



## Module Descriptions

### MSc Management (Standard Track)

#### **Kühne Logistics University –KLU**

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<b>Name of module I:</b>	<b>Business Analytics and Econometrics</b>
Semester:	Semester 1
Lecturer	Prof. Dr. Uwe Jensen (external lecturer)
Language:	English
Type of lecture:	Compulsory module
Frequency of lecture:	Once a year
Usability of the module:	MSc. Management (Standard Track)
Relation to other modules:	Most modules in the degree program rely in one or another way on statistical analyses. Therefore, this module logically relates to most modules to some degree. It complements the compulsory module Analytical Methods in Logistics & SCM in the first semester, as it especially expands on the field of Econometrics.
Teaching methods:	Lecture with integrated exercises
Duration:	1 semester
Credit points:	5 ECTS (150 hours): <ul style="list-style-type: none"> <li>• 45 contact hours</li> <li>• 105 non-contact hours</li> </ul>
Recommended prerequisites:	Basics of statistics Basics of mathematics
Module content:	<p>The vast amount of information and the vast amount of academic models represent a significant opportunity, but also a huge challenge for good decision making. Which model has the highest explanatory power for a specific case? Is there empirical evidence for a presumed relationship? How to measure relationships among variables with different levels of measurement or among many variables simultaneously? This course will introduce you to setting up and estimating econometric models that can be used to quantify relationships, to test theories, or to make forecasts. Exercises and the assignment will show you how to apply the statistical tools for real-world problems.</p> <p>The content is clustered around the following main topics:</p> <ul style="list-style-type: none"> <li>• Refresher on inferential statistics (point estimates, confidence intervals, tests).</li> <li>• ANOVA (two-way with interactions).</li> <li>• Correlation, regression analysis, goodness-of-fit, prediction.</li> </ul>

	<ul style="list-style-type: none"> <li>• Multiple regression analysis (model setup in matrix form, OLS, properties of OLS, assumptions and their violations, dummies).</li> <li>• Logistic regression.</li> </ul>
Learning outcomes:	<p>On successful completion of this module, the students will be able to</p> <ul style="list-style-type: none"> <li>• choose appropriate statistical analysis methods for a given decision problem or a given data type</li> <li>• use statistics to test the validity of models in the field of economics and management</li> <li>• understand and analyze the econometric output</li> <li>• work practically on an empirical problem, i.e. to edit data, to use statistical software to estimate and to test models, to analyze and to present the results</li> <li>• critically assess the quality of statistical analyses made by others</li> <li>• conduct empirical research, e.g. for a Master thesis.</li> </ul>
Requirements to pass module:	<ul style="list-style-type: none"> <li>• 50% Written examination</li> <li>• 50% Project assignment</li> </ul>
Special characteristics:	Participants need access to a computer with statistical software to solve the assignment.
Material and literature	<p>Handout and exercises</p> <p>Literature to be provided in the course syllabus.</p>

<b>Name of module II:</b>	<b>Leadership and Organizational Behavior</b>
Semester:	Semester 1
Lecturer/module director:	Prof. Dr. Christian Tröster
Language:	English
Type of lecture:	Compulsory module
Frequency of lecture:	Once a year
Usability of the module:	MSc Management (Standard Track)
Relation to other modules:	This compulsory module provides a framework for the Managerial Skills modules and all leadership and organizational behavior related topics of other modules.
Teaching methods:	<ul style="list-style-type: none"> <li>• Lecture enhanced by examples, experiences and real-life stories</li> <li>• Case studies</li> <li>• Role plays</li> <li>• Simulations</li> <li>• Discussions</li> <li>• Group Work</li> </ul>
Duration:	1 semester
Credit points:	5 ECTS (150 hours): <ul style="list-style-type: none"> <li>• 45 contact hours</li> <li>• 105 non-contact hours</li> </ul>
Recommended prerequisites:	None
Module content:	<p>The objective of this module is that students will be able to understand humans and human interaction in organization better, in particular the strengths and weaknesses of each. Students will find out about their own all too human side, and as a consequence, be able to differentiate strategies how to best or worst manage themselves and others in organizations. Across the whole module, students will be confronted with state of the art psychological and organizational research that will give them an improved understanding of different research methods and their application.</p> <p>The other objective of the module is that students will understand what it takes to be a leader. Particularly, we will zoom in on personality aspects, behavior aspects, and aspects of interaction that determine whether someone will emerge and be successful as a leader. In that sense, this module seeks to instigate a reflection process within each student to deliberate what his or her personal leadership strengths and weaknesses are. As a consequence they will discover in what kind of environments they will strive as leaders and which environments will provide more of a development challenge.</p>

	<p>Specifically, the module will cover the following topics:</p> <ul style="list-style-type: none"> <li>• OB on the individual level (e.g., self-concept, motivation, and learning)</li> <li>• OB on the team level (e.g., group identity, decision making, and discrimination)</li> <li>• OB on the organizational level (e.g., change processes and corporate culture)</li> <li>• Leadership as an attitude</li> <li>• Leadership as a personal disposition</li> <li>• Leadership as a behavior</li> <li>• Leadership as an identity process</li> <li>• Leadership is a cognitive process</li> <li>• Leadership as a responsibility</li> </ul>
<p>Learning outcomes:</p>	<p>On successful completion of this module, students will be able to:</p> <ul style="list-style-type: none"> <li>• describe current research in organizational behavior</li> <li>• identify how current research in organizational behavior can be applied to workplace settings</li> <li>• explain how the application of OB frameworks, tools, and concepts can enhance individual, group, and organizational effectiveness</li> <li>• reflect on their own beliefs, assumptions and behaviors with respect to how individuals, groups and organizations act</li> <li>• develop their approaches</li> <li>• increase their own organizational effectiveness</li> </ul>
<p>Requirements to pass module:</p>	<ul style="list-style-type: none"> <li>• Written examination (80%)</li> <li>• Project work (20%)</li> </ul>
<p>Special characteristics:</p>	<p>Guest lecturers Group Work</p>
<p>Literature:</p>	<p><u>Required readings:</u></p> <ul style="list-style-type: none"> <li>• McShane, S., Von Glinow, M. (2008): Organizational Behavior (essentials). McGraw Hill. Chapters 1,2,3,4,5,6,7,12,13,14.</li> </ul> <p><u>Additional recommended readings:</u></p> <ul style="list-style-type: none"> <li>• HBR’s 10 Must Reads (2011): On change. Harvard Business Press.</li> <li>• Aronson, E., Wilson, T. D., and Akert, R. M: (2009): Social psychology, 7th ed. Prentice Hall.</li> <li>• Daft, R. L. (2010): The leadership experience, 5th ed. South-Western College Pub.</li> <li>• Yukl, G. (2009): Leadership in organizations, 7th ed. Prentice Hall.</li> <li>• Kouzes, Posner (2008): The leadership challenge, 4th ed. Jossey-Bass.</li> <li>• HBR’s 10 Must Reads (2011): On managing yourself. Harvard Business Press.</li> <li>• HBR’s 10 Must Reads (2011): On leadership. Harvard Business Press.</li> <li>• HBR’s 10 Must Reads (2011): On managing people. Harvard Business Press.</li> </ul>

<b>Name of module III:</b>	<b>Business Logistics and Supply Chain Management</b>
Semester:	Semester 1
Lecturer/module director:	Prof. Dr. Jörn Meissner
Language:	English
Type of lecture:	Compulsory module
Frequency of lecture:	Once a year
Usability of the module:	MSc Management (Standard Track)
Relation to other modules:	This module is one of four compulsory modules of the first semester. As such, it provides fundamental knowledge for more advanced modules of the Logistics program area.
Teaching methods:	Presentations with projector, integrated case studies, team assignments and analysis of real world challenges, interactive sequences and discussions
Duration:	1 semester
Credit points:	5 ECTS (150 hours): <ul style="list-style-type: none"> <li>• 45 contact hours</li> <li>• 105 non-contact hours</li> </ul>
Recommended prerequisites:	None
Module content:	<ul style="list-style-type: none"> <li>• Understanding supply chains &amp; aligning functional supply chain strategies with competitive strategy.</li> <li>• Distribution Networks &amp; Network Design.</li> <li>• Inventory Management.</li> <li>• Transportation Systems.</li> <li>• Excursion.</li> <li>• Logistics Service Providers &amp; Logistics Outsourcing.</li> <li>• Current Developments in Supply Chain Management.</li> </ul>
Learning outcomes:	<p>On successful completion of this module, the students will be able to:</p> <ul style="list-style-type: none"> <li>• explain the role of logistics and supply chain management for value creation and competitive advantage as well as fundamental concepts that</li> </ul>

	<p>underlie supply chain management (e.g. postponement, push/pull, bullwhip effect)</p> <ul style="list-style-type: none"> <li>• assess different strategies firms can follow in the context of logistics and supply chain management and the need to align functional strategies</li> <li>• select the appropriate supply chain performance metrics and identify trade-offs between different metrics</li> <li>• design and optimize production and distribution networks as driver of an efficient logistics structure given different design options</li> <li>• apply skills to manage inventory</li> <li>• demonstrate how coordination across actors enables effectiveness of supply chains by avoiding information distortion</li> <li>• explain the role of LSPs and logistics outsourcing as strategic option</li> <li>• identify and manage risks in the supply chain.</li> </ul>
Requirements to pass module:	<ul style="list-style-type: none"> <li>• Written examination</li> </ul>
Special characteristic:	Excursion
Literature:	<p><u>Required readings:</u></p> <ul style="list-style-type: none"> <li>• Chopra, S., Meindl, P., (2010): Supply Chain Management, 5th edition (global edition), Pearson.</li> </ul>



<b>Name of module IV:</b>	<b>Business Models and Strategy</b>
Semester:	Semester 1
Lecturer/module director:	Dr. Stephan Buse (external lecturer)
Language:	English
Type of lecture:	Compulsory module
Frequency of lecture:	Once a year
Usability of the module:	MSc Management (Standard Track)
Relation to other modules:	This module is one of five compulsory modules of the first semester. It relates to all other modules of management & economics, specifically those focusing on strategic management.
Teaching methods:	Presentations, integrated tutorials, interactive discussions
Duration:	1 semester
Credit points:	5 ECTS (150 hours): <ul style="list-style-type: none"> <li>• 45 contact hours</li> <li>• 105 non-contact hours</li> </ul>
Recommended prerequisites:	None
Module content:	<ul style="list-style-type: none"> <li>• Competitive strategies.</li> <li>• Resource-based and the market-based view.</li> <li>• Strategic alliances.</li> <li>• Mergers and acquisitions.</li> <li>• Globalization of markets, business models, and competition.</li> <li>• Designing and shaping global organization.</li> <li>• Evaluating the attractiveness of global locations.</li> <li>• Entry strategies to global markets.</li> </ul>
Learning outcomes:	<p>On successful completion of this module, the students will be able to:</p> <ul style="list-style-type: none"> <li>• explain current theories of strategic management in the global context</li> <li>• develop business models and strategic initiatives</li> <li>• implement these business models and strategic initiatives in organizational processes</li> <li>• evaluate repercussions of business models and strategic initiatives</li> <li>• identify connections between concepts, models, and instruments of strategic management.</li> </ul>

Requirements to pass module:	<ul style="list-style-type: none"> <li>• Written assignments</li> </ul>
Special characteristics:	Guest lecturers
Literature:	<p><u>Required reading:</u></p> <ul style="list-style-type: none"> <li>• Huff, A.S. et al. (2008): Strategic Management: Logic and Action, John Wiley &amp; Sons.</li> </ul> <p><u>Recommended readings:</u></p> <ul style="list-style-type: none"> <li>• Day, G.S. (1999): Market Driven Strategy: Processes for Creating Value, Free Press.</li> <li>• Peng, M.W. (2008): Global Strategic Management 2nd edition, South-Western, Thomson Learning.</li> <li>• Porter, M.E. (2004): Competitive Strategy: Techniques for Analyzing Industries and Competitors, Free Press.</li> </ul>

<b>Name of module</b> <b>V:</b>	<b>Economics of Business Strategy</b>
Semester:	Semester 1
Lecturer	Prof. Dr. Guenter Lang
Language:	English
Type of lecture:	Compulsory module
Frequency of lecture:	Once a year
Usability of the module:	MSc Management (Standard Track)
Relation to other modules:	This module is one of five compulsory modules of the first semester. It relates to all other modules of Management & Economics, specifically those focusing on strategic management.
Teaching methods:	Lecture with integrated exercises
Duration:	1 semester
Credit points:	5 ECTS (150 hours): <ul style="list-style-type: none"> <li>• 45 contact hours</li> <li>• 105 non-contact hours</li> </ul>
Recommended prerequisites:	Microeconomics on the Bachelor level
Module content:	<p>The contents are clustered around four main topics: Game theory as an important tool in interactive contexts, different aspects of the cost-leadership strategy, price and product differentiation strategies, and strategic decision-making regarding optimal spending on advertising and product bundling.</p> <ul style="list-style-type: none"> <li>• Introduction: What is Strategic Thinking?</li> <li>• Game Theory I: Simultaneous Games</li> <li>• Game Theory II: Sequential Games</li> <li>• Cost-Leadership Strategies I: Horizontal and Vertical Boundaries of a Firm</li> <li>• Cost-Leadership Strategies II: Innovations</li> <li>• Price Discrimination Strategies</li> <li>• Product Differentiation Strategies</li> <li>• Selected Advanced Strategies: Advertising and Bundling.</li> </ul>

<p>Learning outcomes:</p>	<p>On successful completion of this module, the students will:</p> <ul style="list-style-type: none"> <li>• be able to identify and to analyze the strategic challenge for a specific firm</li> <li>• be able to apply and to discuss different solutions like cost-leadership, price and product differentiation strategies</li> <li>• be able to use concepts from game theory in interactive contexts</li> <li>• better understand the role of the economic environment and economic policy for strategic decision-making</li> <li>• have significantly strengthened their analytical skills.</li> </ul>
<p>Requirements to pass module:</p>	<p>Written examination</p>
<p>Special characteristics:</p>	<p>None</p>
<p>Literature:</p>	<p><u>Books, basic readings</u> (specific chapters will be specified in the module):</p> <ul style="list-style-type: none"> <li>• Microeconomics: R.S. Pindyck / D.L. Rubinfeld, Pearson Prentice Hall.</li> <li>• Economics of Strategy: D. Besanko / D. Dranove / M. Shanley / S. Schaefer; Wiley and Sons.</li> </ul> <p><u>Books, further readings:</u></p> <ul style="list-style-type: none"> <li>• Modern Industrial Organization: D.W. Carlton / J.M. Perloff; Pearson: Prentice Hall.</li> <li>• Industrial Organization: J. Church / R. Ware; McGraw-Hill.</li> </ul>

<b>Name of module VI:</b>	<b>Managerial Skills I</b>
Semester:	Semester 1
Language:	English
Type of lecture:	Compulsory elective module
Frequency of lecture:	Once a year
Usability of the module:	MSc Management (Standard Track)
Relation to other modules:	This module is part of the Managerial Skills program area. It precedes Managerial Skills II in the third semester.
Teaching methods:	<ul style="list-style-type: none"> <li>• Lecture enhanced by examples, experiences and real-life stories</li> <li>• Case studies</li> <li>• Role plays</li> <li>• Simulations</li> <li>• Discussions</li> <li>• Group Work</li> <li>• Best practice learning</li> <li>• Self-assessments</li> <li>• Assignments</li> </ul>
Duration:	1 semester
Credit points:	5 ECTS (150 hours): <ul style="list-style-type: none"> <li>• 45 contact hours</li> <li>• 105 non-contact hours</li> </ul>
Requirements to pass module:	Certificate of attendance
Recommended prerequisites:	None
Lecturers:	Prof. Dr. André Ludwig, Prof. Dr. Christian Tröster, Prof. Dr. Niels Van Quaquebeke, Romy Krämer (external lecturer), Dr. Stephan Buse (external lecturer), Dr. Marcus Dahm (external lecturer), Dr. Tilmann Eckloff (external lecturer).
Module content:	<p>This module enhances the development of managerial skills. Students focus on a combination of two of the following key topics:</p> <ul style="list-style-type: none"> <li>• Intercultural Skills</li> <li>• Negotiations</li> <li>• Business Ethics</li> <li>• Conflict Management</li> <li>• Project Management</li> <li>• SAP Laboratory</li> </ul> <p>The key topics intercultural skills, negotiations, business ethics and conflict management focus on interpersonal and ethical aspects. Students develop their</p>

	<p>intercultural competence and interpersonal skills. They learn how to communicate better with people of various cultural backgrounds, how to handle and resolve interpersonal conflicts, apply negotiation techniques and make ethical decisions in business life.</p> <p>With the key topics project management and SAP Laboratory students focus on how to manage projects effectively and how to apply SAP to various business processes.</p>
<p>Learning outcomes:</p>	<p>Students will learn how to be effective in their management roles. On successful completion of this module, the students will be able to:</p> <ul style="list-style-type: none"> <li>• show greater sensitivity for interpersonal relationships</li> <li>• communicate effectively with people of different cultural backgrounds</li> <li>• show greater intercultural competence</li> <li>• make reasonable, well-founded management decisions</li> <li>• apply managerial skills successfully to the workplace</li> <li>• show in-depth knowledge of two of the above mentioned key aspects of managerial skills.</li> </ul>
<p>Special characteristics:</p>	<p>None</p>
<p>Literature:</p>	<p><u>Recommended readings:</u></p> <ul style="list-style-type: none"> <li>• Thomas, David C. (2008): Cross-Cultural Management: Essential Concepts. 2<sup>nd</sup> edition. NY: Sage.</li> <li>• Larson, E.W., Gray, C.F. (2011): Project Management: The Managerial Process, 5<sup>th</sup> edition, Mcgraw-Hill Higher Education, ISBN: 978-0-07-340334-2.</li> <li>• Mead, Richard, Andrews, Tim G. (2009): International Management: Culture and Beyond, Fourth Edition, Chichester UK: John Wiley &amp; Sons.</li> <li>• Harrison, Lawrence E., Huntington, Samuel P. (eds.) (2001): Culture Matters: How Values Shape Human Progress. New York: Basic Books.</li> <li>• House, Robert J., Hanges, Paul J., Javidan, Mansour (2004): Culture, Leadership, and Organizations: The Globe Study of 62 Societies. London: Sage.</li> <li>• Chhokar, Jagdeep S. S., Brodbeck, Felix C. C., House, Robert J. J. (2012): Culture and Leadership Across the World: The GLOBE Book of In-Depth Studies of 25 Societies. London: Routledge.</li> <li>• Thompson, L. (2012): The Mind and Heart of the Negotiator (5th ed.). Upper Saddle River, NJ: Prentice Hall.</li> <li>• Raiffa, H. (1982): The Art and Science of Negotiation. Cambridge, MA: Harvard University Press.</li> <li>• Lax, D., Sebenius, J. (2006): 3-D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals. Boston, MA: Harvard Business School Press.</li> <li>• Fisher R., Ury W., Patton, B. (1999): Getting To Yes: Negotiating an Agreement Without Giving In (2nd ed.). Random House Business Books.</li> <li>• Cialdini, R. (2001): Influence: Science and Practice (4th ed.). Boston, MA: Allyn &amp; Bacon.</li> <li>• Crane, A./Matten. D. (2010): Business Ethics – A European Perspective, 3rd. ed.</li> </ul>

- De Cremer, D. and Tenbrunsel, A.E. (eds.) (2012): Behavioral business ethics: shaping an emerging field. New York, NY: Taylor & Francis.
- Giessner, S., Van Quaquebeke, N. (2010): "Using a relational models perspective to understand normatively appropriate conduct in ethical leadership." *Journal of Business Ethics*, 95, 43-55.
- George, R.T. (2003): "International business ethics", in: Frederick, R.E. (ed.): *A Companion to Business Ethics*, Malden et al., pp. 233-242.
- Graf Lambsdorff, J. (2003): "How corruption Affects Productivity", in: *Kyklos*, Vol. 56, p. 457-474.
- Rawls, J. (1971): *A Theory of Justice*. The Belknap Press of Harvard University Press, Cambridge/Mass. & London.
- "Business Ethics: Doing Well by Doing Good", in: *Economist*, April 22nd 2000, p. 72-74.
- Goodwin, C., Griffith, D. (2007): *The Conflict Survival Kit: Tools for Resolving Conflict at Work*. Prentice Hall.
- Stone, D., Patton, B., Heen, S., Fisher, R. (2010): *Difficult conversations: How to discuss what matters most*. New York: Penguin Books.
- Veeriah, N. (2011): *Customizing Financial Accounting in SAP*, SAP PRESS (ISBN: 978-1-59229-377-3).
- Arif, N.; Tauseef, S. (2011): *Integrating SAP ERP Financials* (ISBN: 978-1-59229-300-1).
- Agrawal, A. (2009): *Customizing Materials Management Processes in SAP ERP Operations* (ISBN: 978-1-59229-280-6).
- Hoppe, M. et al. (2009): *Materials Planning with SAP* (ISBN: 978-1-59229-259-2).
- Dickersbach, J. T.; Keller, G. (2011): *Production Planning and Control with SAP ERP* (ISBN: 978-1-59229-360-5).
- Chudy, M.; Castedo, L. (2010): *Sales and Distribution in SAP ERP – Practical Guide* (ISBN: 978-1-59229-347-4).

<b>Name of module VII:</b>	<b>Financial Performance Management and Management Control</b>
Semester:	Semester 2
Lecturer/module director:	External lecturer
Language:	English
Type of lecture:	Compulsory module
Frequency of lecture:	Once a year
Usability of the module:	MSc Management (Standard Track)
Relation to other modules:	This compulsory module is part of the Management & Economics program area of the second semester and thus relates to all other Management & Economics modules. Financial performance management and management control is one of the most fundamental topics in business administration. As such, the module is related to organization and leadership modules (providing information of revenues and costs for incentive schemes); to finance modules (restrictions to receive fresh capital from internal and external stakeholders) and to logistics modules (cost accounting techniques for determining logistic costs).
Teaching methods:	Lectures provide initial input which is then practiced with several case studies. In addition, the module includes several exercises and practical group assignments. The exercises and case studies aim to allow students the freedom to expand, develop, present, and discuss their ideas. The written assignments shall help students to prepare for the exam. In general, the teaching-approach is student-centric, not teacher-centric. The lecturer's role is to support the students in their learning process. In order to achieve this objective, the active participation of the students in the class room is an integral part of the lecture. Thus, participation will be highly appreciated and asked by the lecturer of the module.
Duration:	1 semester
Credit points:	5 ECTS (150 hours): <ul style="list-style-type: none"> <li>• 45 contact hours</li> <li>• 105 non-contact hours</li> </ul>
Recommended prerequisites:	A basic knowledge of financial and managerial accounting is a prerequisite for the module. This means to have a basic understanding of the types of financial statements and ways to determine costs in a firm.
Module content:	This module starts with an overview of the most important International Financial Reporting Standard (IFRS) rules. Financial performance and control can only take place within the boundaries of specific accounting standards. Students learn how to identify and measure the financial effects of economic



	<p>events on firms and how to report them to external stakeholders. The students also become aware of how these reporting standards may affect strategic management and financial performance (e.g., via earnings management). The module teaches students how to extract and modify costs in order to make informed managerial decisions. Students will learn how managers can use cost information to plan, make, and control decisions. These planning and control activities also focus on various budgeting procedures and incentive schemes. The students will also become familiar with tools for controlling and measuring specific investments (e.g., marketing investments) and determining the return on these investments.</p> <p>Specifically, contents are:</p> <ul style="list-style-type: none"> <li>• basis accounting concepts and principles</li> <li>• components of IFRS financial statements</li> <li>• fair value accounting and impairment testing</li> <li>• tangible and intangible assets</li> <li>• earnings management</li> <li>• cost accounting systems</li> <li>• determining relevant information for decision-making</li> <li>• cost-Volume-Profit Analysis</li> <li>• budgeting</li> <li>• principal-agency theory and incentive schemes</li> <li>• performance measurement systems (e.g., Balanced Scorecard)</li> <li>• marketing performance measurement.</li> </ul>
<p>Learning outcomes:</p>	<p>On successful completion of this module, the students will be able to:</p> <ul style="list-style-type: none"> <li>• identify the most important principles of IFRS and their consequences for financial performance management</li> <li>• explain on which theories financial performance management and management control is based</li> <li>• apply these theories to quantify the impact of management activities</li> <li>• apply several standard cost accounting methods for different managerial contexts</li> <li>• control and manage costs of a company in different areas (marketing, administration, logistics, etc.)</li> <li>• describe the principal-agency problem</li> <li>• use different controlling instruments to alleviate the incentive problem</li> <li>• apply the main management accounting tools in order to solve coordination problems.</li> </ul>
<p>Requirements to pass module:</p>	<ul style="list-style-type: none"> <li>• Written examination, closed book, 120 min. (50%)</li> <li>• Written group assignment (50%)</li> </ul>
<p>Special characteristics:</p>	<p>Regular guest lectures (if available) complement the module. The assignments shall help students to prepare for the exam.</p>
<p>Literature:</p>	<p><u>Required readings:</u></p> <ul style="list-style-type: none"> <li>• Alexander, D., Britton, A., Jorissen, A., Hoogendoorn, M., and C. v. Mourik (2014): International Financial Reporting and Analysis, 6th Ed., Cengage Learning, ISBN 13: 978-1-4080-7501-2.</li> </ul>

	<ul style="list-style-type: none"><li>• Nobles, T. L., Mattison, B. L., and Matsumura (2014): Horngren's Financial &amp; Managerial Accounting, 4<sup>th</sup> Ed. (International Edition), Pearson. ISBN 13: 978-1-292-02334-2.</li><li>• Several case studies (Harvard Business Cases).</li></ul> <p><u>Recommended readings / Needed for reference:</u></p> <ul style="list-style-type: none"><li>• IFRS (2015): International Financial Reporting Standards, London. The basic texts are available on <a href="http://www.ifrs.org">http://www.ifrs.org</a>.</li></ul>
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<b>Name of Module VIII:</b>	<b>Data Science</b>
Semester:	Semester 2
Lecturer/module director:	Prof. Dr. Karastoyanova
Language:	English
Type of lecture:	Compulsory Module
Frequency of lecture:	Once a year
Usability of the module:	M.Sc. Management (both tracks), M.Sc. Global Logistics and Supply Chain Management
Relation to other modules:	The module is part of the profile Digital Transformation and is related to the other modules in this profile in the aim to identify and understand concepts and technologies for Big Data analytics.
Teaching methods:	Lectures, presentations, case studies, project work
Duration:	1 semester
Credit points:	5 ECTS (150 hours): <ul style="list-style-type: none"> <li>• 45 contact hours</li> <li>• 105 non-contact hours</li> </ul>
Recommended prerequisites:	Fundamentals in Business Analytics and Econometrics
Module content:	<ul style="list-style-type: none"> <li>• Data-Analytic Thinking</li> <li>• Data Science Life cycle, Data Mining</li> <li>• Business and Data Understanding</li> <li>• Data Preparation – challenges and techniques</li> <li>• Modelling, Supervised versus Unsupervised Methods, Descriptive, Predictive and Prescriptive models</li> <li>• Model Evaluation</li> <li>• Technologies for Data Science</li> <li>• Big data Technologies</li> </ul>
Learning outcomes:	The main objective of data science is to allow for extracting useful information and knowledge from data and thus help businesses improve decision-making based on data analysis rather than on intuition. The benefits of applying data science approaches are demonstrated by the improved performance of companies and organizations using such approaches. This course will teach students the basic

	<p>principles of data science and cover all phases of the data science life cycle/process. The students will not only learn about principles and techniques of data analysis, but will also get to know concepts, techniques and technologies for data collection, preparation, and storing. During the course software tools will be used to solve data mining problems and help students understand available technology for data analysis. Through case comparison assignment students will get to know available concepts and technologies for Big Data analytics. After completing the course students will be able to use the generic data science principles, will be aware of the existing techniques and technologies for data analytics and will be knowledgeable of the data perspective of decision making. They will be in a position to apply data-analytic thinking approach when solving business problems, defining business strategy and participating in data-driven decision-making.</p>
<p>Requirements to pass module:</p>	<p>Written Examination (100%)</p>
<p>Special characteristics:</p>	<p>Guest lecturers</p>
<p>Literature:</p>	<p><u>Required reading:</u></p> <ul style="list-style-type: none"> <li>• Data Science for Business: What you need to know about data mining and data-analytic thinking, Foster Provost und Tom Fawcett, 2013, ISBN-10 1449361323.</li> <li>• Big Data at Work: Dispelling the Myths, Uncovering the Opportunities, Thomas H. Davenport, 2014, ISBN-10 1422168166</li> <li>• Big Data in Practice: How 45 Successful Companies Used Big Data Analytics to Deliver Extraordinary Results, Bernard Marr, 2016.</li> </ul> <p>ADDITIONAL READINGS</p> <ul style="list-style-type: none"> <li>• <u>Data Mining: The Textbook.</u> Charu C. Aggarwal, 2015</li> <li>• <u>Database Systems: The Complete Book.</u> Hector Garcia-Molina and Jeffrey D. Ullman 2013</li> <li>• Principles of Data Integration, Alon Halevy and AnHai Doan. 2012</li> </ul>

<b>Name of Module IX:</b>	<b>Economics of Digital Transformation</b>
Semester:	Semester 2
Lecturer/module director:	Prof. Dr. Christina Raasch
Language:	English
Type of lecture:	Compulsory Module
Frequency of lecture:	Once a year
Usability of the module:	M.Sc. Management (both tracks), M.Sc. Global Logistics and Supply Chain Management
Relation to other modules:	This module builds on knowledge gained in the first semester within the program areas of Management & Economics as well as Logistics & Supply Chain Management. It especially relates to Business Models & Strategy.
Teaching methods:	Lectures, presentations, case studies, project work
Duration:	1 semester
Credit points:	5 ECTS (150 hours): <ul style="list-style-type: none"> <li>• 45 contact hours</li> <li>• 105 non-contact hours</li> </ul>
Recommended prerequisites:	Fundamentals in microeconomics are advantageous, but not strictly required.
Module content:	<p>In this module, students grasp key economic aspects of the digital transformation that is ongoing in many industries. Applying economic theory, concepts and modeling, the course covers four main areas:</p> <ul style="list-style-type: none"> <li>• The digital transformation of <i>the firm</i>, including (a) the digitalization of products, services and business models, and (b) the utilization of digital processes and technologies, as they change economic decision logics and outcomes in firms. Concepts we will cover include, e.g., changes in cost structure and their effect on pricing and competition; innovation and imitation in digital goods; search costs, stocking decisions and product variety; big data and the productivity of capital; free digital inputs and value capture; local production (e.g. 3D printing) at the site of demand and its market implications.</li> <li>• The digital transformation of <i>consumption</i>, including (a) demand-side innovation, (b) information commons, and (c) the peer-to-peer economy. Important economic concepts in this section encompass, e.g., the creation</li> </ul>

	<p>of public goods and the governance of information commons; the division of innovative labor, and shared value creation, between producers and users; and market failure.</p> <ul style="list-style-type: none"> <li>• The digital transformation of <i>markets</i>, including (a) the creation of new digital marketplaces and new intermediaries, (b) the digitalization of existing markets, and (c) digital platforms. Concepts we will apply in this section include, e.g., transaction costs, price dispersion, and multi-sided markets.</li> <li>• The digital transformation and <i>industry evolution</i>, including sources of technological disruption, industry structure and industry dynamics. Economic concepts that we will leverage in this section include, e.g., entry barriers, network effects and winner-takes-all, ecosystems and bottlenecks.</li> </ul> <p>The module combines presentations of economic theory as applied to the digital transformation, including rigorous conceptualization and analytical modeling, and applications to real-world case examples. Among the cases analyzed are Amazon.com, Uber, Makerbot, Dubai Ports Authority, Google, GE, freightHub, and several others.</p>
<p>Learning outcomes:</p>	<p>On successful completion of this module, the students will be able to:</p> <ul style="list-style-type: none"> <li>• Define and explain key elements of the digital transformation phenomenon</li> <li>• Explain economic concepts and theories as they pertain to the digital transformation</li> <li>• Apply economic concepts and theory to analyze empirical realities of the digital transformation</li> <li>• Develop reasoned advice to market players and regulators in digital markets based on economic thinking</li> </ul>
<p>Requirements to pass module:</p>	<ul style="list-style-type: none"> <li>• Project work (100%)</li> </ul>
<p>Special characteristics:</p>	<p>Guest lectures by industry experts</p>
<p>Literature:</p>	<p><u>Required reading:</u></p> <p>Selected chapters from</p> <ul style="list-style-type: none"> <li>• Shapiro and Varian (1998), Information rules, Harvard Business Review Press.</li> <li>• Hall and Rosenberg (2010), Economics of innovation. North-Holland.</li> <li>• Goldfarb, Greenstein and Tucker (2015), Economic analysis of the digital economy, National Bureau of Economic Research.</li> </ul>

Name of module X:	Selected Topics in Finance
Semester:	Semester 2
Lecturer/ module director:	Prof. Dr. Henning Schröder (external lecturer)
Language:	English
Type of lecture:	Compulsory elective module
Frequency of lecture:	Once a year
Usability of the module:	MSc Management (Standard Track)
Relation to other modules:	This module is one of two Management & Economics electives of the second semester. Financial decisions are a key part of successful and sustainable corporations and thus management. The module relates to all other Management & Economics modules.
Teaching methods:	Interactive lectures, videos, group work assignments, online and in-class quizzes
Duration:	1 semester
Credit points:	5 ECTS (150 hours): <ul style="list-style-type: none"> <li>• 45 contact hours</li> <li>• 105 non-contact hours</li> </ul>
Recommended prerequisites:	None
Module content:	<ul style="list-style-type: none"> <li>• Corporate Finance - Capital budgeting</li> <li>• Investments - Diversification</li> <li>• International Financial Management</li> <li>• Behavioral Finance</li> </ul>
Learning outcomes:	On successful completion of this module, the students will be able to: <ul style="list-style-type: none"> <li>• describe the key concepts of finance, including capital budgeting decisions and the valuation of projects, the concept of diversification in a globalized and integrated world economy, the role of exchange rates in capital budgeting and investments, and behavioral aspects of financial decision-making</li> <li>• apply these key concepts to real-world problems.</li> </ul>
Requirements to pass module:	Written examination
Special characteristics:	None

<p>Literature:</p>	<p><u>Required readings:</u></p> <ul style="list-style-type: none"> <li>• Welch (2014): Corporate Finance, 3rd edition, ISBN 978-0-9840049-1-1.</li> <li>• Bodie, Kane and Marcus (2013): Investments, 10th edition, McGrawHill/ Irwin, ISBN 978-0077861674.</li> <li>• Bekaert, Hodrick (2011): International Financial Management, Prentice Hall, 2nd edition, ISBN 978-0132162760.</li> </ul> <p><u>Recommended readings</u></p> <ul style="list-style-type: none"> <li>• Baker, Nofsinger (2010): Behavioral Finance: Investors, Corporations and Markets, Wiley, 1st edition, ISBN 978-047049911.</li> <li>• Baker, Nofsinger (2010): Behavioral Finance: Investors, Corporations and Markets, Wiley, 1st edition, ISBN 978-0470499115.</li> <li>• Baker and Nofsinger (2010): Behavioral Finance: Investors, Corporations and Markets, Wiley, 1st edition, ISBN 978-0470499115.</li> </ul>
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<b>Name of module XI:</b>	<b>New Product Development and Pricing</b>
Semester:	Semester 2
Lecturer/module director:	Prof. Dr. Christian Barrot
Language:	English
Type of lecture:	Compulsory elective module
Frequency of lecture:	Once a year
Usability of the module:	MSc Management (Standard Track)
Relation to other modules:	This module is one of five elective modules in the second semester and relates to all other Management & Economics modules.
Teaching methods:	Lectures, presentations, case studies, project work
Duration:	1 semester
Credit points:	5 ECTS (150 hours): <ul style="list-style-type: none"> <li>• 45 contact hours</li> <li>• 105 non-contact hours</li> </ul>
Recommended prerequisites:	None
Module content:	<ul style="list-style-type: none"> <li>• Introduction to New Product Development           <ul style="list-style-type: none"> <li>○ NPD Process</li> <li>○ NPD Structures</li> <li>○ NPD Approaches</li> </ul> </li> <li>• Creating New Products           <ul style="list-style-type: none"> <li>○ Ideation Process</li> <li>○ Disruptions and disruptive Innovations</li> <li>○ Creating Sustainable Products</li> </ul> </li> <li>• Diffusion of Innovations           <ul style="list-style-type: none"> <li>○ Basic diffusion models</li> <li>○ Social Dimension of Diffusion</li> <li>○ Network effects</li> </ul> </li> <li>• Innovation Strategy           <ul style="list-style-type: none"> <li>○ Evolution vs. Revolution</li> <li>○ Pioneer vs. Follower</li> </ul> </li> <li>• New Product Pricing Strategies           <ul style="list-style-type: none"> <li>○ Basic Concepts</li> <li>○ Linear vs. Non-linear</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Penetration Pricing vs. Skimming</li> <li>● Willingness-to-Pay</li> <li>○ Basic Concept</li> <li>○ Measurement</li> <li>● Behavioral Pricing</li> </ul>
Learning outcomes:	<p>On successful completion of this module, the students will be able to:</p> <ul style="list-style-type: none"> <li>● explain the development and pricing process for new products (NPD)</li> <li>● apply ideation methods systematically</li> <li>● manage NPD stop-go decisions</li> <li>● evaluate strategic options for NPD</li> <li>● identify the interdependence of new product design and pricing with respect to diffusion in the market</li> <li>● use the basic pricing strategies, the willingness-to-pay concept and approaches to its measurement</li> <li>● explain the concept and applications of behavioral pricing.</li> </ul>
Requirements to pass module:	Project work
Special characteristics:	Guest lectures by industry experts
Literature:	<p><u>Required reading:</u></p> <ul style="list-style-type: none"> <li>● Ulrich, K.T., S.D. Eppinger (2011): Product Design and Development, 5. Ed., New York et al.: McGraw-Hill.</li> <li>● Nagle, T., J.E. Hogan, J. Zale (2014): The Strategy and Tactics of Pricing, 5. Intl. Ed., Harlow: Pearson.</li> </ul> <p><u>Recommended reading:</u></p> <ul style="list-style-type: none"> <li>● Rogers, E.M. (2005): Diffusion of Innovations, 5. Ed., New York et al.: Free Press.</li> <li>● Simon, H. (1989): Price Management, Amsterdam: Elsevier.</li> </ul>

<b>Name of module XII:</b>	<b>Value-based Marketing</b>
Semester:	Semester 2
Lecturer/module director:	Prof. Dr. Jan Becker
Language:	English
Type of lecture:	Compulsory elective module
Frequency of lecture:	Once a year
Usability of the module:	MSc Management (Standard Track)
Relation to other modules:	This module is one of five elective modules in the second semester and relates to all other Management & Economics modules.
Teaching methods:	The module combines interactive lectures, case studies, practical work assignments with in-class discussions. The case studies aim to allow students the freedom to expand, develop, present, and discuss their own ideas. The written assignments help students prepare for the exam. Given the student-centric teaching approach, the lecturer supports the students in their learning process. In order to achieve this objective, the active participation of the students in the class room is an integral part of the lecture. Thus, participation will be highly appreciated and asked by the lecturer of the module.
Duration:	1 semester
Credit points:	5 ECTS (150 hours): <ul style="list-style-type: none"> <li>• 45 contact hours</li> <li>• 105 non-contact hours</li> </ul>
Recommended prerequisites:	None
Module content:	<ul style="list-style-type: none"> <li>• Status Quo of Marketing in Corporations.</li> <li>• Performance Measurement &amp; Management in Marketing.</li> <li>• Value-based Brand Management.</li> <li>• Value-based Customer Relationship Management.</li> <li>• Value-based Marketing in Digital and Social Media.</li> </ul>
Learning outcomes:	<p>On successful completion of this module, the students will be able to:</p> <ul style="list-style-type: none"> <li>• show how marketing contributes to maximizing shareholder value</li> <li>• justify marketing strategies in relevant financial terms</li> <li>• evaluate marketing assets such as brands and customers in terms of how much value they create for investors</li> </ul>

	<ul style="list-style-type: none"> <li>• develop marketing strategies using modern shareholder value analysis techniques in order to increase returns to company owners</li> <li>• evaluate these strategies.</li> </ul>
Requirements to pass module:	<ul style="list-style-type: none"> <li>• Written examination (60%)</li> <li>• Written assignments (40%)</li> </ul>
Special characteristics:	Guest lecturers
Literature:	<p><u>Required readings:</u></p> <ul style="list-style-type: none"> <li>• Doyle, Peter (2000): Value-based Marketing. Chichester, West Sussex: John Wiley &amp; Sons.</li> </ul> <p><u>Recommended readings:</u></p> <ul style="list-style-type: none"> <li>• Keller, Kevin Lane (2003): Strategic Brand Management: Building, Measuring, and Managing Brand Equity, 2nd ed. Upper Saddle River, NJ: Prentice Hall.</li> <li>• Whitwell, Gregory, Bryan A. Lukas, Doyle, Peter (2003): Marketing Management: A Strategic, Value-based Approach. Milton, Qld: John Wiley &amp; Sons.</li> </ul>

<b>Name of module XIII:</b>	<b>High Performance Human Resources</b>
Semester:	Semester 2
Lecturer/module director:	Prof. Dr. Björn Michaelis
Language:	English
Type of lecture:	Compulsory elective module
Frequency of lecture:	Once a year
Usability of the module:	MSc Management (Standard Track)
Relation to other modules:	This module is one of five elective modules in the second semester and relates to all other Management & Economics modules. The module Leadership & Organizational Behavior provides insights into the basic psychological and sociological processes that HRM builds on.
Teaching methods:	<ul style="list-style-type: none"> <li>• Lecture enhanced by examples, experiences and real-life stories.</li> <li>• Case studies.</li> <li>• Role plays.</li> <li>• Simulations.</li> <li>• Discussions.</li> <li>• Group work.</li> </ul>
Duration:	1 semester
Credit points:	5 ECTS (150 hours): <ul style="list-style-type: none"> <li>• 45 contact hours</li> <li>• 105 non-contact hours</li> </ul>
Recommended prerequisites:	None
Module content:	<p>Human Resource Management (HRM) is a central function of any organization. Generally, 50 percent or more of an organization's operating budget is used to pay the people who work there. HR management can be defined as the effective use of human capital in an organization through the management of people-related activities. It also significantly influences the corporate culture and norms.</p> <p>The general purpose of this module is to familiarize students with HR management as an operational and strategic tool for leveraging organizational performance. The module takes a practical view that fuses the contribution of the behavioral sciences with the technical aspects of implementing the HR function in the 'real world'. All managers, regardless of their specialization, play an integral role in carrying out intelligent HR policies and practices in their organization in order to drive top performance.</p>

	<p>Specifically, the module will cover the following topics:</p> <ul style="list-style-type: none"> <li>• HRM Strategy</li> <li>• Diversity (i.e., Gender &amp; Age) Management</li> <li>• Organizational Culture &amp; Climate</li> <li>• HR in a Global Context</li> <li>• Organizational Change</li> <li>• HR Balanced Score Card</li> <li>• TOP Talent Management</li> </ul>
<p>Learning outcomes:</p>	<p>On successful completion of this module, the students will be able to:</p> <ul style="list-style-type: none"> <li>• explain how HR can leverage the performance of an organization</li> <li>• demonstrate how high performance HR systems can be implemented</li> <li>• appreciate the importance of human resource management as a field of study and as a central management function</li> <li>• outline the implications of the behavioral sciences for human resource management</li> <li>• apply the principles and techniques of HR management gained through this module to the discussion of major personnel issues and the solution of typical case problems.</li> </ul>
<p>Requirements to pass module:</p>	<ul style="list-style-type: none"> <li>• Theory presentation (50%)</li> <li>• Project presentation (50%)</li> </ul>
<p>Special characteristics:</p>	<p>Guest lecture by practitioner. Group Project</p>
<p>Literature:</p>	<p><u>Required readings:</u></p> <ul style="list-style-type: none"> <li>• Fisher, Cynthia D., Schoenfeldt, Lyle F., Shaw, James B. (2005): Human Resource Management. (6th Edition). Boston: Houghton Mifflin Co.</li> </ul>

<b>Name of module XIV:</b>	<b>Corporate Social Responsibility</b>
Semester:	Semester 2
Lecturer/module director:	Romy Krämer (external lecturer)
Language:	English
Type of lecture:	Compulsory elective module
Frequency of lecture:	Once a year
Usability of the module:	MSc Management (Standard Track)
Relation to other modules:	This module is one of five elective modules in the second semester and relates to all other Management & Economics modules. The module builds on and extends ideas presented in Organizational Behavior and Leadership, Human Resource Management, Intercultural Management, Business Ethics and Value-based Marketing.
Teaching methods:	Experiential exercises (i.e. role plays), best practice learning from practitioners, presentations, in-class discussions, assignments.
Duration:	1 semester
Credit points:	5 ECTS (150 hours): <ul style="list-style-type: none"> <li>• 45 contact hours</li> <li>• 105 non-contact hours</li> </ul>
Recommended prerequisites:	None
Module content:	Based on the two fundamental schools of thought on corporate social responsibility (CSR), this module will explain CSR as the satisfaction of the triple bottom line: <ul style="list-style-type: none"> <li>• economic outputs</li> <li>• environmental outputs</li> <li>• social outputs.</li> </ul> Illustrate the main levers of CSR management with: <ul style="list-style-type: none"> <li>• an individual, behavioral perspective on CSR</li> <li>• an institutional, governance perspective on CSR.</li> </ul>
Learning outcomes:	On successful completion of this module, the students will be able to: <ul style="list-style-type: none"> <li>• recognize the importance and scope of CSR in modern business</li> <li>• recognize individual level reasons for the necessity of CSR (i.e. why good people do bad things)</li> </ul>

	<ul style="list-style-type: none"> <li>• implement individual level CSR (e.g. in its relation to individual behavior and human resource management systems)</li> <li>• recognize institutional level reasons for the necessity of CSR</li> <li>• implement institutional level CSR (e.g., in its relation to strategy, marketing, pricing, governance, stakeholders).</li> </ul>
Requirements to pass module:	Written assignments
Special characteristics:	Guest lectures
Literature:	<p><u>Required readings:</u></p> <ul style="list-style-type: none"> <li>• Aguinis, H., Glavas, A. (2012): What we know and don't know about Corporate Social Responsibility: A review and research agenda. Journal of Management, 38(4), 932–968.</li> <li>• Bazerman, M. H., Tenbrunsel, A. E. (2011): "Ethical breakdowns". Harvard Business Review, (April), 58–65.</li> <li>• T. Beschorner, Sales, A. (Eds.): Corporate Social Responsibility – Institutional and Organizational Perspectives. Berlin: Springer Verlag.</li> <li>• Waddock, Graves (1997): "The corporate social performance" Strategic management journal.</li> </ul>



<b>Name of module XV:</b>	<b>Revenue Management and Service Operations</b>
Semester:	Semester 2
Lecturer/module director:	External lecturer
Language:	English
Type of lecture:	Compulsory elective module
Frequency of lecture:	Once a year
Usability of the module:	MSc Management Standard Track
Relation to other modules:	This module is one of two elective modules of the Logistics & Supply Chain program area and thus relates to all other logistics and supply chain management modules. It creates a general framework for modules that deal with pricing.
Teaching methods:	Lectures Case Studies Practical Work Assignments
Duration:	1 semester
Credit points:	5 ECTS (150 hours): <ul style="list-style-type: none"> <li>• 45 contact hours</li> <li>• 105 non-contact hours</li> </ul>
Recommended prerequisites:	None
Module content:	<ul style="list-style-type: none"> <li>• Overview of Pricing</li> <li>• Market Segmentation</li> <li>• Models of Consumer Demand</li> <li>• Data Estimation</li> <li>• Pricing as Constrained Optimization Problem</li> <li>• Dynamic Pricing Models</li> <li>• Nonlinear &amp; Innovative Pricing Models</li> <li>• Value Based Pricing</li> <li>• Markdown Management</li> <li>• Capacity Control as LP Model</li> <li>• Capacity Control under Uncertainty</li> </ul>
Learning outcomes:	<p>On successful completion of this module, the students will be able to:</p> <ul style="list-style-type: none"> <li>• Explain the basics of price theory</li> <li>• Apply the basics of price theory</li> <li>• Apply Pricing Models to business contexts</li> <li>• Analyze and evaluate opportunities that exist for revenue optimi</li> </ul>

	<ul style="list-style-type: none"> <li>• Exploit the opportunities that exist for revenue optimization in different business contexts</li> </ul>
Requirements to pass module:	Written Examination
Special characteristics:	None
Literature:	<p><u>Required Readings:</u></p> <ul style="list-style-type: none"> <li>• Phillips, Robert (2005): Pricing and Revenue Optimization. Stanford University Press.</li> </ul>

<b>Name of module XVI:</b>	<b>Sustainable Logistics</b>
Semester:	Semester 2
Lecturer/module director:	Prof. Dr. Alan McKinnon
Language:	English
Type of lecture:	Compulsory elective module
Frequency of lecture:	Once a year
Usability of the module:	MSc Management (Standard Track)
Relation to other modules:	This module will build on earlier compulsory modules on supply chain management and the design of logistics systems.
Teaching methods:	Lectures with powerpoint presentations, integrated case studies, team assignments and analyses, guest lecture by a senior logistics manager, class discussions on key environmental issues.
Duration:	1 semester
Credit points:	5 ECTS (150 hours): <ul style="list-style-type: none"> <li>• 45 contact hours</li> <li>• 105 non-contact hours</li> </ul>
Recommended prerequisites:	None
Module content:	<p>Topics covered: sustainability - definitions, principles and concepts; environmental effects of logistical activity; measuring and costing environmental impacts; development of green logistics strategies and frameworks; setting targets for environmental improvement; reducing freight transport intensity and switching transport mode; improving vehicle utilization, handling systems and packaging; energy use in logistics: improving fuel efficiency and switching fuels; city logistics; waste management and reverse logistics; role of government in promoting green logistics practices; adaptation of logistics systems to climate change.</p> <p>The module takes an inter-disciplinary perspective on the subject incorporating elements of logistics management, economics, engineering and climate science. Sessions on the measurement and costing of logistics externalities are essentially techniques-based. The remainder of the module is predominantly knowledge- and issue-based.</p> <p>The main educational objectives of this module are to:</p> <ul style="list-style-type: none"> <li>• make students aware of the seriousness of the environmental challenges facing companies, governments and citizens.</li> </ul>

	<ul style="list-style-type: none"> <li>inform them of logistics' contribution to environmental problems and show what companies and governments can do to reduce logistics' environmental 'footprint'.</li> </ul>
Learning outcomes:	<p>On successful completion of this module, the students will be able to:</p> <ul style="list-style-type: none"> <li>explain the principles and concepts of sustainability as they relate to logistics</li> <li>examine the nature and scale of the environmental effects of logistical activities</li> <li>measure and cost logistics-related externalities</li> <li>support the development of a green logistics strategy for a business</li> <li>explore how firms can reduce the environmental impact of logistical activities</li> <li>interpret current and proposed environmental regulations, taxes and standards.</li> </ul>
Requirements to pass module:	Written examination
Special characteristics:	At least one guest lecture from a senior manager with responsibilities for the environmental management of logistics
Literature:	<p><b>Books and report</b></p> <p><u>Required reading:</u></p> <ul style="list-style-type: none"> <li>McKinnon, A.C., Browne, M., Piecyk, M.I., Whiteing, A. (2015): Green Logistics: Improving the Environmental Performance of Logistics, 3<sup>rd</sup> edition, Kogan Page, London.</li> </ul> <p><u>Recommended readings:</u></p> <ul style="list-style-type: none"> <li>Grant, D.B, Tautrims, A., Wong, C.Y (2013): Sustainable Logistics and Supply Chain Management, Kogan Page, London.</li> <li>Bretzke, W-R, Barwaki, K. (2013): Sustainable Logistics: Responses to a Global Challenge'. Springer, Berlin.</li> <li>International Energy Agency (2010): Transport, Energy and CO<sub>2</sub>, IEA, Paris.</li> <li>Plus numerous journal articles and reports.</li> </ul>

<b>Name of module XVII:</b>	<b>Internship Program (incl. Career &amp; Professional Development Program)</b>
Semester:	Semester 3
Lecturer:	-
Language:	English
Program section:	Internship Program
Type of module:	Compulsory module
Frequency of module:	-
Usability of the module:	MSc Management (Standard Track)
Relation to other modules:	The internship must be related to the students' major subject of study. Students apply contents and methods taught in the first semesters to real world business life. The career and professional development program helps the students prepare for their internship and later professional life.
Teaching methods:	-
Amount of time involved:	Internship: Twelve full-time consecutive weeks (Standard and Fast Track) Career & professional development program: 55 contact hours
Duration:	Internship: Twelve full-time consecutive weeks (Standard and Fast Track) Career & professional development program: 2 semesters
Credit points:	10 ECTS
Recommended prerequisites:	None
Module content:	<p>The career and professional development program is an integral part of the internship program designed to help students prepare for their internship and later professional life as well as the challenges they might encounter therein. It includes seminars in the areas of personality assessment, skills &amp; interests assessment, options identification, options assessment, employer research, CV training, cover letter training, internship program information, interview training, business etiquette, and networking.</p> <p>During their internship, students will gain practical experience in a company and department of their choice. While the business field must be related to the students' major subject of study, the students should select an internship in an area that they</p>

	<p>would like to focus on during their further studies and that brings them forward in their career development.</p> <p>Students will be able to apply the theoretical foundations and methods learned during the first semesters to real world business problems and familiarize themselves with daily tasks and projects that are an essential part of the department and company they chose. They will thus learn to understand the structure and organization of the company as well as operational processes and operation procedures.</p> <p>Moreover, they will experience the social structure and social interaction within the company and further develop their soft skills. The internship will also give students the opportunity to network with colleagues and potential future employers.</p>
<p>Learning outcomes:</p>	<p><u>Professional development:</u>                  On successful completion of this module, the students will be able to:</p> <ul style="list-style-type: none"> <li>• link the theoretical knowledge gained during their studies to practical experience</li> <li>• apply requisite professional skills at the workplace</li> <li>• manage small tasks, projects and business processes typical for the business area of the company</li> <li>• evaluate relevant information in terms of important business decisions</li> <li>• orientate themselves in the business field and with respect to later job opportunities</li> </ul> <p><u>Personal development:</u>                  On successful completion of this module, the students will be able to:</p> <ul style="list-style-type: none"> <li>• Identify their strengths and weaknesses</li> <li>• Demonstrate better soft skills such as working in a team, taking over responsibilities and reflecting on their decision-making ability, communication and conflict management, flexibility, the ability to take criticism as well as self-observation, empathy and intercultural competences.</li> </ul> <p><u>Career development:</u>                  On successful completion of this module, the students will be able to:</p> <ul style="list-style-type: none"> <li>• identify their professional goals</li> <li>• decide what they want to focus on during their further studies and career path which career path they would like to follow after finishing their studies</li> <li>• apply job application skills, such as writing a job application and CV</li> </ul>
<p>Requirements to pass module:</p>	<p>Attendance of at least 75% of career &amp; professional development seminars, completion of internship and internship report</p>
<p>Special characteristics:</p>	<p>-</p>
<p>Literature:</p>	<p>None</p>

## **Modules XXVIII–XXI**

**Courses abroad: 20 ECTS**

**Module XXVIII – XIX: 10 ECTS** within the area of Management & Economics

**Module XX – XXI: 10 ECTS** within the area of Logistics & Supply Chain Management, Economics, Management and/or Leadership Skills

## Modules XX–XXII

Courses at KLU: 20 ECTS

<b>Name of module XXII:</b>	<b>Capstone Project</b>
Semester:	Semester 3
Lecturer/module director:	Prof. Dr. Björn Michealis
Language:	English
Type of lecture:	Compulsory module
Frequency of lecture:	Once a year
Usability of the module:	MSc Management (Standard Track)
Relation to other modules:	Depending on the individual topic of the student projects, the students can practically apply their knowledge from basically all modules (logistics, management, or managerial skills) taught in semesters 1 and 2.
Teaching methods:	Seminar, Project work, Lectures
Duration:	1 semester
Credit points:	10 ECTS (300 hours): <ul style="list-style-type: none"> <li>• 45 contact hours</li> <li>• 255 non-contact hours</li> </ul>
Recommended prerequisites:	None
Module content:	<p>This capstone module provides students with an opportunity to work on a long-term research project or a real business problem in corporation with companies. Depending on the student's interest, the research topic may involve a variety of different management areas such as Logistics, Operations, Business Strategy, Organizational Behavior, Marketing, or Finance. Students work in teams of 5-6 over the entire semester.</p> <p>Student teams develop their analysis and recommendations during the project and complete the project with the delivery of a final report and presentation to academic advisors and/or the company. Students are encouraged to help find the type of project and company that they believe will provide them with the best capstone experience.</p> <p>Structure: Phase I: Group Work and Tutorials</p>



	<p>Phase II: Compact Mini Courses                  Phase III: Draft of Group Project Report                  Phase IV: Preparing Final Group Project Report                  Phase V: Final Presentation &amp; Discussion</p>
Learning outcomes:	<p>On successful completion of this module, the students will be able to:</p> <ul style="list-style-type: none"> <li>• identify and address an organizational problem via the research project</li> <li>• clearly articulate research arguments in a well written and orally presented project</li> <li>• demonstrate management and leadership skills</li> <li>• strengthen writing, presentation, and research skills</li> <li>• demonstrate the extent of their knowledge in business subjects</li> <li>• demonstrate understanding of problem solving.</li> </ul>
Requirements to pass module:	<ul style="list-style-type: none"> <li>• Project work</li> </ul>
Special characteristics:	<p>Excursions, project specific guest lecturer</p>
Literature:	<p><u>Recommended readings:</u></p> <ul style="list-style-type: none"> <li>• Saunders, Mark N.K., Lewis, Philip, Thornhill, Adrian (2012): Research Methods for Business Students, 6th edition. Pearson Education Limited, England</li> <li>• Afuah, A., Allan, A. (2003): Business Models: A Strategic Management Approach 1st edition, Mcgraw-Hill Higher Education.</li> <li>• Huff, A.S. et al. (2008): Strategic Management: Logic and Action 1st edition, John Wiley &amp; Sons.</li> </ul>

<b>Name of module XXIII:</b>	<b>Electronic Business</b>
Semester:	Semester 3
Lecturer/module director:	Prof. Dr. Christian Barrot
Language:	English
Type of lecture:	Compulsory module
Frequency of lecture:	Once a year
Usability of the module:	MSc Management (Standard Track)
Relation to other modules:	This compulsory module builds on knowledge gained in the first semesters within the program areas of Management & Economics as well as Logistics & Supply Chain Management. It especially relates to Business Models & Strategy and Marketing.
Teaching methods:	Lectures, presentations, case studies, project work
Duration:	1 semester
Credit points:	5 ECTS (150 hours): <ul style="list-style-type: none"> <li>• 45 contact hours</li> <li>• 105 non-contact hours</li> </ul>
Recommended prerequisites:	None
Module content:	<ul style="list-style-type: none"> <li>• Introduction to Electronic Business <ul style="list-style-type: none"> <li>○ Technical Framework</li> <li>○ Legal Framework</li> <li>○ Economics of the Internet</li> <li>○ Brief history of E-Business</li> </ul> </li> <li>• E-Business Strategy <ul style="list-style-type: none"> <li>○ Business Models</li> <li>○ Start-up vs. Corporate</li> <li>○ Pioneer vs. Clone</li> <li>○ Internationalization</li> </ul> </li> <li>• E-Business Operations <ul style="list-style-type: none"> <li>○ Supply Chain Management (SCM)</li> <li>○ E-Procurement</li> <li>○ Customer Relationship Management (CRM)</li> </ul> </li> <li>• Online Marketing <ul style="list-style-type: none"> <li>○ Search</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Display</li> <li>○ Social</li> </ul>
Learning outcomes:	<p>On successful completion of this module, the students will be able to:</p> <ul style="list-style-type: none"> <li>● explain the economics and legal/technical framework of electronic business</li> <li>● develop business models from the perspective of a start-up and a corporation</li> <li>● analyze business models</li> <li>● take an e-business perspective on operations, in particular SCM, procurement, and CRM</li> <li>● differentiate the key fields of online marketing, i.e., search, display and social.</li> </ul>
Requirements to pass module:	Project work
Special characteristics:	Guest lectures by industry experts
Literature:	<p><u>Required reading:</u></p> <ul style="list-style-type: none"> <li>● Chaffey, D. (2014): Digital Business and E-Commerce Management, 6. Ed., Harrow: Pearson.</li> </ul>

<b>Name of module XXIV:</b>	<b>Managerial Skills II</b>
Semester:	Semester 3
Language:	English
Type of lecture:	Compulsory elective module
Frequency of lecture:	Once a year
Usability of the module:	MSc Management (Standard Track)
Relation to other modules:	The module is part of the Managerial Skills program area. This module is subsequent to Managerial Skills I.
Teaching methods:	<ul style="list-style-type: none"> <li>• Lecture enhanced by examples, experiences and real-life stories</li> <li>• Case studies</li> <li>• Role plays</li> <li>• Simulations</li> <li>• Discussions</li> <li>• Group Work</li> <li>• Best practice learning</li> <li>• Self-assessments</li> <li>• Assignments</li> </ul>
Duration:	1 semester
Credit points:	5 ECTS (150 hours): <ul style="list-style-type: none"> <li>• 45 contact hours</li> <li>• 105 non-contact hours</li> </ul>
Requirements to pass module:	Certificate of Attendance
Recommended prerequisites:	None
Lecturers:	Prof. Dr. André Ludwig, Prof. Dr. Christian Tröster, Prof. Dr. Niels Van Quaquebeke, Romy Krämer (external lecturer), Dr. Stephan Buse (external lecturer), Dr. Marcus Dahm (external lecturer), Dr. Tilmann Eckloff (external lecturer)
Module content:	<p>This module enhances the development of managerial skills. Students focus on a combination of two of the following key topics:</p> <ul style="list-style-type: none"> <li>• Intercultural Skills</li> <li>• Negotiations</li> <li>• Business Ethics</li> <li>• Conflict Management</li> <li>• Project Management</li> <li>• SAP Laboratory</li> </ul> <p>The key topics intercultural skills, negotiations, business ethics and conflict management focus on interpersonal and ethical aspects. Students develop their</p>

	<p>intercultural competence and interpersonal skills. They learn how to communicate better with people of various cultural backgrounds, how to handle and resolve interpersonal conflicts, apply negotiation techniques and make ethical decisions in business life.</p> <p>With the key topics project management and SAP Laboratory students focus on how to manage projects effectively and how to apply SAP to various business processes.</p> <p>In addition to the combination chosen in the first semester, students choose a second combination of the above mentioned key aspects of managerial skills, in order to deepen their knowledge and expand their competences in this field. Students may not choose from the key topics already chosen in the first semester.</p>
<p>Learning outcomes:</p>	<p>By choosing a second combination of managerial skills in addition to the combination chosen in the first semester, students further develop their managerial skills and are able to apply a greater repertoire of skills and tools to the workplace. On successful completion of this module, the students will be able to:</p> <ul style="list-style-type: none"> <li>• show greater sensitivity for interpersonal relationships</li> <li>• communicate effectively with people of different cultural backgrounds</li> <li>• show greater intercultural competence</li> <li>• make reasonable, well-founded management decisions</li> <li>• apply managerial skills successfully to the workplace</li> <li>• show in-depth knowledge of four of the above mentioned key aspects of managerial skills.</li> </ul>
<p>Special characteristics:</p>	<p>None</p>
<p>Literature:</p>	<p><u>Recommended readings:</u></p> <ul style="list-style-type: none"> <li>• Thomas, David C. (2008): Cross-Cultural Management: Essential Concepts. 2<sup>nd</sup> edition. NY: Sage</li> <li>• Larson, E.W., Gray, C.F. (2011): Project Management: The Managerial Process, 5<sup>th</sup> edition, Mcgraw-Hill Higher Education, ISBN: 978-0-07-340334-2</li> <li>• Mead, Richard, Andrews, Tim G. (2009): International Management: Culture and Beyond, Fourth Edition, Chichester UK: John Wiley &amp; Sons.</li> <li>• Harrison, Lawrence E., Huntington, Samuel P. (eds.) (2001): Culture Matters: How Values Shape Human Progress. New York: Basic Books.</li> <li>• House, Robert J., Hanges, Paul J., Javidan, Mansour (2004): Culture, Leadership, and Organizations: The Globe Study of 62 Societies. London: Sage.</li> <li>• Chhokar, Jagdeep S. S., Brodbeck, Felix C. C., House, Robert J. J. (2012): Culture and Leadership Across the World: The GLOBE Book of In-Depth Studies of 25 Societies. London: Routledge</li> <li>• Thompson, L. (2012): The Mind and Heart of the Negotiator (5th ed.). Upper Saddle River, NJ: Prentice Hall.</li> <li>• Raiffa, H. (1982): The Art and Science of Negotiation. Cambridge, MA: Harvard University Press.</li> <li>• Lax, D., Sebenius, J. (2006): 3-D Negotiation: Powerful Tools to Change the</li> </ul>

	<p>Game in Your Most Important Deals. Boston, MA: Harvard Business School Press.</p> <ul style="list-style-type: none"> <li>• Fisher R., Ury W., Patton, B. (1999): <i>Getting To Yes: Negotiating an Agreement Without Giving In</i> (2nd ed.). Random House Business Books.</li> <li>• Cialdini, R. (2001): <i>Influence: Science and Practice</i> (4th ed.). Boston, MA: Allyn &amp; Bacon.</li> <li>• Crane, A./Matten. D. (2010): <i>Business Ethics – A European Perspective</i>, 3rd. ed.</li> <li>• De Cremer, D. and Tenbrunsel, A.E. (eds.) (2012): <i>Behavioral business ethics: shaping an emerging field</i>. New York, NY: Taylor &amp; Francis</li> <li>• Giessner, S., Van Quaquebeke, N. (2010): “Using a relational models perspective to understand normatively appropriate conduct in ethical leadership.” <i>Journal of Business Ethics</i>, 95, 43-55.</li> <li>• George, R.T. (2003): “International business ethics”, in: Frederick, R.E. (ed.): <i>A Companion to Business Ethics</i>, Malden et al., pp. 233-242.</li> <li>• Graf Lambsdorff, J. (2003): “How corruption Affects Productivity”, in: <i>Kyklos</i>, Vol. 56, p. 457-474.</li> <li>• Rawls, J. (1971): <i>A Theory of Justice</i>. The Belknap Press of Harvard University Press, Cambridge/Mass. &amp; London.</li> <li>• “Business Ethics: Doing Well by Doing Good”, in: <i>Economist</i>, April 22nd 2000, p. 72-74.</li> <li>• Goodwin, C., Griffith, D. (2007): <i>The Conflict Survival Kit: Tools for Resolving Conflict at Work</i>. Prentice Hall.</li> <li>• Stone, D., Patton, B., Heen, S., Fisher, R. (2010): <i>Difficult conversations: How to discuss what matters most</i>. New York: Penguin Books.</li> <li>• Veeriah, N. (2011): <i>Customizing Financial Accounting in SAP</i>, SAP PRESS (ISBN: 978-1-59229-377-3).</li> <li>• Arif, N.; Tauseef, S. (2011): <i>Integrating SAP ERP Financials</i> (ISBN: 978-1-59229-300-1).</li> <li>• Agrawal, A. (2009): <i>Customizing Materials Management Processes in SAP ERP Operations</i> (ISBN: 978-1-59229-280-6).</li> <li>• Hoppe, M. et al. (2009): <i>Materials Planning with SAP</i> (ISBN: 978-1-59229-259-2).</li> <li>• Dickersbach, J. T.; Keller, G. (2011): <i>Production Planning and Control with SAP ERP</i> (ISBN: 978-1-59229-360-5).</li> <li>• Chudy, M.; Castedo, L. (2010): <i>Sales and Distribution in SAP ERP – Practical Guide</i> (ISBN: 978-1-59229-347-4).</li> </ul>
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<b>Name of module XXV:</b>	<b>Applied Research Methods</b>
Semester:	Semester 4
Lecturer/module director:	Prof. Dr. Rod Franklin
Language:	English
Type of lecture:	Compulsory module
Frequency of lecture:	Once a year
Usability of the module:	MSc Management (Standard Track)
Relation to other modules:	This module prepares students for their master thesis.
Teaching methods:	<p>The course consists of lectures, workshops, student presentations and short guest presentations by the KLU alumni, KLU faculty or an external guest.</p> <p><b>Lectures:</b></p> <ul style="list-style-type: none"> <li>• Idea development</li> <li>• Critical reading &amp; Literature review</li> <li>• Review of quantitative methodologies &amp; Methodology choice</li> <li>• Scientific writing skills</li> </ul> <p>All lectures will be interactive with in-class exercises and/or workshops.</p>
Duration:	1 semester
Credit points:	5 ECTS (150 hours): <ul style="list-style-type: none"> <li>• 45 contact hours</li> <li>• 105 non-contact hours</li> </ul>
Recommended prerequisites:	Familiarity with the quantitative methods (e.g., linear and integer programming, network models, statistical inference, simulation) would be an advantage since the applications of these topics on various problem settings will be discussed in the <i>Methodology Choice</i> section of the course.
Module content:	The objective of this course is to introduce students to the process of quantitative research. Through lectures, workshops, presentations and final paper, the course aims: (1) to advance the students in developing a research idea and formulating a research problem, (2) to enhance critical reading and writing skills, (3) to provide guidance on methodology choice in attacking different types of research problems, (4) to improve scientific writing skills, and ultimately, (5) to prepare student's to their master's thesis project.
Learning outcomes:	On successful completion of this module, the students will be able to: <ul style="list-style-type: none"> <li>• Develop research ideas</li> <li>• Formulate research problems</li> <li>• Expand critical reading skills</li> <li>• Improve critical and scientific writing skills</li> <li>• Choose their methodology when tackling different types of research problems</li> </ul>

Requirements to pass module:	<ul style="list-style-type: none"> <li>• Project work</li> </ul>
Special characteristics:	<ul style="list-style-type: none"> <li>• An interactive workshop (called <i>Idea Link</i>) spanning over the course duration.</li> <li>• An online platform for exchanging and evaluating research ideas (as a part of <i>Idea Link</i> workshop).</li> <li>• Guest lecturers</li> </ul>
Literature:	<p><u>Recommended readings:</u></p> <ul style="list-style-type: none"> <li>• W.C. Booth, G.C. Colomb, J.M. Williams: The Craft of Research. The University of Chicago Press, 3rd Edition.</li> <li>• Cederblom &amp; Paulsen, D. W.: Wadsworth Critical Reasoning: Understanding and Criticizing Arguments and Theories. J., 7th Edition.</li> <li>• Render, B., Stair Jr., R.M., Hanna, M. E.: Quantitative Analysis for Management. Pearson, 11th Edition.</li> <li>• Day, Robert A., Gasterl, Barbara: How to Write and Publish a Scientific Paper, Greenwood Press, 6th Edition.</li> </ul>