical Software and Frameworks provides insight into contemporary software and platforms solutions for data analytics in business. The course introduces relevant frameworks and software used in modern data science projects. Commercial and open-source for cloud computing, distributed computing and machine learning, as well as a commercial development platform for in-memory database analytics, are covered. Additional software solutions may be covered by the lecturer as convenient. In particular in the written assignment, students are required to apply their technological knowledge to a specific scenario which requires interdisciplinary thinking of how to merge the particularities of a given application domain with the technological options.

## Course Outcomes

On successful completion, students will be able to

- comprehend how cloud computing and distributed computing support the field of data analytics.
- understand in-memory database technologies for real-time analytics.
- apply advanced statistics and machine learning solutions to solve data analysis problems.
- compare the capabilities and limitations of the presented software solutions.
- understand how to identify the right technological solution for a specific application domain.

## Contents

1. Introduction
  - 1.1 Software Systems
  - 1.2 Frameworks
  - 1.3 Distributed Computing
  - 1.4 Databases and Data Warehousing
2. Data Storage
  - 2.1 Data Clustering
  - 2.2 Data Replication
  - 2.3 Data Indexing
  - 2.4 Data Warehousing

3. Statistical Modeling Frameworks
  - 3.1 The R Project for Statistical Computing
  - 3.2 The Python Ecosystem
4. Machine Learning & Artificial Intelligence
  - 4.1 Overview of Modern Machine Learning Frameworks
  - 4.2 Introduction to TensorFlow & Keras
5. Cloud Computing Platforms & On-Premise Solutions
  - 5.1 Advantages and Disadvantages of Cloud, On-premise, and Edge Solutions
  - 5.2 Overview of Cloud Computing Solutions
6. Distributed Computing
  - 6.1 Overview of Distributed Computing Approaches
  - 6.2 Overview of Streaming Approaches
  - 6.3 Other Solutions
7. Database Technologies
  - 7.1 Overview of Database Approaches
    - 7.1.1 Row-based versus Column-based
    - 7.1.2 In Memory DB
    - 7.1.3 Relational DB versus noSQL
    - 7.1.4 Timeseries DB
  - 7.2 Overview of Database Implementations

**Literature****Compulsory Reading****Further Reading**

- Elmasri, R., & Navathe, S. (2010). *Fundamentals of database systems*. Boston, MA: Addison-Wesley Publishing Co.
- EMC Education Services (Ed.). (2012). *Information storage and management: Storing, managing, and protecting digital information in classic, virtualized, and cloud environments* (2nd ed.). Indianapolis, IN: Wiley.
- Fayad, M., Schmidt, D., & Johnson, R. (1999). *Building application frameworks: Object-oriented foundations of framework design* (1st ed., Ch. 1 & 2). New York, NY: Wiley.
- Haslwanter, T. (2016). *An introduction to statistics with Python*. (pp. 5–42, 237–14). Switzerland: Springer.
- Hugos, M. H., & Hulitzky, D. (2010). *Business in the cloud: What every business needs to know about cloud computing*. Hoboken, NJ: John Wiley & Sons.
- Jackson, J. C., Vijayakumar, V., Quadir, M. A., & Bharathi, C. (2015). Survey on programming models and environments for cluster, cloud, and grid computing that defends big data. *Procedia Computer Science*, 50, 517–523.
- Jukic, N., Vrbsky, S., & Nestorov, S. (2016). *Database systems: Introduction to databases and data warehouses*. Burlington, VT: Prospect Press.
- Lander, J. P. (2017). *R for everyone: Advanced analytics and graphics*. 2nd ed. Boston, MA: Addison-Wesley Professional.
- Loo, A. W. (Ed.). (2012). *Distributed computing innovations for business, engineering, and science*. Hershey, PA: IGI Global.
- Özsu, M. T., & Valduriez, P. (2011). *Principles of distributed database systems*. New York, NY: Springer Science & Business Media.
- Poulton, N. (2015). *Data storage networking: Real world skills for the CompTIA storage + certification and beyond* (1st ed.). Indianapolis, IN: Wiley.
- Rehman, T. B. (2018). *Cloud computing basics*. Sterling, VA: Stylus Publishing, LLC.
- Unpingco, J. (2016). *Python for probability, statistics, and machine learning*. (Ch. 4). Cham: Springer.
- Walkowiak, S. (2016). *Big data analytics with R: Utilize R to uncover hidden patterns in your big data*. Birmingham: Packt Publishing.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> no <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Written Assessment: Written Assignment

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
110 h	0 h	20 h	20 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input checked="" type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

# Supply Chain and Sourcing Management

Modulcode: MWCH\_E

<b>Modultyp</b> s. Curriculum	<b>Zugangsvoraussetzungen</b> none	<b>Niveau</b> MA	<b>ECTS</b> 10	<b>Zeitaufwand Studierende</b> 300 h
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<b>Semester</b> s. Curriculum	<b>Dauer</b> Minimum 1 semester	<b>Regulär angeboten im</b> WiSe/SoSe	<b>Kurs- und Prüfungssprache</b> Deutsch
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## Modulverantwortliche(r)

Prof. Dr. Sebastian Stütz (Global Supply Chain Management) / Prof. Dr. Hubert Vogl (Supply Chain Risk Management and Controlling)

## Kurse im Modul

- Global Supply Chain Management (MWCH01\_E)
- Supply Chain Risk Management and Controlling (MWCH02\_E)

## Art der Prüfung(en)

<b>Modulprüfung</b>	<b>Teilmodulprüfung</b>
	<u>Global Supply Chain Management</u> <ul style="list-style-type: none"> <li>• Study Format "Distance Learning": Exam, 90 Minuten</li> </ul>
	<u>Supply Chain Risk Management and Controlling</u> <ul style="list-style-type: none"> <li>• Study Format "Distance Learning": Exam, 90 Minuten</li> </ul>

## Anteil der Modulnote an der Gesamtnote

s. Curriculum

**Lehrinhalt des Moduls****Global Supply Chain Management**

- Value networks - motives, typologies, goals
- Directions of impact of SCM strategies

**Supply Chain Risk Management and Controlling**

- SCM instruments
- Controlling systems in value networks
- Risk management in value networks

**Qualifikationsziele des Moduls****Global Supply Chain Management**

Nach erfolgreichem Abschluss sind die Studierenden in der Lage,

- specify the goals and tasks of supply chain management and how it differs from pure logistics management.
- specify the tools and instruments for designing SCM.
- list possible measures to avoid obstacles in the implementation and operation of supply chains.
- assess the potential impact of coordinating collaborations on supply chain management.
- name the basic supply, disposal and recycling strategies and indicate their contents.
- indicate the motives for quality management in SCM and the methods and instruments used.
- assess which business software can support and control the functions of the supply chain.

**Supply Chain Risk Management and Controlling**

Nach erfolgreichem Abschluss sind die Studierenden in der Lage,

- assess tasks of the controlling department and evaluate problems in implementation of controlling systems in supply chains.
- assess the significance of key figures in supply chain controlling and know how these are used.
- reflect on instruments of SC controlling and determine combinations of classical and innovative controlling instruments.
- determine when SCM software is used in controlling and what is required for their implementation.
- explain the tools of controlling and apply them in practice.
- name and explain options that influence the success of a supply chain, why risk management is carried out within supply chains and compatible strategies for supply chains.
- understand the organizational design with System Dynamics and the use in the supply chain management.

**Bezüge zu anderen Modulen im Studiengang**

This module is similar to other modules in the fields of Transportation & Logistics

**Bezüge zu anderen Studiengängen der Hochschule**

All Master Programs in the Transport & Logistics fields

# Global Supply Chain Management

Course Code: MWCH01\_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

A problem-centered understanding of global value networks requires knowledge of their motives and goals. Furthermore, in view of the apparent diversity, it seems particularly useful to systematize these networks in certain typologies. On the basis of such systematizations it is then possible to systematize the spectrum of strategically relevant questions and design options in the field of SCM in a differentiated form. In addition, this also makes it possible to present the instrumental categories of SCM that are particularly relevant in this context.

## Course Outcomes

Nach erfolgreichem Abschluss sind die Studierenden in der Lage,

- specify the goals and tasks of supply chain management and how it differs from pure logistics management.
- specify the tools and instruments for designing SCM.
- list possible measures to avoid obstacles in the implementation and operation of supply chains.
- assess the potential impact of coordinating collaborations on supply chain management.
- name the basic supply, disposal and recycling strategies and indicate their contents.
- indicate the motives for quality management in SCM and the methods and instruments used.
- assess which business software can support and control the functions of the supply chain.

## Contents

1. Motives and Effects of Logistics Value Networks
  - 1.1 What does Supply Chain Management mean?
  - 1.2 What is logistics management?
  - 1.3 Service providers in the supply chain
  - 1.4 Importance of Supply Chain Management



2. Typologies of SCM and design models
  - 2.1 Supply chain strategy
  - 2.2 Instruments for supply chain strategies
  - 2.3 Inventory Reduction in Warehouse Management
  - 2.4 Freight cost reduction within the framework of the transport cost policy
  - 2.5 Efficient Replenishment
3. Problem-oriented concepts and corresponding management concepts
  - 3.1 Problems in the supply chain
  - 3.2 Interfaces in the Supply Chain
  - 3.3 The Bullwhip Effect
  - 3.4 Collaborative Planning, Forecasting and Replenishment (CPFR)
4. Tasks and goals of the SCM
  - 4.1 Tasks in Supply Chain Management
  - 4.2 Goals of Supply Chain Management
  - 4.3 Sustainable Supply Chain Management (SSCM)
5. Cooperation and coordination
  - 5.1 The Corporate Strategy
  - 5.2 Sensible corporate strategies: Instruments and Methods
  - 5.3 Strategic alliances in the context of supply chain management
  - 5.4 Requirements for successful cooperation
  - 5.5 Bundling of activities and process adjustments in cooperations
6. Supply, disposal and recycling strategies
  - 6.1 Supply strategies
  - 6.2 Disposal strategies
  - 6.3 Recycling, reuse/recycling and the corresponding strategies
7. Quality assurance
  - 7.1 Quality management systems
  - 7.2 Quality Assurance in Supply Chain Management
  - 7.3 Methods in quality management
  - 7.4 Instruments in organizational design

8. Information retrieval
  - 8.1 Information Technology in Supply Chain Management
  - 8.2 Business Software
  - 8.3 The Balanced Scorecard as a control instrument

## Literature

### Compulsory Reading

#### Further Reading

- Arndt, H. (2010): Supply Chain Management. Optimization of logistic processes. 5th edition, Gabler, Wiesbaden.
- Chopra, S./Meindl, P. (2007): Supply Chain Management. Strategy, Planning and Operation. 3rd edition, Pearson, New Jersey.
- Cohen, S./Roussel, J. (2006): Strategic Supply Chain Management. Springer, Berlin/Heidelberg.
- Corsten, H./Gössinger, R. (2008): Introduction to Supply Chain Management. 2nd edition, Oldenbourg, Munich.
- Handfield, R. B./Nichols, E. L. (2008): Introduction to Supply Chain Management. Prentice Hall, Upper Saddle River, NJ.
- Petry, T. (2006): Network strategy. Core of an integrated management of corporate networks. Gabler, Wiesbaden.
- Pfohl, H. C. (2009): Logistics systems. Fundamentals of Business Administration. 8th Edition, Springer, Berlin.
- Schulte, C. (2009): Logistics. Ways to optimize the supply chain. 5th edition, Vahlen, Munich.
- Simchi-Levi, D./Kaminsky, P./Simchi-Levi, E. (2008): Designing and Managing the Supply Chain. Concepts, Strategies and Case Studies. 3rd edition, McGraw-Hill, Boston.
- Werner, H. (2010): Supply Chain Management. Basics, strategies, instruments. Springer, Berlin.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

# Supply Chain Risk Management and Controlling

Course Code: MWCH02\_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

Global value networks prove to be particularly dynamic and sometimes fragile constructions. This observation draws attention to two important aspects of SCM: On the one hand, the need to develop an effective and efficient controlling system for such supply chains. The controlling information generated via key figure systems can make important contributions to the stabilization and optimization of the value-added network. On the other hand, to the necessity of a systematic risk management, with the focus on early identification and future prospects.

## Course Outcomes

Nach erfolgreichem Abschluss sind die Studierenden in der Lage,

- assess tasks of the controlling department and evaluate problems in implementation of controlling systems in supply chains.
- assess the significance of key figures in supply chain controlling and know how these are used.
- reflect on instruments of SC controlling and determine combinations of classical and innovative controlling instruments.
- determine when SCM software is used in controlling and what is required for their implementation.
- explain the tools of controlling and apply them in practice.
- name and explain options that influence the success of a supply chain, why risk management is carried out within supply chains and compatible strategies for supply chains.
- understand the organizational design with System Dynamics and the use in the supply chain management.

## Contents

1. Basics of controlling in and of supply chains
  - 1.1 Conceptual design of controlling in supply chain management systems
  - 1.2 The importance of controlling in the supply chain
  - 1.3 Cost Tracking
  - 1.4 Different types of supply chain controlling

2. Key figure systems in the supply chain 2.1 Meaning of key figures
  - 2.1 Types of key figures in the supply chain
  - 2.2 Visualization of key figures
3. Instruments in Supply Chain Controlling
  - 3.1 SCOR models as control instruments
  - 3.2 From traditional to innovative instruments
4. Controlling the Supply Chain in Connection with Information Technology
  - 4.1 ERP Systems
  - 4.2 CRM and SCM Systems
  - 4.3 Case study for the implementation of an SCM system
  - 4.4 Success Factors for the Use of SCM Software
5. Tools of Controlling in the Supply Chain
  - 5.1 Activity-Based Costing
  - 5.2 Benchmarking
6. Risk Management in the Supply Chain
  - 6.1 Risks in the Supply Chain
  - 6.2 Sources of risk in the supply chain
  - 6.3 Risks and Business Success
7. Risk policy strategies in the supply chain
  - 7.1 Risk Management within the Supply Chain
  - 7.2 Risk Analysis
  - 7.3 Risk Assessment
  - 7.4 Risk provisioning
8. Organizational design through systems thinking and simulation approaches
  - 8.1 Fundamentals of organizational design
  - 8.2 System Dynamics: System thinking and simulation
  - 8.3 Active Data Warehousing as a technological approach for supply chain controlling and risk management

**Literature****Compulsory Reading****Further Reading**

- Chopra, S./Meindl, P. (2007): Supply Chain Management. Strategy, Planning and Operation. 3rd edition, Pearson, New Jersey.
- Cohen, S./Roussel, J. (2006): Strategic Supply Chain Management. Springer, Berlin/Heidelberg.
- Corsten, H./Gössinger, R. (2008): Introduction to Supply Chain Management. 2nd edition, Oldenbourg, Munich.
- Handfield, R. B./Nichols, E. L. (2008): Introduction to Supply Chain Management. Prentice Hall, Upper Saddle River, NJ.
- Petry, T. (2006): Network strategy. Core of an integrated management of corporate networks. Gabler, Wiesbaden.
- Pfohl, H. C. (2009): Logistics systems. Fundamentals of Business Administration. 8th edition, Springer, Berlin.
- Schulte, C. (2009): Logistics. Ways to optimize the supply chain. 5th edition, Vahlen, Munich.
- Simchi-Levi, D./Kaminsky, P./Simchi-Levi, E. (2008): Designing and Managing the Supply Chain. Concepts, Strategies and Case Studies. 3rd edition, McGraw-Hill, Boston.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

MWCH02\_E



## Managing in a Global Economy and Negotiation

Module Code: DLMBAEMGEN-01

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	MA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

### Module Coordinator

Prof. Dr. Jürgen Matthias Seeler (Managing in a Global Economy) / Prof. Dr. Georg Berkel (Negotiation)

### Contributing Courses to Module

- Managing in a Global Economy (DLMBGE01)
- Negotiation (DLMNEGE01-01)

### Module Exam Type

Module Exam	Split Exam
	<p><u>Managing in a Global Economy</u></p> <ul style="list-style-type: none"> <li>• Study Format "myStudies": Exam, 90 Minutes</li> <li>• Study Format "Distance Learning": Exam, 90 Minutes</li> </ul> <p><u>Negotiation</u></p> <ul style="list-style-type: none"> <li>• Study Format "myStudies": Oral Assignment</li> <li>• Study Format "Distance Learning": Oral Assignment</li> </ul>

### Weight of Module

see curriculum

### **Module Contents**

#### **Managing in a Global Economy**

- The nature of international business and multinational enterprises
- Strategic management and globalization
- International business operations management
- Organizational structures of international business
- Cultural diversity and international business

#### **Negotiation**

- The significance and nature of negotiation
- The distribution of value
- Distributive negotiation tactics
- The creation of value
- Value creation negotiation tactics
- The negotiator's dilemma
- Learning to negotiate

### Learning Outcomes

#### Managing in a Global Economy

On successful completion, students will be able to

- Recognize and explain the cultural, social, economic, historical, and political differences that affect strategic decision making on an international/global scale.
- Gather specific information and conduct reliable assessments of the opportunities and risks related to business activities in different geographical market regions and specific national markets.
- Describe the impact of culture on international business activities.
- Identify different options for market entry and market development and participate in strategic planning activities that address these issues.
- Design and evaluate different organizational structures for international businesses and design measures to optimize organizational structures for international operations.
- Design, evaluate, and optimize human resource management practices for global and multinational companies.
- Explain options for international marketing and select an appropriate marketing mix relative to specific products/services and the target market.
- Plan multinational or global supply chains.
- Oversee strategic decisions regarding international accounting practices and the remuneration of expatriate staff.
- Identify and manage challenges associated with operating in an international/global business environment, such as the procurement and coordination of resources and human resource management.
- Develop business plans that implement specific organizational, marketing, and distribution strategies in selected regions/countries.

#### Negotiation

On successful completion, students will be able to

- Describe the process of negotiation and the interconnected but opposing processes of value distribution and value creation.
- Recognize common myths and misconceptions regarding negotiation and negotiators and take measures to avoid common pitfalls.
- Apply empirical insights about the process of negotiation to negotiation scenarios.
- Negotiate with various other parties using value distribution and value creation tactics.
- Engage in a process of self-reflection and utilize a variety of tools to improve performance as a novice negotiator.

#### Links to other Modules within the Study Program

This module is similar to other moduls in the field(s) of Business Administration & Management

#### Links to other Study Programs of the University

All Master Programmes in the Business & Management field(s)

## Managing in a Global Economy

Course Code: DLMBGE01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	none

### Course Description

The internationalization and globalization of product and service markets has meant that industries and economies worldwide are increasingly subject to competition and change. Nowadays, it is essential for the viability and profitability of companies that they adopt a global mindset. Establishing a business and operating in an international context offers a company many unique opportunities, but importantly, multiple diverse threats emerge in this context. An elevated level of international competition, increasing client mobility in a globalized marketplace, discriminatory practices of foreign governments, and subtle cultural differences mean that running an efficient and profitable international business is exceedingly challenging and the likelihood of failure is high. The course is designed to cover the economic, organizational, and cultural underpinnings that students need to grasp in order to better understand the managerial challenges that global organizations of all types and sizes have to cope with. Participants will gain the detailed knowledge and practical experiences they require to understand how organizations can achieve a competitive advantage in a globalized world. This course includes an optional international field trip (Note: special conditions apply - availability depends on demand, special conditions apply). This course will enable students to describe and contrast a set of sustainable corporate and functional strategies in the context of globalization. They will have a detailed understanding of the extent to which globalization and internationalization strategies affect the organizational structures and value creation of global firms.

**Course Outcomes**

On successful completion, students will be able to

- Recognize and explain the cultural, social, economic, historical, and political differences that affect strategic decision making on an international/global scale.
- Gather specific information and conduct reliable assessments of the opportunities and risks related to business activities in different geographical market regions and specific national markets.
- Describe the impact of culture on international business activities.
- Identify different options for market entry and market development and participate in strategic planning activities that address these issues.
- Design and evaluate different organizational structures for international businesses and design measures to optimize organizational structures for international operations.
- Design, evaluate, and optimize human resource management practices for global and multinational companies.
- Explain options for international marketing and select an appropriate marketing mix relative to specific products/services and the target market.
- Plan multinational or global supply chains.
- Oversee strategic decisions regarding international accounting practices and the remuneration of expatriate staff.
- Identify and manage challenges associated with operating in an international/global business environment, such as the procurement and coordination of resources and human resource management.
- Develop business plans that implement specific organizational, marketing, and distribution strategies in selected regions/countries.

**Contents**

1. Introduction to Managing in a Global Economy
  - 1.1 What is Globalization?
  - 1.2 Facts on Globalization and the Global Economy
  - 1.3 Theoretical Explanations for Globalization
2. The International Company and its Environment
  - 2.1 International Companies and their Operations
  - 2.2 Operational Patterns in International Markets
  - 2.3 Assessment of the Environment for Internationalization
3. Culture and International Business
  - 3.1 A Generic Perspective on Culture
  - 3.2 Organizational Culture
  - 3.3 Cultural Diversity and the Contemporary Manager

4. Strategy Development in International Business
  - 4.1 Strategy in Globalized Business Operations
  - 4.2 Strategy Concepts and Strategic Options
  - 4.3 Managing Strategy
5. International Human Resource Management
  - 5.1 Characteristics of International Human Resource Management
  - 5.2 The Global Manager
  - 5.3 Instruments in International Human Resource Management
6. Organization in International Business
  - 6.1 Traditional Perspectives on Business Organization
  - 6.2 Modern Views on Business Organization
  - 6.3 Coordination and Control of Intra-Organizational Collaboration
7. International Marketing
  - 7.1 Marketing in International Business
  - 7.2 Strategic Choices in International Marketing
  - 7.3 Marketing Mix Choices in International Marketing
8. Supply Chain Management and Accountancy in International Business
  - 8.1 Supply Chain Management and International Business
  - 8.2 Quality, Supplier Networks, and Inventory in Supply Chain Management
  - 8.3 Accounting in International Business

### Literature

#### Compulsory Reading

#### Further Reading

- Beamish, P. W., Morrison, A., Inkpen, A., & Rosenzweig, P. (2003). *International management: Text and cases (International student ed.)*. London: McGraw-Hill Education.
- Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2010). *International business: Environments and operations (13th ed.)*. Essex: Pearson Education.
- Hill, C. W. L., & Hult, G. T. M. (2016). *International business: Competing in the global marketplace (11th ed.)*. New York, NY: McGraw-Hill Education.
- Johnson, G., Whittington, R., Scholes, K., Angwin, D., & Regnér, P. (2014). *Exploring strategy (10th ed.)*. Essex: Pearson Education.
- Wall, S., Minocha, S., & Rees, B. (2015). *International business (4th ed.)*. Harlow: Pearson Education.

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed <input checked="" type="checkbox"/> Slides

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed <input checked="" type="checkbox"/> Slides



# Negotiation

Course Code: DLMNEGE01-01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

The course enables students to learn about both the negotiation process and actually how to negotiate. In order to understand the rules that govern the interpersonal decision-making process that is negotiation, it is essential to have an in-depth understanding of the two sides of negotiation: the distribution of value and the creation of value. This course begins by introducing students to the pervasive nature of negotiation and some of the common myths and misconceptions that limit the potential benefits that can be gained through effective negotiation. It then delves into the concept of distribution value and the specific tactics that can be employed in order to arrive at the most favorable outcome. Students will then explore value creation and how to implement tactics to move from a win-lose scenario to a win-win. The course will then offer insights drawn from game theory (including the prisoner's dilemma, the "stag hunt game," the "tit-for-tat" strategy) before concluding with a focused exploration of how to manage the process of implementing negotiation theory in practice, avoiding pitfalls and allowing for effective negotiation learning.

## Course Outcomes

On successful completion, students will be able to

- Describe the process of negotiation and the interconnected but opposing processes of value distribution and value creation.
- Recognize common myths and misconceptions regarding negotiation and negotiators and take measures to avoid common pitfalls.
- Apply empirical insights about the process of negotiation to negotiation scenarios.
- Negotiate with various other parties using value distribution and value creation tactics.
- Engage in a process of self-reflection and utilize a variety of tools to improve performance as a novice negotiator.

## Contents

1. The Significance and Nature of Negotiation
  - 1.1 The Nature and Types of Negotiation
  - 1.2 Misconceptions About Negotiation and Myths About Negotiators

2. The Distribution of Value
  - 2.1 The Pie: Zone of Possible Agreement
  - 2.2 Slicing the Pie: Maximizing Distributive Outcomes
3. Distributive Negotiation Tactics
  - 3.1 Distributive Negotiation To-Dos
  - 3.2 Learning Transfer
4. The Creation of Value
  - 4.1 Value Creation: From Win-Lose to Win-Win
  - 4.2 The Four Steps and the Three Types of Value Creation
5. Value Creation Negotiation Tactics
  - 5.1 Framing
  - 5.2 Value Creation Negotiation To-Dos
6. The Negotiator's Dilemma
  - 6.1 The Dilemma Between Creating and Distributing Value
  - 6.2 The Prisoner's Dilemma as a Metaphor for the Negotiator's Dilemma
  - 6.3 Coping Strategies: Tit-for-Tat Strategy and Changing Payoffs
7. Learning to Negotiate
  - 7.1 From Theory to Practice
  - 7.2 Three Challenges to Learning to Negotiate
  - 7.3 A Model for Negotiation Learning

### Literature

#### Compulsory Reading

#### Further Reading

- Brett, J. M. (2014). *Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries* (3rd ed.). Jossey-Bass.
- Fisher, R., Ury, W. L., & Patton, B. (2011). *Getting to yes: Negotiating agreements without giving in* (3rd ed.). Penguin Books.

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Oral Assignment

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
110 h	0 h	20 h	20 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input checked="" type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Oral Assignment

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
110 h	0 h	20 h	20 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input checked="" type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

## Corporate Finance and Investment

Module Code: DLMBCFIE

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> MA	<b>CP</b> 10	<b>Student Workload</b> 300 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Andreas Simon (Advanced Corporate Finance) / Prof. Dr. Andreas Simon (Investment Analysis & Portfolio Management)

### Contributing Courses to Module

- Advanced Corporate Finance (DLMBCFIE01)
- Investment Analysis & Portfolio Management (DLMBCFIE02)

### Module Exam Type

<b>Module Exam</b>	<b>Split Exam</b>
	<p><u>Advanced Corporate Finance</u></p> <ul style="list-style-type: none"> <li>• Study Format "Distance Learning": Exam, 90 Minutes</li> </ul> <p><u>Investment Analysis &amp; Portfolio Management</u></p> <ul style="list-style-type: none"> <li>• Study Format "Distance Learning": Exam, 90 Minutes</li> </ul>

### Weight of Module

see curriculum

**Module Contents****Advanced Corporate Finance**

- Financing decisions and issuing securities
- Debt financing and leasing
- Options and futures
- Takeovers, corporate control, and governance
- Unsolved issues and the future of finance

**Investment Analysis & Portfolio Management**

- Introduction to investment analysis and portfolio management
- Portfolio selection and the optimum portfolio
- The equilibrium in capital markets and asset pricing models
- Analysis and management of securities
- Evaluation of the investment performance

**Learning Outcomes****Advanced Corporate Finance**

On successful completion, students will be able to

- identify methods of issuing corporate debt and equity securities, and understand the role of financial intermediaries.
- discuss dividend policy and corporate capital structure in perfect markets vis-à-vis imperfect markets.
- utilize a range of tools for valuing different kinds of debt.
- describe various financing options and their different forms of application in the context of corporate finance.
- discuss mergers and takeovers and the role of different parties involved in the transaction process.

**Investment Analysis & Portfolio Management**

On successful completion, students will be able to

- describe the theoretical constructs of investments and portfolio analysis.
- apply the modern portfolio theory and the theory of capital markets to practical questions of investment decisions.
- discuss the conflicting priorities between the normative theoretical approach of portfolio selection and equilibrium asset pricing on the one hand, and the practical application of investment decisions such as stock picking and technical analysis on the other hand.
- utilize various tools for researching and analyzing investment vehicles used in the context of asset pricing and asset allocation decisions.
- identify main features and practices of the global investment advisory industry.
- describe warrants and convertibles, options and futures and discuss the application of these vehicles in a portfolio investment context.

**Links to other Modules within the Study Program**

This module is similar to other modules in the field of Finance & Tax Accounting

**Links to other Study Programs of the University**

All Master Programmes in the Business & Management field

## Advanced Corporate Finance

Course Code: DLMBCFIE01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	none

### Course Description

The last decade has seen fundamental changes in financial markets and financial instruments. Both the theory and practice of corporate finance have been moving ahead with uncommon speed. Participants will be guided through the main areas of modern financial theory, including the pricing of assets and derivatives, corporate financial policy, and corporate control. The course emphasizes the modern fundamentals of the theory of finance and brings the theory to life with contemporary examples.

### Course Outcomes

On successful completion, students will be able to

- identify methods of issuing corporate debt and equity securities, and understand the role of financial intermediaries.
- discuss dividend policy and corporate capital structure in perfect markets vis-à-vis imperfect markets.
- utilize a range of tools for valuing different kinds of debt.
- describe various financing options and their different forms of application in the context of corporate finance.
- discuss mergers and takeovers and the role of different parties involved in the transaction process.

### Contents

1. Financing Decisions and Issuing Securities
  - 1.1 Types of Corporate Financing
  - 1.2 Corporations and Issuing Shares
  - 1.3 Corporations and Issuing Debt Securities
2. Dividend Policy and Capital Structure
  - 2.1 What's Your Dividend Policy?
  - 2.2 What's Your Debt Policy?
  - 2.3 Weighted Average Cost of Capital (WACC)
  - 2.4 Corporate and Personal Taxes
  - 2.5 Capital Structure and Related Theories



3. Debt Financing and Leasing
  - 3.1 Debt Valuation
  - 3.2 Rating Debt
  - 3.3 Different Kinds of Debt and Hybrid Securities
  - 3.4 Leasing as a Form of Corporate Finance
4. Options and Futures
  - 4.1 Derivative Financial Instruments, Options and Futures
  - 4.2 Valuing Options, the Binomial Model, the Black-Scholes Formula
  - 4.3 Real Options
5. Takeovers, Corporate Control, and Governance
  - 5.1 Mergers and Acquisitions
  - 5.2 LBOs, Management Buyouts, and Going Private
  - 5.3 Private Equity and the Venture Capitalist
  - 5.4 Empirical Testing of Takeover Success
  - 5.5 Corporate Governance and Corporate Control
6. Unsolved Issues and the Future of Finance
  - 6.1 What Do We Know and What Do We Not Know About Finance?
  - 6.2 The Future of Finance

**Literature****Compulsory Reading****Further Reading**

- Brealey, R., Myers, S. C., & Allen, F. (2016). Principles of corporate finance (12th ed.). New York, NY: McGraw-Hill Education.
- Vernimmen, P., Quiry, P., Dallochio, M., Le Fur, Y., & Salvi, A. (2014). Corporate finance: Theory and practice (4th ed.). Hoboken, NJ: John Wiley & Sons. (Database: EBSCO).

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

# Investment Analysis & Portfolio Management

Course Code: DLMBCFIE02

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

Security analysis, asset allocation strategies, and the optimal composition of portfolios of financial assets are some of the most important fields of advanced financial management. This course is designed to bring together investment analysis and portfolio theory and their implementation with regard to portfolio management. Topics to be covered are the theory of portfolio selection and the theory's application, the hypotheses of efficient capital markets and the capital market equilibrium, analysis of investments and the evaluation of portfolios (or mutual funds) of common stocks, bonds, international assets, and other asset classes. Students will be directed through a broad and critical evaluation of the various investment strategies for maximizing returns and minimizing risk on portfolios. Investment analysis and portfolio management is a truly global topic. As a consequence, the course will take an international perspective, provide an insight into the global investment advisory industry, and discuss best-practice approaches around the globe.

## Course Outcomes

On successful completion, students will be able to

- describe the theoretical constructs of investments and portfolio analysis.
- apply the modern portfolio theory and the theory of capital markets to practical questions of investment decisions.
- discuss the conflicting priorities between the normative theoretical approach of portfolio selection and equilibrium asset pricing on the one hand, and the practical application of investment decisions such as stock picking and technical analysis on the other hand.
- utilize various tools for researching and analyzing investment vehicles used in the context of asset pricing and asset allocation decisions.
- identify main features and practices of the global investment advisory industry.
- describe warrants and convertibles, options and futures and discuss the application of these vehicles in a portfolio investment context.

## Contents

1. Introduction to Investment Analysis and Portfolio Management
  - 1.1 The Asset Management and Investment Advisory Industry
  - 1.2 Financial Instruments, Derivatives, and Organization of Securities Markets
  - 1.3 The History of Investment Analysis

2. Portfolio Selection and the Optimum Portfolio
  - 2.1 Mean Variance Portfolio Theory
  - 2.2 The Calculation of Risk and Return
  - 2.3 Efficient Portfolios and Techniques for Calculating the Efficient Frontier
  - 2.4 Single-Index Models and Multi-Index Models
  - 2.5 International Diversification
3. Equilibrium in Capital Markets and Asset Pricing Models
  - 3.1 Equilibrium in Capital Markets and the Standard Capital Asset Pricing Model
  - 3.2 Empirical Tests of Equilibrium Models
  - 3.3 Extensions to the Single-Factor Capital Asset Pricing Model
  - 3.4 Multifactor Asset Pricing Models: Arbitrage Pricing Theory and the Fama-French Model
4. Analysis of Securities
  - 4.1 Macro- and Microanalyses of Industries and Companies
  - 4.2 Stock Valuation, Intrinsic Value and Market Value Determinants, and Valuation Techniques
  - 4.3 The Analysis and Valuation of Bonds
  - 4.4 Technical Analysis and Behavioral Finance
5. Management of Securities
  - 5.1 The Efficient Market Hypothesis
  - 5.2 Stock and Bond Portfolio Management Strategies Using Active vs Passive Strategies
  - 5.3 Asset Allocation Strategies
6. Investment Vehicles
  - 6.1 Mutual Funds: Types, Industry, and Participants
  - 6.2 Hedge Funds
  - 6.3 Private Equity Funds
7. Evaluation of Investment Performance
  - 7.1 Globalization and International Investing
  - 7.2 Investment Process
  - 7.3 Evaluation of Portfolio Performance Using the Sharpe Ratio, Jensen Measure, Treynor Measure, and Other Measures
  - 7.4 Evaluation of Security Analysis

**Literature****Compulsory Reading****Further Reading**

- Bodie, Z., Kane, A., & Marcus, A. J. (2017). Essentials of investments (10th ed.). New York, NY: McGraw-Hill Education.
- Fabozzi, F. J., & Modigliani, F. (2009). Capital markets: Institutions and instruments (4th ed.). Upper Saddle River, NJ: Prentice Hall.
- Reilly, F. K., & Brown, K. C. (2012). Investment analysis and portfolio management (10th ed.). Boston, MA: Cengage Learning.
- Smart, S., Gitman, L. J., & Joehnk, M. D. (2017). Fundamentals of investing (13th ed.). Upper Saddle River, NJ: Pearson. (Database: EBSCO).

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

## Business Analyst

Module Code: DLMDSEBA

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> <ul style="list-style-type: none"> <li>▪ DLMDSEBA01</li> <li>▪ none</li> </ul>	<b>Study Level</b> MA	<b>CP</b> 10	<b>Student Workload</b> 300 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Silke Vaas (Business Intelligence I) / Prof. Dr. Peter Poensgen (Project: Business Intelligence)

### Contributing Courses to Module

- Business Intelligence I (DLMDSEBA01)
- Project: Business Intelligence (DLMDSEBA02)

### Module Exam Type

<b>Module Exam</b>	<b>Split Exam</b>
	<u>Business Intelligence I</u> <ul style="list-style-type: none"> <li>• Study Format "Distance Learning": Written Assessment: Case Study</li> </ul> <u>Project: Business Intelligence</u> <ul style="list-style-type: none"> <li>• Study Format "Distance Learning": Portfolio</li> </ul>

### Weight of Module

see curriculum

<p><b>Module Contents</b></p> <p><b>Business Intelligence I</b></p> <ul style="list-style-type: none"> <li>Data acquisition and dissemination</li> <li>Data warehouse and multidimensional modeling</li> <li>Analytical systems</li> <li>Future Business Intelligence Application Areas</li> </ul> <p><b>Project: Business Intelligence</b></p> <p>Implementation of a business intelligence use case.</p>	
<p><b>Learning Outcomes</b></p> <p><b>Business Intelligence I</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>understand the motivations and use cases for, as well as fundamentals of, business intelligence.</li> <li>explain relevant types of data.</li> <li>know and disambiguate techniques and methods for modeling and dissemination of data.</li> <li>expound upon the techniques and methods for the generation and storage of information.</li> <li>select apposite business intelligence methods for given requirements.</li> <li>explain current and future business intelligence application areas.</li> </ul> <p><b>Project: Business Intelligence</b></p> <p>On successful completion, students will be able to</p> <ul style="list-style-type: none"> <li>transfer knowledge of business intelligence methodology to real-world use cases.</li> <li>analyze the suitability of different approaches with respect to the project task.</li> <li>critically reason about relevant design choices.</li> <li>make apposite architectural choices.</li> <li>formulate and implement a business intelligence use case.</li> </ul>	
<p><b>Links to other Modules within the Study Program</b></p> <p>This module is similar to other modules in the fields of Computer Science &amp; Software Development and Data Science &amp; Artificial Intelligence</p>	<p><b>Links to other Study Programs of the University</b></p> <p>All Master Programs in the IT &amp; Technology fields</p>



# Business Intelligence I

Course Code: DLMDSEBA01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	none

## Course Description

Business Intelligence is about the generation of information based on operational data. It is used to enable goal-oriented management practices as well as the optimization of relevant business activities. This course introduces and discusses techniques, methods, and models for data provisioning and the generation, analysis, and dissemination of information.

## Course Outcomes

On successful completion, students will be able to

- understand the motivations and use cases for, as well as fundamentals of, business intelligence.
- explain relevant types of data.
- know and disambiguate techniques and methods for modeling and dissemination of data.
- expound upon the techniques and methods for the generation and storage of information.
- select apposite business intelligence methods for given requirements.
- explain current and future business intelligence application areas.

## Contents

1. Motivation and Introduction
  - 1.1 Motivation and historical development of the field
  - 1.2 Business intelligence as a framework
2. Data Provisioning
  - 2.1 Operative and dispositive systems
  - 2.2 The data warehouse concept
  - 2.3 Architecture variants
3. Data Warehouse
  - 3.1 The ETL-Process
  - 3.2 DWH and Data-Mart concepts
  - 3.3 ODS and meta-data

4. Modeling Multidimensional Dataspaces
  - 4.1 Data modeling
  - 4.2 OLAP-Cubes
  - 4.3 Physical storage concepts
  - 4.4 Star-Schema and Snowflake-Schema
  - 4.5 Historization
5. Analytical Systems
  - 5.1 Freeform data analysis and OLAP
  - 5.2 Reporting systems
  - 5.3 Model-based analytical systems
  - 5.4 Concept-oriented systems
6. Distribution and Access
  - 6.1 Information distribution
  - 6.2 Information access
7. Current and Future Business Intelligence Application Areas
  - 7.1 Mobile Business Intelligence
  - 7.2 Predictive and Prescriptive Analytics
  - 7.3 Artificial Intelligence
  - 7.4 Agile Business Intelligence

**Literature****Compulsory Reading****Further Reading**

- Grossmann, W., Rinderle-Ma, S. (2015): Fundamentals of Business Intelligence. Berlin/ Heidelberg: Springer.
- Kolb, J. (2013). Business intelligence in plain language: A practical guide to data mining and business analytics. Createspace.
- Sharda, R., Delen, D., & Turban, E. (2014). Business intelligence and analytics: Systems for decision support. Pearson.
- Sharda, R., Delen, D., & Turban, E. (2017). Business intelligence, analytics, and data science: A managerial perspective. Pearson.
- Sherman, R. (2014). Business intelligence guidebook: From data integration to analytics. Morgan Kaufmann.
- Turban, E., Sharda, R., Aronson, J., & King, D. (2010). Business intelligence. A managerial approach (2nd ed.). Prentice Hall.
- Vaisman, A., & Zimányi, E. (2016). Data warehouse systems: Design and implementation. Springer.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Case Study
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Written Assessment: Case Study

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
110 h	0 h	20 h	20 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input checked="" type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

## Project: Business Intelligence

Course Code: DLMDSEBA02

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	DLMDSEBA01

### Course Description

In this course the students will transfer knowledge of business intelligence approaches and methods to the implementation of a real-world business analytical use case. To accomplish this goal, students must look closely at the given task and find an apposite approach by analyzing, evaluating, and comparing different solution strategies and their constituent parts. The found solution then has to be implemented in order to arrive at a running business analytical system.

### Course Outcomes

On successful completion, students will be able to

- transfer knowledge of business intelligence methodology to real-world use cases.
- analyze the suitability of different approaches with respect to the project task.
- critically reason about relevant design choices.
- make apposite architectural choices.
- formulate and implement a business intelligence use case.

### Contents

- This second course in the Business Analyst specialization aims at the practical implementation of a business intelligence project. Students can choose from a list of project topics or contribute their own ideas.

**Literature****Compulsory Reading****Further Reading**

- Kimball, R. (2013). *The data warehouse toolkit: The definitive guide to dimensional modeling* (3rd ed.). Indianapolis, IN: Wiley.
- Linstedt, D., & Olschimke, M. (2015). *Building a scalable data warehouse with Data Vault 2.0*. Waltham, MA: Morgan Kaufmann.
- Provost, F. (2013). *Data science for business: What you need to know about data mining and data-analytic thinking*. Sebastopol, CA: O'Reilly.
- Sherman, R. (2014). *Business intelligence guidebook: From data integration to analytics*. Waltham, MA: Morgan Kaufmann.
- Turban, E., Sharda, R., Delen, D., & King, D. (2010). *Business intelligence. A managerial approach* (2nd ed.). Upper Saddle River, NJ: Prentice Hall.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Project
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> no <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Portfolio

<b>Student Workload</b>					
<b>Self Study</b> 120 h	<b>Contact Hours</b> 0 h	<b>Tutorial</b> 30 h	<b>Self Test</b> 0 h	<b>Independent Study</b> 0 h	<b>Hours Total</b> 150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input checked="" type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed <input checked="" type="checkbox"/> Slides

DLMDSEBA02



## Forensic Accounting

Module Code: DLMFAEFA

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> MA	<b>CP</b> 10	<b>Student Workload</b> 300 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Prof. Dr. Muhammad Ashfaq (Principles of Forensic Accounting and Auditing) / Prof. Dr. Muhammad Ashfaq (Financial Statement Fraud)

### Contributing Courses to Module

- Principles of Forensic Accounting and Auditing (DLMFAEFA01)
- Financial Statement Fraud (DLMFAEFA02)

### Module Exam Type

<b>Module Exam</b>	<b>Split Exam</b>
	<p><u>Principles of Forensic Accounting and Auditing</u></p> <ul style="list-style-type: none"> <li>• Study Format "Distance Learning": Exam, 90 Minutes</li> </ul> <p><u>Financial Statement Fraud</u></p> <ul style="list-style-type: none"> <li>• Study Format "Distance Learning": Written Assessment: Case Study</li> </ul>

### Weight of Module

see curriculum

### **Module Contents**

#### **Principles of Forensic Accounting and Auditing**

- Introduction of Forensic Accounting and Auditing
- Types of Fraud Schemes
- Fraud Prevention, Detection and Response
- Valuation Fundamentals and Application
- Digital Forensic Techniques and Tools
- Forensic Auditing

#### **Financial Statement Fraud**

- Introduction of the Financial Statement Frauds and Importance of Financial Statements
- Overview of Fraud Triangle Theories
- Traditional Financial Statement Fraud Techniques
- Detection of Financial Statement Frauds
- Prevention of Frauds and Assessing Liability
- Market Consequences of Financial Statement Frauds

### Learning Outcomes

#### Principles of Forensic Accounting and Auditing

On successful completion, students will be able to

- understand the difference between forensic accounting and auditing and critically discuss various motivations behind frauds.
- develop an in-depth understanding of both theory and practical aspects of types of fraud schemes.
- learn how forensic accountants perform fraud prevention, detection and response.
- understand the different valuation fundamentals and applications to analyze financial crime investigations.
- apply different digital forensic techniques and tools.
- identify and evaluate critically the role of forensic auditing by studying recent case studies.

#### Financial Statement Fraud

On successful completion, students will be able to

- develop an in-depth understanding of the role and importance of financial statements.
- understand key definitions and terminologies regarding financial statement fraud and learn various fraud triangle theories.
- describe the traditional financial statement fraud methods and critically evaluate how organizations understand and overstate key elements in financial statements to commit fraud.
- learn how organizations can understand early warning signs and detect frauds related to financial statements.
- understand the role and obligations of relevant stakeholders such as auditors, board of directors and regulators in preventing frauds.
- identify and evaluate critically the market consequence of financial statement frauds and learn about recent accounting standards and regulatory and supervisory changes in the global context.

#### Links to other Modules within the Study Program

This module is similar to other modules in the field of Finance & Tax Accounting

#### Links to other Study Programs of the University

All Master Programmes in the Business & Management field

## Principles of Forensic Accounting and Auditing

Course Code: DLMFAEFA01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	none

### Course Description

In recent years, increasing business failures such as Wirecard, WorldCom, Luckin, Greensill Capital and Archegos Capital Management – just to mention a few - took place that has shaken the trust of investors and highlighted the issues in accounting, auditing and compliance mechanisms. In April 2021, big entities like Credit Suisse, Morgan Stanley, Nomura and UBS suffered almost USD 10 billion losses from the rapid fall of Archegos Capital. Regulators in the UK, US and Switzerland are in shock and investigating the weak internal control of these financial institutions. Under the above circumstances, the role of forensic accounting and auditing has gained huge momentum due to an overwhelming increase in financial frauds, business insolvencies, money laundering and embezzlement of funds. Forensic accountants are hired to examine the financial records, evaluation of assets and uncovering incorrect accounting on the suspicion of fraud. In addition, there is rapid growth in the demand of forensic accountants and auditors especially by large entities to further strengthen internal audit, compliance, finance and legal departments.

### Course Outcomes

On successful completion, students will be able to

- understand the difference between forensic accounting and auditing and critically discuss various motivations behind frauds.
- develop an in-depth understanding of both theory and practical aspects of types of fraud schemes.
- learn how forensic accountants perform fraud prevention, detection and response.
- understand the different valuation fundamentals and applications to analyze financial crime investigations.
- apply different digital forensic techniques and tools.
- identify and evaluate critically the role of forensic auditing by studying recent case studies.

### Contents

1. Introduction
  - 1.1 Difference between Forensic Accounting and Auditing
  - 1.2 Scope and Need of Forensic Accounting
  - 1.3 Fraud Taxonomy
  - 1.4 Overview of Corporate Culture and Fraud Motives
  - 1.5 The Global Legal Environment in the Context of Forensic Accounting

2. Types of Fraud Schemes
  - 2.1 Financial Theft by Customers and Employees
  - 2.2 Securities Fraud
  - 2.3 Bankruptcies and Debt Default
  - 2.4 Money Laundering
  - 2.5 Organized Crime and Fraud
  - 2.6 Other Fraud and Theft Techniques (Cyber-Crime)
3. Fraud Prevention, Detection and Response
  - 3.1 How to Prevent Frauds?
  - 3.2 Fraud Detection
  - 3.3 Fraud Investigation and Evidence Gathering
4. Valuation Fundamentals and Application
  - 4.1 Overview of General Valuation Models
  - 4.2 Business Valuation Process
  - 4.3 Business Valuation Reporting
5. Digital Forensic Techniques and Tools
  - 5.1 Digital Forensic Labs
  - 5.2 Difference between Private Investigations and Law Enforcement Investigations
  - 5.3 Data Analytics
6. Forensic Auditing
  - 6.1 Roles and Responsibilities of the Auditor
  - 6.2 Fundamentals of Fraud Auditing
  - 6.3 Governance, Risk and Compliance
  - 6.4 Case Studies

**Literature****Compulsory Reading****Further Reading**

- Ashfaq, M./ Randall, V. (2020): Wirecard: The rise and fall of a German FinTech, The Case Centre, UK.
- Crain, M. A./ Hopwood, W. S./ Gendler, R. S./et al (2019): Essentials of forensic accounting. 2nd edition, John Wiley and Sons, New Jersey.
- Gray, D. (2008): Forensic accounting and auditing: compared and contracted to traditional accounting and auditing. In: American Journal of Business Education, volume 1, issue 1, p.115-126.
- Golden, T. W./ Skalak, S. / Clayton, M. (2011): A guide to forensic accounting and investigation. 2nd edition, John Wiley and Sons, New Jersey.
- Pedneault, S./ Rudewicz, F./ Silverstone, H./ Sheetz, M. (2012): Forensic accounting and fraud investigation for non-experts. 3rd edition, John Wiley and Sons, New Jersey.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

## Financial Statement Fraud

Course Code: DLMFAEFA02

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	none

### Course Description

One of the main aims of the financial statements is to provide reliable and accurate information to investors and other stakeholders. However, due to increasing competition, globalization, sophistication in the use of technologies, business disruptions because of unforeseeable events like the Covid-19 pandemic, there has been an increase in the monetary costs of frauds by businesses of all sizes. Investors, creditors and society as a whole faces huge losses of white-color frauds, particularly by the business organizations. The collapse of supply chain financier Greensill Capital and the German payment processing company Wirecard triggered corporate and political scandals and caused reputational risk for the relevant auditors and regulators. Individuals and business organizations take an advantage of lack of due diligence and weak internal controls to commit frauds. Thus, there is a greater need for transparency and consistency in reporting financial statements. This course aims to enrich the knowledge of students by highlighting the financial and economic consequences of financial statement frauds. Students will learn the most commonly used techniques (i.e. revenue-based, asset-based, expense and liability-based, asset valuation) of committing financial statement frauds. This course will enhance the competence of students in understanding red flags before the fraud takes place and comprehend their understanding of detection and prevention of financial statement frauds.

### Course Outcomes

On successful completion, students will be able to

- develop an in-depth understanding of the role and importance of financial statements.
- understand key definitions and terminologies regarding financial statement fraud and learn various fraud triangle theories.
- describe the traditional financial statement fraud methods and critically evaluate how organizations understand and overstate key elements in financial statements to commit fraud.
- learn how organizations can understand early warning signs and detect frauds related to financial statements.
- understand the role and obligations of relevant stakeholders such as auditors, board of directors and regulators in preventing frauds.
- identify and evaluate critically the market consequence of financial statement frauds and learn about recent accounting standards and regulatory and supervisory changes in the global context.



**Contents**

1. Introduction
  - 1.1 Overview of Key Financial Statements
  - 1.2 Role and Importance of Financial Statements
  - 1.3 Process of Financial Reporting
  - 1.4 Understanding Fraud and Fraudulent Financial Reporting
  - 1.5 Historical Examples of Financial Statement Frauds
2. Fraud Triangle Theories
  - 2.1 Agency Theory
  - 2.2 Stakeholder Theory
  - 2.3 Public interest Theory
  - 2.4 Capital needs Theory
  - 2.5 Communication Theory
3. Traditional Financial Statement Frauds
  - 3.1 Revenue-Based Techniques
  - 3.2 Asset-Based Techniques
  - 3.3 Expense and Liability-Based Techniques
  - 3.4 Asset Valuation
  - 3.5 Fair Value Accounting
  - 3.6 Case Studies
4. Detection of Financial Statement Frauds
  - 4.1 Understanding Company overall Culture
  - 4.2 Reading Red Flags for Fraud
  - 4.3 Fraud Risk Indicators
  - 4.4 Internal Control Indicators
  - 4.5 Use of Ratio Analysis to Detect Frauds
5. Prevention of Frauds and Assessing Liability
  - 5.1 The Role of the Auditor
  - 5.2 Litigation against Auditor Failures (Wirecard)
  - 5.3 Corporate Governance and Internal Control
  - 5.4 Better Reporting System
  - 5.5 Check and Balance on Executive Management Compensation

- 6. Market Consequences of Financial Statement Frauds
  - 6.1 Loss of Investor Confidence
  - 6.2 New Accounting Standards
  - 6.3 Regulatory and Supervisory Changes in the Global Context

**Literature**

**Compulsory Reading**

**Further Reading**

- Margret, E. J./ Peck, G. (2015): Fraud in financial statements. Routledge, Oxfordshire.
- Zack, Gerard M. (2013): Financial statement fraud: strategies for detection and investigation. John Wiley & Sons, New Jersey.
- Zimbelman, M. F./ Albrecht, W.S. (2011): Forensic accounting. Cengage Learning, Boston.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Case Study
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Written Assessment: Case Study

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
110 h	0 h	20 h	20 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input checked="" type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

DLMFAEFA02

## Capital Markets

Module Code: DLMFAECP

Module Type	Admission Requirements	Study Level	CP	Student Workload
see curriculum	none	MA	10	300 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

### Module Coordinator

Prof. Dr. Muhammad Ashfaq (Financial Markets and Institutions) / Prof. Dr. Muhammad Ashfaq (Asset Management)

### Contributing Courses to Module

- Financial Markets and Institutions (DLMFAECP01)
- Asset Management (DLMFAECP02)

### Module Exam Type

#### Module Exam

#### Split Exam

##### Financial Markets and Institutions

- Study Format "Distance Learning": Exam, 90 Minutes

##### Asset Management

- Study Format "Distance Learning": Exam, 90 Minutes

### Weight of Module

see curriculum

### **Module Contents**

#### **Financial Markets and Institutions**

- Introduction of the Financial Markets
- Overview of the Banking Institutions
- Financial Markets and their Functions
- Non-Bank Operations
- Financial Futures, Options and Swaps
- Financial Innovation and Banking Regulation

#### **Asset Management**

- Introduction of the Asset Management Industry
- Overview of different Investment Vehicles
- Institutional Asset Allocation
- Performance Measurement of Assets
- Asset Management Innovation and Megatrends

### Learning Outcomes

#### Financial Markets and Institutions

On successful completion, students will be able to

- describe the foundation, structure and functioning of financial markets and institutions.
- understand the global financial architecture and interconnectedness of modern financial markets and institutions.
- know the existence of different types of financial markets, critically evaluate their core products and features.
- explain the critical role of the central banking system and other financial intermediaries in the smooth functioning in modern economies
- identify and evaluate critically the financial engineering and innovation (FinTech, Cryptocurrencies, Central bank digital currencies, etc.) happening at the financial markets and the response of regulatory and supervisory bodies.

#### Asset Management

On successful completion, students will be able to

- develop an in-depth understanding of both theory and practical aspects of asset management.
- understand the global asset management industry and interconnectedness with financial markets and institutions.
- know the existence of different types of investment vehicles such as mutual funds, exchange-traded funds, hedge funds and equity funds, and critically evaluate their advantages and disadvantages and investment mechanisms.
- learn how institutional asset allocation is performed by understanding Robo-advisers, financial derivatives, algorithmic trading and strategic asset allocation.
- demonstrate the performance measurement of assets such as mutual and hedge funds.

#### Links to other Modules within the Study Program

This module is similar to other modules in the field of Finance & Tax Accounting

#### Links to other Study Programs of the University

All Master Programmes in the Business & Management field

## Financial Markets and Institutions

Course Code: DLMFAECP01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	none

### Course Description

Financial markets and institutions are the backbones of a well-functioning modern economy. Financial markets and institutions are one of the most dynamic pillars of the global financial system and have far-reaching implications on national, regional and global economics. For instance, the 2007-08 sub-prime mortgage crisis highlighted the significance of the global financial system. Several financial institutions, particularly in the USA and Europe, went bankrupt and businesses were unable to have access to much-needed liquidity which paralysed the global economy. A modern financial system is a result of complex interconnections with a variety of market players such as financial intermediaries, stock exchanges, and bond markets – just to mention a few. This course aims to enrich the students' knowledge by providing an in-depth understanding of topics such as the central banking system, commercial banks, non-banking institutions, different types of markets like equity, debt, foreign exchange, and derivative, etc. This course aims to provide theoretical and practical knowledge and emphasis on the organization, functions and structure of the financial markets and institutions. This course deals with how price determination works in financial markets and institutions. Moreover, this course provides a comprehensive understanding of Futures, Options and Swap contracts. In recent years, financial markets and institutions have introduced innovative products and therefore, this course emphasizes on the recent banking regulations as well.

### Course Outcomes

On successful completion, students will be able to

- describe the foundation, structure and functioning of financial markets and institutions.
- understand the global financial architecture and interconnectedness of modern financial markets and institutions.
- know the existence of different types of financial markets, critically evaluate their core products and features.
- explain the critical role of the central banking system and other financial intermediaries in the smooth functioning in modern economies
- identify and evaluate critically the financial engineering and innovation (FinTech, Cryptocurrencies, Central bank digital currencies, etc.) happening at the financial markets and the response of regulatory and supervisory bodies.



**Contents**

1. Introduction
  - 1.1 Why Study Financial Markets and Institutions?
  - 1.2 Overview and Structure of the Financial System
2. An Overview of Banking Institutions
  - 2.1 The Role of Central Bank
  - 2.2 Monetary Policy and Interest Rates Determination
  - 2.3 Types of Financial Intermediaries (Commercial and Investment Banks, FinTech)
  - 2.4 The Role of Financial Intermediaries
3. Financial Markets and their Functions
  - 3.1 Money and Bond Markets
  - 3.2 Stock Market
  - 3.3 Mortgage Markets
  - 3.4 Exchange Rate Markets
  - 3.5 Derivative Markets
4. Non-Bank Operations
  - 4.1 Thrift operations
  - 4.2 Mutual Funds
  - 4.3 Insurance Companies
  - 4.4 Pension Fund Companies
5. Financial Futures, Options and Swaps
  - 5.1 Comparison between Futures and Forward Contracts
  - 5.2 Types of Option Contracts
  - 5.3 Option Pricing
  - 5.4 Swap Contracts
6. Financial Innovation and Banking Regulation
  - 6.1 Use of Credit Debt Obligations and Credit Default Swaps
  - 6.2 The Financial Crisis and Liquidity Crunch
  - 6.3 Risk Management
  - 6.4 Bailout of Financial Institutions
  - 6.5 Changes in Banking Regulation

**Literature****Compulsory Reading****Further Reading**

- Fabozzi, F. J./ Jones, F.J./ Modigliani, F.P. (2013): Foundations of Financial Markets and Institutions: Pearson New International Edition. 4th edition, Pearson Education Limited, London.
- Madura, J. (2018): Financial Institutions and Markets. 12th edition, Cengage Learning Inc, Boston.
- Mishkin, F. S./ Eakins, S. G. (2018): Financial Markets and Institutions. 9th edition, Pearson, London.
- Pilbeam, K. (2018): Finance and Financial Markets. 4th edition, Red Globe Press, n.p.
- Valdez, S. & Molyneux. P. (2016): An introduction to global financial markets. 8th edition, Palgrave, London.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

## Asset Management

Course Code: DLMFAECP02

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		5	none

### Course Description

Asset management is one of the most dynamic pillars of the finance industry and currently over US\$100 trillion assets are being professionally managed. This course aims to provide an in-depth overview of the fundamentals of contemporary asset management both in theory and practice. In recent years, several factors such as the Covid-19 pandemic, rapid evolution of crypto-assets powered by innovative technologies like blockchain and climate change are the driving force in adding complexities in asset management. Thus, both individual and institutional investors are constantly struggling to find ways to make stable investments to optimize their portfolio returns. Investors are integrating Environmental, Social and Governance (ESG) factors into their investment decision-making. This course aims to equip the knowledge of students to navigate the current challenging landscape by getting a deeper understanding of different investment vehicles (mutual funds, exchange-traded funds, hedge funds and private equity funds), learn about institutional asset allocation, conduct performance measures of assets and deal with megatrends such as Robo-advisers and impact investing.

### Course Outcomes

On successful completion, students will be able to

- develop an in-depth understanding of both theory and practical aspects of asset management.
- understand the global asset management industry and interconnectedness with financial markets and institutions.
- know the existence of different types of investment vehicles such as mutual funds, exchange-traded funds, hedge funds and equity funds, and critically evaluate their advantages and disadvantages and investment mechanisms.
- learn how institutional asset allocation is performed by understanding Robo-advisers, financial derivatives, algorithmic trading and strategic asset allocation.
- demonstrate the performance measurement of assets such as mutual and hedge funds.

**Contents**

1. Introduction
  - 1.1 Overview of Asset Management Industry
  - 1.2 Market Efficiency and Asset Classes
  - 1.3 Role of Institutional and Private Investors
  - 1.4 Distinguish Active and Passive Portfolio Management Strategies
  - 1.5 Major Regional Players (Banking and Non-Banking)
  - 1.6 Global Economic Environment
2. Investment Vehicles
  - 2.1 Understanding Modern Portfolio Theory
  - 2.2 Portfolio Construction
  - 2.3 Mutual Funds
  - 2.4 Exchange-Traded Funds
  - 2.5 Hedge Funds
  - 2.6 Private Equity Funds
3. Institutional Asset Allocation
  - 3.1 Robo-Advisers
  - 3.2 Algorithmic Trading
  - 3.3 Financial Derivatives
  - 3.4 Strategic Asset Allocation
4. Performance Measurement of Assets
  - 4.1 Understanding Standard Performance Financial Metrics and Tools
  - 4.2 Performance Measurement of Mutual Funds
  - 4.3 Evaluation Tools and Techniques for Hedge Funds
  - 4.4 Asset Pricing Models
5. Asset Management Innovation and Megatrends
  - 5.1 Cross-Board Investments
  - 5.2 Impact Investing
  - 5.3 Environment, Social and Governance (ESG) Issues and Challenges
  - 5.4 Asset Management Regulations in Various Regions
  - 5.5 Asset Management in the Post-Covid-19 Pandemic
  - 5.6 Impact of Brexit on European Asset Management Industry

**Literature****Compulsory Reading****Further Reading**

- Bodie, Z./ Kane, A./ Marcus, A. (2011): Investments. 9th edition, McGraw-Hill Higher Education, New York.
- Campbell, J./ Viceira, L. (2001): Strategic asset allocation: portfolio choice for long-term investors. Oxford University Press, Oxford.
- Horn, M./ Oehler, A. (2020): Automated portfolio rebalancing: automatic erosion of investment performance?. In: Journal of Asset Management, volume 21, issue 6, number 1, p.489-505.
- Immel, M./ Hachenberg, B./ Kiesel, F. et al. (2021): Green bonds: shades of green and brown. Journal of Asset Management, volume 22, p. 96–109.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Online Lecture
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> yes <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Exam, 90 Minutes

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	30 h	30 h	0 h	150 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

DLMFAECP02







# 4. Semester

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## Master Thesis

Module Code: MMTHE

<b>Module Type</b> see curriculum	<b>Admission Requirements</b> none	<b>Study Level</b> MA	<b>CP</b> 30	<b>Student Workload</b> 900 h
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<b>Semester / Term</b> see curriculum	<b>Duration</b> Minimum 1 semester	<b>Regularly offered in</b> WiSe/SoSe	<b>Language of Instruction and Examination</b> English
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### Module Coordinator

Degree Program Advisor (SGL) (Master Thesis) / Degree Program Advisor (SGL) (Colloquium)

### Contributing Courses to Module

- Master Thesis (MMTHE01)
- Colloquium (MMTHE02)

### Module Exam Type

#### Module Exam

#### Split Exam

##### Master Thesis

- Study Format "Distance Learning": Written Assessment: Master Thesis (90)
- Study Format "myStudies": Written Assessment: Master Thesis (90)

##### Colloquium

- Study Format "Distance Learning": Presentation: Colloquium (10)
- Study Format "myStudies": Presentation: Colloquium (10)

### Weight of Module

see curriculum

**Module Contents****Master Thesis**

- Master's thesis

**Colloquium**

- Colloquium on the Master's thesis

**Learning Outcomes****Master Thesis**

On successful completion, students will be able to

- work on a problem from their major field of study by applying the specialist and methodological skills they have acquired during their studies.
- analyse selected tasks with scientific methods, critically evaluate them and develop appropriate solutions under the guidance of an academic supervisor.
- record and analyse existing (research) literature appropriate to the topic of the Master's thesis.
- prepare a detailed written elaboration in compliance with scientific methods.

**Colloquium**

On successful completion, students will be able to

- present a problem from their field of study under consideration of academic presentation and communication techniques.
- reflect on the scientific and methodological approach chosen in the Master's thesis.
- actively answer subject-related questions from subject experts (experts of the Master's thesis).

**Links to other Modules within the Study Program**

This module is similar to other modules in the field(s) of Methods.

**Links to other Study Programs of the University**

All Master Programmes in the Business & Management field(s).

## Master Thesis

Course Code: MMTHE01

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		27	none

### Course Description

The aim and purpose of the Master's thesis is to successfully apply the subject-specific and methodological competencies acquired during the course of study in the form of an academic dissertation with a thematic reference to the major field of study. The content of the Master's thesis can be a practical-empirical or theoretical-scientific problem. Students should prove that they can independently analyse a selected problem with scientific methods, critically evaluate it and work out proposed solutions under the subject-methodological guidance of an academic supervisor. The topic to be chosen by the student from the respective field of study should not only prove the acquired scientific competences, but should also deepen and round off the academic knowledge of the student in order to optimally align his professional abilities and skills with the needs of the future field of activity.

### Course Outcomes

On successful completion, students will be able to

- work on a problem from their major field of study by applying the specialist and methodological skills they have acquired during their studies.
- analyse selected tasks with scientific methods, critically evaluate them and develop appropriate solutions under the guidance of an academic supervisor.
- record and analyse existing (research) literature appropriate to the topic of the Master's thesis.
- prepare a detailed written elaboration in compliance with scientific methods.

### Contents

- Within the framework of the Master's thesis, the problem as well as the scientific research goal must be clearly emphasized. The work must reflect the current state of knowledge of the topic to be examined by means of an appropriate literature analysis. The student must prove his ability to use the acquired knowledge theoretically and/or empirically in the form of an independent and problem-solution-oriented application.

**Literature**

**Compulsory Reading**

**Further Reading**

- Bui, Y. N. (2013). *How to Write a Master's Thesis* (2nd ed.). SAGE Publications, Incorporated.
- Turabian, K. L. (2013). *A Manual for Writers of Research Papers, theses, and dissertations* (8th ed.). University of Chicago Press.
- Further subject specific literature



**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Thesis
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> no <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Written Assessment: Master Thesis

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
810 h	0 h	0 h	0 h	0 h	810 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input checked="" type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input checked="" type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed <input checked="" type="checkbox"/> Slides

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Thesis
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> no <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Written Assessment: Master Thesis

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
810 h	0 h	0 h	0 h	0 h	810 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input checked="" type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input checked="" type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed <input checked="" type="checkbox"/> Slides

## Colloquium

Course Code: MMTHE02

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MA	English		3	none

### Course Description

The colloquium will take place after submission of the Master's thesis. This is done at the invitation of the experts. During the colloquium, the students must prove that they have fully independently produced the content and results of the written work. The content of the colloquium is a presentation of the most important work contents and research results by the student, and the answering of questions by the experts.

### Course Outcomes

On successful completion, students will be able to

- present a problem from their field of study under consideration of academic presentation and communication techniques.
- reflect on the scientific and methodological approach chosen in the Master's thesis.
- actively answer subject-related questions from subject experts (experts of the Master's thesis).

### Contents

- The colloquium includes a presentation of the most important results of the Master's thesis, followed by the student answering the reviewers' technical questions.

### Literature

#### Compulsory Reading

#### Further Reading

- Renz, K.-C. (2016): The 1 x 1 of the presentation. For school, study and work. 2nd edition, Springer Gabler, Wiesbaden.

**Study Format Distance Learning**

<b>Study Format</b> Distance Learning	<b>Course Type</b> Thesis Defense
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> no <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Presentation: Colloquium

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	0 h	0 h	0 h	90 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed <input checked="" type="checkbox"/> Slides

**Study Format myStudies**

<b>Study Format</b> myStudies	<b>Course Type</b> Thesis Defense
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<b>Information about the examination</b>	
<b>Examination Admission Requirements</b>	<b>BOLK:</b> no <b>Course Evaluation:</b> no
<b>Type of Exam</b>	Presentation: Colloquium

<b>Student Workload</b>					
<b>Self Study</b>	<b>Contact Hours</b>	<b>Tutorial</b>	<b>Self Test</b>	<b>Independent Study</b>	<b>Hours Total</b>
90 h	0 h	0 h	0 h	0 h	90 h

<b>Instructional Methods</b>	
<input type="checkbox"/> Learning Sprints® <input type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input type="checkbox"/> Audio <input type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed <input checked="" type="checkbox"/> Slides