WHU MBA Course Overview - Fall Semester 2019*

Weekday	Date	Type	Module Name	Course Name	Professor	Time	Format	Additional notes
FRI	30-Aug-19			**Orientation Day**				
SAT	31-Aug-19	CONC	Sharpening Financial Acumen	**Private Equity**	Markarian	09:15 - 16:45	PT MBA	
SUN	1-Sep-19	CONC	Sharpening Financial Acumen	**Private Equity**	Markarian	09:15 - 16:45	PT MBA	
SAT	7-Sep-19	CONC	Sharpening Financial Acumen	**Private Equity**	Markarian	09:15 - 16:45	PT MBA	
SUN	8-Sep-19	CONC	Creating Impact	**B2B Sales Management**	Jensen	09:15 - 16:45	PT MBA	
MON	9-Sep-19	LS		**Personal Growth**	Weigand	09:00 - 17:00	FT MBA	
MON	9-Sep-19	CORE	Managing in the Organization	**Management Accounting**	Truijens	09:00 - 17:00	FT MBA	
TUE	10-Sep-19	CORE	Managing in the Organization	**Management Accounting**	Truijens	09:00 - 17:00	FT MBA	
TUE	10-Sep-19	CORE	Understanding Financial Performance	**The World Economy**	Frenkel	09:00 - 17:00	FT MBA	in-class exam on October 21st
WED	11-Sep-19	LS		**Personal Growth**	Weigand	09:00 - 12:30	FT MBA	
WED	11-Sep-19	WS		**Business Case Analytics**	Sultan	13:30 - 17:00	FT MBA	
WED	11-Sep-19	CORE	Managing in the Organization	**Management Accounting**	Truijens	09:00 - 17:00	FT MBA	in-class exam on January 24th
THU	12-Sep-19	LS		**The General Manager**	Witt	09:00 - 17:00	FT MBA	
THU	12-Sep-19	CORE	Managing in the Organization	**Management Accounting**	Truijens	09:00 - 15:00	FT MBA	
FRI	13-Sep-19	WS		**Business Case Analytics**	Sultan	09:00 - 17:00	FT MBA	
SAT	14-Sep-19	CONC	Creating Impact	**B2B Sales Management**	Jensen	09:15 - 16:45	PT MBA	
SAT	14-Sep-19	LS		**Personal Growth**	Weigand	09:15 - 20:00	PT MBA	
SAT	14-Sep-19	LS		**Executive Leadership**	Drath	09:15 - 16:45	PT MBA	
SUN	15-Sep-19	CONC	Creating Impact	**B2B Sales Management**	Jensen	09:15 - 16:45	PT MBA	
SUN	15-Sep-19	LS		**The General Manager**	Witt	09:15 - 16:45	PT MBA	
SUN	15-Sep-19	LS		**Executive Leadership**	Drath	09:15 - 16:45	PT MBA	
MON	16-Sep-19	CORE	Managing in the Organization	**Organizational Behavior**	Müthel	09:00 - 17:00	FT MBA	
TUE	17-Sep-19	CORE	Understanding Financial Performance	**The World Economy**	Frenkel	09:00 - 17:00	FT MBA	
TUE	17-Sep-19	CORE	Managing in the Organization	**Organizational Behavior**	Müthel	09:00 - 17:00	FT MBA	
WED	18-Sep-19	LS		**Executive Leadership**	Drath	09:00 - 17:00	FT MBA	
WED	18-Sep-19	CORE	Managing in the Organization	**Organizational Behavior**	Müthel	09:00 - 17:00	FT MBA	
THU	19-Sep-19	CORE	Managing in the Organization	**Organizational Behavior**	Müthel	09:00 - 15:00	FT MBA	
THU	19-Sep-19	LS		**Executive Leadership**	Drath	09:00 - 17:00	FT MBA	
FRI	20-Sep-19	LS		**Executive Leadership**	Drath	09:00 - 17:00	FT MBA	
SAT	21-Sep-19	CONC	Executing Strategy	**Strategic Management**	Lê	09:15 - 16:45	PT MBA	
SUN	22-Sep-19	CONC	Executing Strategy	**Strategic Management**	Lê	09:15 - 16:45	PT MBA	
MON	23-Sep-19	CORE	Understanding Financial Performance	**Managerial Finance**	Yurtoglu	09:00 - 17:00	FT MBA	
TUE	24-Sep-19	CORE	Understanding Financial Performance	**Managerial Finance**	Yurtoglu	09:00 - 17:00	FT MBA	
FRI	27-Sep-19	WS		**Academic Writing**	Holler	09:00 - 17:00	FT MBA	
SAT	28-Sep-19	CONC	Sharpening Financial Acumen	**Entrepreneurial Finance**	Ozcan	09:15 - 16:45	PT MBA	
SAT	28-Sep-19	LS		**Executive Leadership**	Drath	09:15 - 16:45	PT MBA	
SAT	28-Sep-19	CORE	Understanding Financial Performance	**Managerial Finance**	Yurtoglu	09:15 - 18:30	PT MBA	
SUN	29-Sep-19	CONC	Executing Strategy	**Strategic Management**	Lê	09:15 - 16:45	PT MBA	
SUN	29-Sep-19	LS		**Executive Leadership**	Drath	09:15 - 16:45	PT MBA	
SUN	29-Sep-19	CORE	Understanding Financial Performance	**Managerial Finance**	Yurtoglu	09:15 - 18:30	PT MBA	
MON	30-Sep-19	CORE	Understanding Financial Performance	**Managerial Finance**	Yurtoglu	09:00 - 17:00	FT MBA	
MON	30-Sep-19	LS		**Midterm Challenge**	Weigand	09:00 - 19:00	FT MBA	
TUE	1-Oct-19	CORE	Understanding Financial Performance	**Managerial Finance**	Yurtoglu	09:00 - 15:00	FT MBA	
TUE	1-Oct-19	LS		**Midterm Challenge**	Weigand	09:00 - 19:00	FT MBA	
WED	2-Oct-19	CORE	Understanding Financial Performance	**The World Economy**	Frenkel	09:00 - 17:00	FT MBA	
WED	2-Oct-19	LS		**Midterm Challenge**	Weigand	09:00 - 19:00	FT MBA	
MON	7-Oct-19	CONC	Sharpening Financial Acumen	**Entrepreneurial Finance**	Ozcan	09:00 - 17:00	FT MBA	
TUE	8-Oct-19	CONC	Sharpening Financial Acumen	**Entrepreneurial Finance**	Ozcan	09:00 - 17:00	FT MBA	
TUE	8-Oct-19	CORE	Understanding Financial Performance	**The World Economy**	Frenkel	09:00 - 17:00	FT MBA	
THU	10-Oct-19	CORE	Understanding Financial Performance	**Financial Accounting**	Markarian	09:00 - 17:00	FT MBA	in-class exam on October 21st
THU	10-Oct-19	CONC	Creating Impact	**Foundations of Entrepreneurship**	Witt	09:00 - 17:00	FT MBA	
FRI	11-Oct-19	CONC	Creating Impact	**Foundations of Entrepreneurship**	Witt	09:00 - 17:00	FT MBA	
FRI	11-Oct-19	CORE	Understanding Financial Performance	**Financial Accounting**	Markarian	09:00 - 17:00	FT MBA	
SAT	12-Oct-19	CONC	Sharpening Financial Acumen	**Entrepreneurial Finance**	Ozcan	09:15 - 16:45	PT MBA	
SAT	12-Oct-19	CORE	Understanding Financial Performance	**Managerial Finance**	Yurtoglu	09:15 - 18:30	PT MBA	
SAT	12-Oct-19	LS		**Personal Growth**	Weigand	09:15 - 20:00	PT MBA	

SUN	13-Oct-19	CONC	Sharpening Financial Acumen	**Entrepreneurial Finance**	Ozcan	09:15 - 16:45	PT MBA	
SUN	13-Oct-19	CORE	Understanding Financial Performance	**Managerial Finance**	Yurtoglu	09:15 - 18:30	PT MBA	
SUN	13-Oct-19	LS		**The General Manager**	Witt	09:15 - 16:45	PT MBA	
MON	14-Oct-19	CORE	Understanding Financial Performance	**Financial Accounting**	Markarian	09:00 - 17:00	FT MBA	
MON	14-Oct-19	WS		**Digital Innovation**	Potthast	09:00 - 17:00	FT MBA	
TUE	15-Oct-19	CONC	Sharpening Financial Acumen	**Entrepreneurial Finance**	Ozcan	09:00 - 17:00	FT MBA	
TUE	15-Oct-19	CORE	Understanding Financial Performance	**Financial Accounting**	Markarian	09:00 - 15:00	FT MBA	
WED	16-Oct-19	CONC	Creating Impact	**Foundations of Entrepreneurship**	Witt	09:00 - 17:00	FT MBA	
THU	17-Oct-19	CONC	Executing Strategy	**Strategies for Dynamic Market Environments**	Kramer	13:30 - 17:00	FT MBA	
FRI	18-Oct-19	CONC	Executing Strategy	**Strategies for Dynamic Market Environments**	Kramer	09:00 - 17:00	FT MBA	
SAT	19-Oct-19	CONC	Creating Impact	**Foundations of Entrepreneurship**	Witt	09:15 - 16:45	PT MBA	
SUN	20-Oct-19	CONC	Creating Impact	**Foundations of Entrepreneurship**	Witt	09:15 - 16:45	PT MBA	
MON	21-Oct-19	CONC	Executing Strategy	**Strategic Management**	Lê	09:00 - 17:00	FT MBA	
TUE	22-Oct-19	CONC	Executing Strategy	**Strategic Management**	Lê	09:00 - 17:00	FT MBA	
WED	23-Oct-19	CONC	Executing Strategy	**Strategic Management**	Lê	09:00 - 17:00	FT MBA	
TUE	22-Oct-19	CORE	Exploiting Market Opportunities	**Marketing**	Fassnacht	09:00 - 17:00	FT MBA	
WED	23-Oct-19	CORE	Exploiting Market Opportunities	**Marketing**	Fassnacht	09:00 - 17:00	FT MBA	
THU	24-Oct-19	CONC	Executing Strategy	**Strategies for Dynamic Market Environments**	Kramer	13:30 - 17:00	FT MBA	
FRI	25-Oct-19	CONC	Executing Strategy	**Strategies for Dynamic Market Environments**	Kramer	09:00 - 17:00	FT MBA	
SAT	26-Oct-19	CONC	Creating Impact	**Foundations of Entrepreneurship**	Witt	09:15 - 16:45	PT MBA	
SAT	26-Oct-19	CORE	Understanding Financial Performance	**Managerial Finance**	Yurtoglu	09:15 - 18:30	PT MBA	
SAT	26-Oct-19	LS		**Executive Leadership**	Drath	09:15 - 16:45	PT MBA	
SUN	27-Oct-19	CONC	Executing Strategy	**The Analytics Edge**	Spinler	09:15 - 16:45	PT MBA	
SUN	27-Oct-19	LS		**Executive Leadership**	Drath	09:15 - 16:45	PT MBA	
SUN	27-Oct-19	CORE	Understanding Financial Performance	**Managerial Finance**	Yurtoglu	09:15 - 18:30	PT MBA	
MON	28-Oct-19	WS		**Strategy Consulting**	Schmidt	09:00 - 17:00	FT MBA	
TUE	29-Oct-19	WS		**Strategy Consulting**	Schmidt	09:00 - 17:00	FT MBA	
WED	30-Oct-19	WS		**Strategy Consulting**	Schmidt	09:00 - 17:00	FT MBA	
WED	30-Oct-19	CORE	Exploiting Market Opportunities	**Economics of Corporate & Competitive Strategy**	Weigand	09:00 - 17:00	FT MBA	in-class exam on December 12th
THU	31-Oct-19	CORE	Exploiting Market Opportunities	**Economics of Corporate & Competitive Strategy**	Weigand	09:00 - 17:00	FT MBA	
THU	31-Oct-19	CONC	Sharpening Financial Acumen	**Mergers & Acquisitions**	Aktas	09:00 - 17:00	FT MBA	
MON	4-Nov-19	CONC	Creating Impact	**Innovation Management**	Ernst	09:00 - 17:00	FT MBA	
MON	4-Nov-19	CORE	Exploiting Market Opportunities	**Marketing**	Fassnacht	09:00 - 17:00	FT MBA	
TUE	5-Nov-19	CONC	Creating Impact	**Innovation Management**	Ernst	09:00 - 17:00	FT MBA	
TUE	5-Nov-19	CORE	Exploiting Market Opportunities	**Marketing**	Fassnacht	09:00 - 15:00	FT MBA	
WED	6-Nov-19	CONC	Creating Impact	**Innovation Management**	Ernst	09:00 - 17:00	FT MBA	
WED	6-Nov-19	CORE	Exploiting Market Opportunities	**Corporate Finance**	Andres	09:00 - 17:00	FT MBA	in-class exam on December 12th
THU	7-Nov-19	CORE	Exploiting Market Opportunities	**Corporate Finance**	Andres	09:00 - 17:00	FT MBA	
SAT	9-Nov-19	CONC	Executing Strategy	**The Analytics Edge**	Spinler	09:15 - 16:45	PT MBA	
SAT	9-Nov-19	CORE	Understanding Financial Performance	**Financial Accounting**	Markarian	09:15 - 18:30	PT MBA	
SAT	9-Nov-19	CORE	Understanding Financial Performance	**The World Economy**	Frenkel	09:15 - 18:30	PT MBA	
SUN	10-Nov-19	CONC	Executing Strategy	**The Analytics Edge**	Spinler	09:15 - 16:45	PT MBA	
SUN	10-Nov-19	CORE	Understanding Financial Performance	**Financial Accounting**	Markarian	09:15 - 18:30	PT MBA	
SUN	10-Nov-19	CORE	Understanding Financial Performance	**The World Economy**	Frenkel	09:15 - 18:30	PT MBA	
MON	11-Nov-19	WS		**Cross-cultural Competency - Part I**	Bier	09:00 - 17:00	FT MBA	
MON	11-Nov-19	CONC	Sharpening Financial Acumen	**Mergers & Acquisitions**	Aktas	09:00 - 17:00	FT MBA	
TUE	12-Nov-19	CONC	Sharpening Financial Acumen	**Mergers & Acquisitions**	Aktas	09:00 - 17:00	FT MBA	
TUE	12-Nov-19	CORE	Exploiting Market Opportunities	**Economics of Corporate & Competitive Strategy**	Weigand	09:00 - 17:00	FT MBA	
WED	13-Nov-19	CONC	Creating Impact	**B2B Sales Management**	Jensen	09:00 - 17:00	FT MBA	
WED	13-Nov-19	CORE	Exploiting Market Opportunities	**Economics of Corporate & Competitive Strategy**	Weigand	09:00 - 15:00	FT MBA	
SAT	16-Nov-19	CONC	Executing Strategy	**Transformation & Innovation in a Digital Age**	Faems	09:15 - 16:45	PT MBA	
SUN	17-Nov-19	CONC	Executing Strategy	**Transformation & Innovation in a Digital Age**	Faems	09:15 - 16:45	PT MBA	
SAT	23-Nov-19	CONC	Executing Strategy	**Logistics & Supply Chain Management**	Wallenburg	09:15 - 16:45	PT MBA	
SAT	23-Nov-19	CORE	Understanding Financial Performance	**Financial Accounting**	Markarian	09:15 - 18:30	PT MBA	
SAT	23-Nov-19	CORE	Understanding Financial Performance	**The World Economy**	Frenkel	09:15 - 18:30	PT MBA	
SUN	24-Nov-19	CONC	Executing Strategy	**Logistics & Supply Chain Management**	Wallenburg	09:15 - 16:45	PT MBA	
WED	27-Nov-19	CONC	Creating Impact	**B2B Sales Management**	Jensen	09:00 - 17:00	FT MBA	
THU	28-Nov-19	CONC	Creating Impact	**B2B Sales Management**	Jensen	09:00 - 17:00	FT MBA	
THU	28-Nov-19	CORE	Exploiting Market Opportunities	**Corporate Finance**	Andres	09:00 - 17:00	FT MBA	
FRI	29-Nov-19	CORE	Exploiting Market Opportunities	**Corporate Finance**	Andres	09:00 - 15:00	FT MBA	

SAT	30-Nov-19	CONC	Executing Strategy	**Transformation & Innovation in a Digital Age**	Faems	09:15 - 16:45	PT MBA		
SUN	1-Dec-19	WS		**Leadership in the Digital Age**	Lippmann	09:15 - 16:45	PT MBA		
MON	2-Dec-19	LS		**Leadership Communication & Stage Rules**	von Hoensbroech	09:00 - 17:00	FT MBA		
MON	2-Dec-19	CONC	Executing Strategy	**Strategy Execution**	Schäffer	09:00 - 17:00	FT MBA		
TUE	3-Dec-19	LS		**Leadership Communication & Stage Rules**	von Hoensbroech	09:00 - 17:00	FT MBA		
TUE	3-Dec-19	CONC	Executing Strategy	**Negotiations**	Kaufmann	13:30 - 17:00	FT MBA		
WED	4-Dec-19	CONC	Executing Strategy	**Negotiations**	Kaufmann	09:00 - 17:00	FT MBA		
THU	5-Dec-19	CONC	Sharpening Financial Acumen	**Investment Banking**	Aktas	09:00 - 17:00	FT MBA		
FRI	6-Dec-19	CONC	Sharpening Financial Acumen	**Investment Banking**	Aktas	09:00 - 17:00	FT MBA		
SAT	7-Dec-19	CONC	Executing Strategy	**Logistics & Supply Chain Management**	Wallenburg	09:15 - 16:45	PT MBA		
SAT	7-Dec-19	CORE	Understanding Financial Performance	**The World Economy**	Frenkel	09:15 - 18:30	PT MBA		
SAT	7-Dec-19	CORE	Understanding Financial Performance	**Financial Accounting**	Markarian	09:15 - 18:30	PT MBA		
SUN	8-Dec-19	CONC	Sharpening Financial Acumen	**Mergers & Acquisitions**	Aktas	09:15 - 16:45	PT MBA		
MON	9-Dec-19	CONC	Executing Strategy	**Strategy Execution**	Schäffer	09:00 - 17:00	FT MBA		
TUE	10-Dec-19	CORE	Managing in the Organization	**Strategic Sourcing**	Reimann	13:30 - 17:00	FT MBA		
TUE	10-Dec-19	CONC	Executing Strategy	**Negotiations**	Kaufmann	13:30 - 17:00	FT MBA		
WED	11-Dec-19	CONC	Executing Strategy	**Negotiations**	Kaufmann	09:00 - 17:00	FT MBA		
WED	11-Dec-19	CORE	Managing in the Organization	**Strategic Sourcing**	Reimann	09:00 - 17:00	FT MBA		
THU	12-Dec-18	WS		**Reinventing your Business Model for a Prosumer World**	Neus	09:00 - 17:00	FT MBA		
THU	12-Dec-18	CORE	Managing in the Organization	**Operations Management**	Spinler	09:00 - 17:00	FT MBA		
FRI	13-Dec-19	WS		**Reinventing your Business Model for a Prosumer World**	Neus	09:00 - 17:00	FT MBA		
FRI	13-Dec-19	CORE	Managing in the Organization	**Operations Management**	Spinler	09:00 - 17:00	FT MBA		
SAT	14-Dec-19	CONC	Sharpening Financial Acumen	**Mergers & Acquisitions**	Aktas	09:15 - 16:45	PT MBA		
SAT	14-Dec-19	CORE	Understanding Financial Performance	**The World Economy**	Frenkel	09:15 - 18:30	PT MBA		
SAT	14-Dec-19	CORE	Understanding Financial Performance	**Financial Accounting**	Markarian	09:15 - 18:30	PT MBA		
SUN	15-Dec-19	CONC	Sharpening Financial Acumen	**Mergers & Acquisitions**	Aktas	09:15 - 16:45	PT MBA		
SUN	15-Dec-19	CORE	Understanding Financial Performance	**The World Economy**	Frenkel	09:15 - 18:30	PT MBA		
SUN	15-Dec-19	CORE	Understanding Financial Performance	**Financial Accounting**	Markarian	09:15 - 18:30	PT MBA		
MON	16-Dec-19	CONC	Executing Strategy	**Strategy Execution**	Schäffer	09:00 - 17:00	FT MBA		
MON	16-Dec-19	CORE	Managing in the Organization	**Strategic Sourcing**	Reimann	13:30 - 17:00	FT MBA		
TUE	17-Dec-19	CORE	Managing in the Organization	**Strategic Sourcing**	Reimann	09:00 - 17:00	FT MBA		
WED	18-Dec-19	CONC	Sharpening Financial Acumen	**Investment Banking**	Aktas	09:00 - 17:00	FT MBA		
WED	18-Dec-19	CORE	Managing in the Organization	**Strategic Sourcing**	Reimann	09:00 - 17:00	FT MBA		
THU	19-Dec-19	CORE	Managing in the Organization	**Operations Management**	Spinler	09:00 - 17:00	FT MBA		
FRI	20-Dec-19	CORE	Managing in the Organization	**Operations Management**	Spinler	09:00 - 15:00	FT MBA		

* Please note: All dates and course time are subject to change. You can find the most update information on our Online Course Guide:
https://www.whu.edu/en/programs/online-course-guide/

CONC = Concentration Course, 3 ECTS
CORE = Core Course, 3 ECTS
WS = Workshop, 1 ECTS
LS = Course from Leadership-Modul, 2-3 ECTS (depending on the contact hours)

Exam guidelines
In general our MBA courses have three different types of exams: in-class, Take home and Take@home.

Part-Time courses: no "in-class exams", only "Take home" or "Take@home exams"
Core courses: mostly "in-class exams" (see dates above under "additional notes")
Concentration courses: mostly "Take home exams" with a deadline of two weeks after the last course session

Otto Beisheim School of Management

Course Description

Title: **PTMBA2021_Core A - Personal Growth I**

Course Code: MBA MGMT554

Lecturer/s: Weigand, Jürgen

Contact Information (E-Mail): juergen.weigand@whu.edu

Semester: Fall 2019

Course Description:

Personal Growth and Leadership - what is it? Let us first clarify what we mean by leadership. Already a quick internet search shows that there is an overwhelming number of definitions and descriptions of leadership. This comes as no surprise given the vast amount of books and articles on leadership, be it in the scholarly literature or in the popular press.

Usually, we understand leadership as meaning “leading others” but leadership has two more essential, often neglected dimensions: leading oneself and the willingness to be led by others. These two dimensions will be introduced in Personal Leadership.

In our globally intertwined economies and companies, division of labour and working in teams across geographical, cultural, and hierarchical boundaries have become a commonplace. Thus, you have to develop the technical and socio□cultural skills to perform well in an increasingly international team-based environment. Your efficacy in a team crucially depends on your willingness to be led by others in the team. How effective you are as a team member is shaped by your willingness to integrate and cooperate with others. Even the Chief Executive Officer of a company needs the buy□in and support of others. Therefore, he must be willing to accept to be led by them, at least in certain situations, be it by his peer board members, his direct reports, owners, other stakeholders, or his significant other. As history and research show, those leaders who fully exploit the opportunities to be led by others stand to gain, those who don’t, fail – sooner than later, often miserably. Further, if you want to be an effective leader of others and be led by others in your own best interest, you must first be an effective leader of yourself. Personal leadership is about how we lead ourselves and how we connect with others. Leading yourself starts with asking yourself who you are, what you do, and how you do it. However, measuring up your own self is not a once□and□for□all assessment. Nothing is static in this world. Rather it is a process of learning about yourself in the context of interacting with others and steering yourself to creating a strategy for your life and executing it successfully. Be aware: It may be a painful and slow process because you first have to open up to others, to their feedback, to how they view you and your team and leadership contributions. Appreciate the opportunity to explore and release your potential with the help of others. They are the most valuable source for your self□reflection on your leadership journey. Thus, connecting with others is the key to your personal growth and your development of leadership qualities.

Learning Outcomes:

Learning Objectives:

·Understand the importance of the individual’s attributes to take the lead

·Reflect on own characteristics and experiences to take on a leadership role

·Put leadership skills into action and experience the challenges of leading oneself, leading others and being let by others.

·Learn how identity, intention and purpose influence the integrity of leadership behaviour.

Textbook Information:

Expected Workload

Total Workload (in h): 45

Self-Study (in h): 36

Contact Time (in h): 9

Examination (in h):

Grading Information:

Prerequisites for successful Participation:

Further Information:

Course Description

WHU Otto Beisheim School of Management

Title:	**PTMBA 2020 Private Equity**
Course Code:	MBA ACCT633
Lecturer/s:	Markarian, Garen
Contact Information (E-Mail):	garen.markarian@whu.edu
Semester:	Fall 2019
Course Description:	This is an introductory course to the world of private equity. Over a full course students will go through both the mechanics, and intellectual leanings, of the world of private equity. No strong technical background is required, and the core MBA curriculum would be enough for students to navigate through this class. Perhaps half the class covers the technical aspects of PE (constructing an LBO model (3 sessions), case-studies that involve mergers that are strong on financial statements, while the rest of the class is not technical but examines various situations and trade-offs). This course covers the main concepts, techniques, instruments and institutions involved in the private equity investment. The course also looks at a very large set of deals to gain familiarity with the private equity investment model and the opportunities set. Several themes are discussed: the structure of the private equity market, valuation, financing, deal processing, and harvesting. It also covers the structure and strategy of the private equity firm.
Learning Outcomes:	to master the basic tenets of private equity, commensurate for basic financial literacy, and as a sound stepping stone for advanced financial learning.
Textbook Information:	**Basic Readings:** International Private Equity (by Eli Talmor and Florin Vasvari), published in 2011 by John Wiley & Sons. Barbarians at the Gate (by Bryan Burrough and John Helyar), published in 2010 by Arrow.

Expected Workload

Total Workload (in h):	40
Self-Study (in h):	20
Contact Time (in h):	18
Examination (in h):	
Grading Information:	Cases and Final Project
Prerequisites for successful Participation:	Working knowledge of financial accounting, knowledge of discounted cash flow valuation, knowledge of corporate finance.
Further Information:	

Course Description

Otto Beisheim School of Management

Title:	**PTMBA 2020 The Analytics Edge**
Course Code:	MBA SCM641
Lecturer/s:	Spinler, Stefan
Contact Information (E-Mail):	stefan.spinler@whu.edu
Semester:	Fall 2019
Course Description:	Today’s business world is characterized by an unprecedented growth of data, by 2020 we will experience a300□fold increase from 2005. This data comes in a broad variety of forms: 420 million wearable healthmonitors are currently in use, more than 4 billion hours of video are watched on YouTube each month and30 billion pieces of content are shared on Facebook every month. A lot of the data is analyzed in real time:modern cars have about 100 sensors and the NYSE captures 1 TB of trade information during each tradingsession. However, 1 in 3 business leaders don’t trust the information they use to make decisions and about27% of respondents in one survey were unsure of how much of their data was inaccurate. 4.4 million ITjobs have been created globally to support big data. AlphaGo has recently beaten the reigning (human) Gochampion.In this big data landscape, it becomes imperative for managers to understand what tools are available togather data, to subsequently aggregate data into information and how to use this information to make betterdecisions. To this end, we discuss and apply approaches to predictive analytics, which refers to the ability ofdiscerning patterns from past and current data to prediction of future events. Examples include healthcareapplications such as heart attack pattern detection and financial applications such as fraud detection inregards to credit card usage. An important step in the data analytics journey is the communication of resultswhich can be achieved via appropriate visualization and reporting.The primary focus of this course is to gain an understanding of the potential of statistical and machinelearning approaches in business. Managers should have trust in their analytics teams that they come upwith solutions that entail a competitive edge – such trust will be bolstered by having first□hand experiencewith analytical tools and the decisions based on them.
Learning Outcomes:	literacy in data modelling and machine learning techniques
Textbook Information:	D. Bertsimas, A.K. O’Hair, W. R. Pulleyblank: The analytics edge. Dynamic ideas, 2016.

Expected Workload

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

Grading Information:	Each session will contain short exercises related to descriptive and predictive analytics. There is oneintermediate assignment which counts 40%. To be done in teams. The final project to be done on an individual basis, will allow students to work with a range of data sets to explore various techniques for model building; model analysis, interpretation of results and recommendations. The final project will make up 60% of the grade. The project’s report is to be delivered in R markdown.
Prerequisites for successful Participation:	none
Further Information:	

Course Description

WHU
Otto Beisheim School of Management

Title:	**PTMBA2020 Mergers & Acquisitions**
Course Code:	MBA FIN633
Lecturer/s:	Aktas, Nihat
Contact Information (E-Mail):	nihat.aktas@whu.edu
Semester:	Fall 2019
Course Description:	The course is structured following a seminar format with participants expected to take a very active role in their learning. The course relies on interactive lessons, and consists of lectures, testimony from M&A practitioners, in-class case and article discussions, in-class tasks, written group homework case, and a final exam.
Learning Outcomes:	
Textbook Information:	There is no mandatory pre-reading for this course. However, for those willing to deepen their understanding of the takeover process and business valuation, here are some useful articles: ·Aktas, N., and E. de Bodt, 2011. Merger negotiations: Takeover process, selling procedure, and deal initiation. The Art of Capital Restructuring, Chapter 15, 261–279. ·Fruhan, William E., Jr. "The company sale process." Harvard Business Publishing, Product # 206108-PDF-ENG. ·Rappaport, Alfred, and Mark L. Sirower, 1999. Stock or cash? The trade-offs for buyers and sellers in mergers and acquisitions. Harvard Business Review, Nov-Dec, 147–158. ·Schill, M.J., 2013. "Business valuation: Standard approaches and applications." Harvard Business Publishing, Product # UV6586-PDF-ENG. ·Schill, M.J., and E. Loutskina, 2013. "Business valuation in mergers and acquisitions." Harvard Business Publishing UV6759-PDF-ENG. ·Subramanian, G., 2009. Negotiation? Auction? A deal maker's guide. Harvard Business Review 87, 101–107. Here are some additional books: ·DePamphilis Donald M., 2014. Mergers, acquisitions, and other restructuring activities. Elsevier Academic Press, 7th Edition. ·Berk, Jonathan, and Peter DeMarzo, 2014. Corporate Finance, Pearson International. ·Damodaran, Aswath, 2012. Investment valuation: Tools and techniques for determining the value of any asset. Wiley Finance, 3rd edition.

Expected Workload

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

Grading Information:	The final grade will be based on (1) class participation and one group project (50%), and (2) a take-home final exam (50%).
Prerequisites for successful Participation:	
Further Information:	

Course Description

Title:	**PTMBA2021_Core A - Financial Accounting**
Course Code:	MBA ACCT521
Lecturer/s:	Markarian, Garen
Contact Information (E-Mail):	garen.markarian@whu.edu
Semester:	Fall 2019
Course Description:	Accounting is “the language of business”. It is spoken by managers, employees, investors, financial analysts, internal and external auditors, supervisory boards, management accountants, bankers and other decision makers with whom managers regularly interact. It is widely agreed that future business leaders need to understand this language in order to be able to interpret and use financial statements and other accounting information for internal management purposes (e. g. planning, directing, controlling) as well as corporate communication purposes (e. g. capital markets, banks, rating agencies).If you want to compete in this arena, it will be useful for you to acquire a working knowledge of accounting. This class is targeted to students having little, if any, background in financial accounting. This is probably the **hardest**, and **most important**, course in your MBA curriculum. At the end of the day, numbers are what matter in the business world. You just cannot escape it, hence, you should learn it well. The working knowledge provided in this course can be extended in further studies in accounting, finance and other business disciplines, including the specialization course “Financial Statement Analysis & Equity Valuation”.
Learning Outcomes:	·Master the mechanics of financial accounting; ·Understand the structure, functions, and interrelation of the basic financial statements (balance sheet, income statement, and cash flow statement); ·Be able to perform a structured fundamental analysis of financial statements in order to assess a firm’s profitability, liquidity, and solvency; ·Be familiar with the IFRS rules governing the recognition and measurement of key activities, events and transactions, including intangible assets, property, plant and equipment, liabilities, and shareholders’ equity; and mergers and acquisitions.
Textbook Information:	See course packet that is attached. I have instructed the MBA office not to print anything for you. Read everything from the screen – is the fastest way for you (trust me). I will update the textbook multiple times a semester, so, printing multiple times will be a total waste!

Expected Workload

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

Grading Information:	Grading is based on the final individual exam (60%) and the final group assignment (40%). **Group Assignment:** The Group Assignmentserves to further deepen your understanding. **Do not discuss the assignment with other human beings, outside of your groups.** **Final Exam:** The final exam is comprehensive and it covers everything. It holds major similarities to the individual assignment above. It will be done in the classroom in a 60 minute period.
Prerequisites for successful Participation:	none
Further Information:	

Course Description

WHU
Otto Beisheim School of Management

Title:	**FTMBA 2020_II Strategic Sourcing**
Course Code:	MBA SCM542
Lecturer/s:	Reimann, Felix
Contact Information (E-Mail):	felix.reimann@whu.edu
Semester:	Fall 2019
Course Description:	1. Board Perspective - Strategic Positioning, Structures2. Strategies for Material Groups / Categories - Leveraging Competition, Changing Demand, Cooperating & Managing Risks3. Board Perspective - Performance Management & Implementation
Learning Outcomes:	Behavioral Decision TheoryContingency TheorySocial Exchange TheoryInstitutional TheoryInternational Trade TheoryResource Dependence TheoryResource Based ViewTransaction Cost Theory
Textbook Information:	Course package with readings and cases

Expected Workload

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

Grading Information:	Individual contributions, team contributions, exam
Prerequisites for successful Participation:	
Further Information:	

Course Description

Title:	**FTMBA 2020_I Foundations of Entrepreneurship**
Course Code:	MBA EAI621
Lecturer/s:	Witt, Peter
Contact Information (E-Mail):	witt@wiwi.uni-wuppertal.de
Semester:	Fall 2019
Course Description:	The course investigates the process of starting a new company from the perspective of an entrepreneur. It provides participants with a theoretical background on entrepreneurship, gives practical advice and knowledge on how to start a company, and discusses the preparation of business plans. We especially focus on three steps of the entrepreneurial journey: opportunity recognition, resource acquisition, and implementation. In addition, the course also looks at the challenges in later stages of the entrepreneurial process, e.g. managing fast growth and realizing a profitable exit.
Learning Outcomes:	Students understand the major challenges in the process of creating a new company. They learn how to write convincing business plans. Students are enabled to acquire the necessary resources to start their own company. They learn how to raise capital, how to recruit employees, and how to get partners for their new venture.
Textbook Information:	Spinelli, Stephen/Adams, Robert (2016): New Venture Creation, Entrepreneurship For The 21st Century, Tenth Edition, Boston Witt, Peter/Brachtendorf, German (2006): Staged Financing of Start-ups, in: Financial Markets and Portfolio Management 20, No. 2, 185-203. Witt, Peter/Rode, Verena (2005): Corporate Brand Building in Start-ups, in: Journal of Enterprising Culture 13, No. 3, 271-292.

Expected Workload

Total Workload (in h):	90
Self-Study (in h):	46
Contact Time (in h):	24
Examination (in h):	2 h exam, 18 h preparation for exam

Grading Information:	
Prerequisites for successful Participation:	
Further Information:	

Title:	**FTMBA 2020_I Management Accounting**
Course Code:	MBA ACCT541
Lecturer/s:	Truijens, Thorsten
Contact Information (E-Mail):	
Semester:	Fall 2019
Course Description:	Do you like T-accounts? Do you love huge complicated Excel spreadsheets which tell you what is the right or wrong decision? If this is the case, may be this is not the perfect class for you. This class is about management. Accounting only serves as the basis to provide us with the figures we need to discuss and support decisions. The figures will only be one part of the equation. It will be rare in this class to obtain a mathematically correct solution. We will focus on the behavioral issues of management accounting instead. This will allow us to illustrate some of the real problems of management accounting in large corporations, e.g. ·drowning in huge amounts of reporting information which hardly anybody in the organization understands any more; ·eliminating profitable or strategically important products or services because a management accounting systems which produces endless mountains of opaque figures proves these items are not really making money; ·focusing purely on Monopoly money, billing out products and services to the neighboring profit center, thereby ensuring that the own profit center looks great and the year end bonus is assured, forgetting that money can only be earned with outside customers and ·optimizing short term performance measures to obtain the next bonus, forgetting the long term issues the company is facing. All this does not mean that we will not discuss specific management accounting tools. Actually, we will be discussing a lot of very specific tools and, yes, there will be some Excel spreadsheets waiting for you. However, understanding the tools will be the easy part. After all, management accounting is not rocket science. Unlike in finance, you do not win a Nobel Prize for defining a new way to allocate costs throughout the organization. Applying the tools, realizing the inherent conflict of interests and anticipating the resulting management behavior will be the real challenge. It is here where the theoretically correct solution might not necessarily be the preferred solution. In addition, theoretically correct solutions might look quite different in distinct cultural environments. A German management accountant might have a different idea on how to determine product costs or on the relevance of these product costs for the pricing decision than his American colleague. With this behavioral approach, the class is meant to prepare you for real world decision situations where your management accountant recommends a certain course of action based on figures only he or she fully understands. In these situations it is crucial that you can ask the right questions, demand that the problem should be analyzed again from a different angle and realize which of the available management accounting tools is suitable for which context.
Learning Outcomes:	OBJECTIVES OF THE CLASS Understanding the major tools management accounting has to offer. Discussing the behavioral implications of management accounting information. Being able to define a suitable financial top down objective. Defining appropriate financial measures for different organizational units like production and sales units. Realizing the key steps and ingredients of the budgeting process. Identifying the different approaches to determine product costs and understanding the usefulness of these approaches in different decision situations. Gaining an appreciation of the influences of budgeting and systems of performance evaluation on management behavior and organizational functioning.
Textbook Information:	Course Packet: The required course packet contains all the material for the class. Textbook: Management and Cost Accounting; Horngren, Bhimani, Datar and Foster, 4th edition, Prentice Hall (called HBDF in this document). Note that since this is a MBA class, rather than one designed for accounting students, the text will serve more as a background resource and a source of case studies rather than as the main learning tool. That role will be assumed by the cases and the class room discussion.

Expected Workload

Total Workload (in h):

Self-Study (in h):

Contact Time (in h):

Examination (in h):

WHU
Otto Beisheim School of Management

Grading Information:	Grading: Class participation etc. (50%) Final in-class examination (50%)
Prerequisites for successful Participation:	
Further Information:	

Course Description

Title: **FTMBA 2020_II Corporate Finance**

Course Code: MBA FIN531

Lecturer/s: Andres, Christian

Contact Information (E-Mail): christian.andres@whu.edu

Semester: Fall 2019

Course Description:

·Develop an understanding of different financing sources and their main characteristics
·Become familiar with the concept of weighted average costs of capital (WACC) and the determinants of an optimal capital structure
·Develop practical skills to estimate the cost of capital of a single project or a firm
·Become sensitive to the role of agency problems and information asymmetries in a corporate environment and their impact on financing conditions

This course covers the basic principles of corporate finance and develops the necessary practical tools for financial decisions and corporate valuation.

After a brief introduction, which motivates the goals of a firm against the background of different corporate governance regimes, we will take a closer look at the relationship between stock prices and the cost of equity. In this context, we will discuss practical guidelines to derive the cost of capital for single projects and for the whole firm. We will then cover the determinants of the optimal debt/equity mix and the consequences for a firm's cost of capital and valuation.

In addition, the course will provide an overview of a firm's external financing alternatives (debt and equity), with a focus on the security issuance process (IPOs). Additional topics include select issues in corporate governance, such as the board of directors and executive compensation, as well as a brief introduction into mergers and acquisitions (M&A).

·Develop an understanding of different financing sources and their implications
·Become familiar with the concept of weighted average costs of capital (WACC)
·Become sensitive to the role of agency problems and information asymmetries in a corporate environment and their impact on financing conditions

Learning Outcomes: Agency Theory, CAPM, NPV calculations, WACC

Textbook Information: Brealey, Richard A., Stewart C. Myers and Allen, Franklin (2016): "Principles of Corporate Finance", Irwin McGraw-Hill, 12th edition

Expected Workload

Total Workload (in h):

Self-Study (in h):

Contact Time (in h):

Examination (in h):

Grading Information: 20% individual case write-ups, 30% Group case assignment, 50% Final Exam

Prerequisites for successful Participation: Managerial Finance

Further Information:

Course Description

Title:	**FTMBA 2020_II Leadership Communication & Stage Rules**
Course Code:	WS003
Lecturer/s:	von Hoensbroech, Severin
Contact Information (E-Mail):	severin@hoensbroech.de
Semester:	Fall 2019
Course Description:	
Learning Outcomes:	
Textbook Information:	„Improvisation and Theatre“ by Keith Johnstone; Alexander Verlag, 1993„Pitch Anything“ by Oren Klaff; Mcgraw-Hill Publ.Comp, 2011„Presentation Zen“ by Garr Reynolds; 2nd Ed., New Riders, 2011„Das Peripetie Prinzip“ by Hoensbroech bros., Murmann 2017

Expected Workload

Total Workload (in h):	16
Self-Study (in h):	
Contact Time (in h):	16
Examination (in h):	0

Grading Information:	
Prerequisites for successful Participation:	
Further Information:	Severin Graf von Hoensbroech is an actor, director and moderator and holds a University Diploma in Psychology. As an actor and director, he has realized various projects at different theatres all over Germany, Austria and Switzerland. He has hereby been awarded the Cologne Theatre Award, the Heidelberg Theater-Award, the Theaterzwang-Award and, with the Lebanon on Stage project, the Westfalia Peace Award as well as the Publishers' Award ‚Goldene Victoria'. He has been starring at various German TV and Film Productions, but also appeared in international cinema productions directed by, inter alia, David Cronenbergor Lars von Trier. As a moderator, Severin von Hoensbroech currently conducts events with up to 4.000 participants.Since 2008, he has most intensively been working as a personal trainer for leadership communication and stage rules. Thus, he has been training groups at different hierarchical levels, inter alia at Deutsche Bank, Lufthansa and Springer Verlag. He gives Keynote- Speeches and acts as a personal trainer for top-leaders from middle sized family enterprises up to CEOs of DAX annotated companies. His key area of expertise is how to convey authenticity and how to get your message across in a clear-cut way that is easy to understand while, at the same time, entertaining the audience.Finally, he is a lecturer at all WHU's MBA programs (Düsseldorf/Vallendar), at the executive program of ESMT (Berlin) and at the University of Cologne.Together with his wife Anja (and four children), he further develops a monument of national importance, Schloss Türnich, on the outskirts of Cologne, which includes managing a demeter-farm.

Course Description

Title:	**FTMBA 2020_II - Personal Growth I**
Course Code:	MBA MGMT554
Lecturer/s:	Prause, Martin; Weigand, Jürgen
Contact Information (E-Mail):	martin.prause@whu.edu; juergen.weigand@whu.edu
Semester:	Fall 2019

Course Description:

Personal Growth and Leadership - what is it? Let us first clarify what we mean by leadership. Already a quick internet search shows that there is an overwhelming number of definitions and descriptions of leadership. This comes as no surprise given the vast amount of books and articles on leadership, be it in the scholarly literature or in the popular press.
Usually, we understand leadership as meaning "leading others" but leadership has two more essential, often neglected dimensions: leading oneself and the willingness to be led by others.
These two dimensions will be introduced in Personal Leadership.
In our globally intertwined economies and companies, division of labour and working in teams across geographical, cultural, and hierarchical boundaries have become a commonplace. Thus, you have to develop the technical and socio□cultural skills to perform well in an increasingly international team-based environment. Your efficacy in a team crucially depends on your willingness to be led by others in the team. How effective you are as a team member is shaped by your willingness to integrate and cooperate with others. Even the Chief Executive Officer of a company needs the buy□in and support of others. Therefore, he must be willing to accept to be led by them, at least in certain situations, be it by his peer board members, his direct reports, owners, other stakeholders, or his significant other. As history and research show, those leaders who fully exploit the opportunities to be led by others stand to gain, those who don't, fail – sooner than later, often miserably. Further, if you want to be an effective leader of others and be led by others in your own best interest, you must first be an effective leader of yourself. Personal leadership is about how we lead ourselves and how we connect with others. Leading yourself starts with asking yourself who you are, what you do, and how you do it. However, measuring up your own self is not a once□and□for□all assessment. Nothing is static in this world. Rather it is a process of learning about yourself in the context of interacting with others and steering yourself to creating a strategy for your life and executing it successfully. Be aware: It may be a painful and slow process because you first have to open up to others, to their feedback, to how they view you and your team and leadership contributions. Appreciate the opportunity to explore and release your potential with the help of others. They are the most valuable source for your self□reflection on your leadership journey. Thus, connecting with others is the key to your personal growth and your development of leadership qualities.

Learning Outcomes:

Learning Objectives:
·Understand the importance of the individual's attributes to take the lead
·Reflect on own characteristics and experiences to take on a leadership role
·Put leadership skills into action and experience the challenges of leading oneself, leading others and being let by others.
·Learn how identity, intention and purpose influence the integrity of leadership behaviour.

Textbook Information:

Expected Workload

Total Workload (in h):	45
Self-Study (in h):	36
Contact Time (in h):	9
Examination (in h):	

Grading Information:

Prerequisites for successful Participation:

Further Information:

Course Description

Title:	**FTMBA 2020_I WORKSHOP – Reinventing your Business Model for a Prosumer World**
Course Code:	WS020
Lecturer/s:	Neus, Andreas
Contact Information (E-Mail):	andreas.neus@gfk-verein.org
Semester:	Fall 2019
Course Description:	Alvin Toffler had already predicted the rise of the “Prosumer” – a merger of “Producer” and “Consumer” in the 1980s, but with the widespread adoption of internet and mobile apps, many industries are seeing much more active customers using market transparency to their advantage, or even starting to compete with traditional providers of products and services. This creates a challenge for established companies as their business models are typically tailored to passive consumers to be segmented and marketed to in demographic target groups, rather than for a joint creation of value. But companies need to rethink their business model and re-check many - previously unquestioned -underlying assumptions if they want to avoid being disrupted by their own customers.
Learning Outcomes:	
Textbook Information:	

Expected Workload

Total Workload (in h):	
Self-Study (in h):	
Contact Time (in h):	
Examination (in h):	
Grading Information:	
Prerequisites for successful Participation:	
Further Information:	Dr. Andreas Neus is the Head of Future and University Programs and Deputy Managing Director of GfK Verein, a market research think tank and majority shareholder in GfK SE. Before this role he launched the Service Innovation Lab at KIT, and served as the Media & Entertainment EMEA lead for IBM’s think tank Institute for Business Value in Amsterdam. Since 1999 he was responsible for leading innovation and transformation projects for international clients in IBM’s Strategy & Change practice. Andreas Neus studied Psychology and Communications Research at Bonn University and holds a doctorate from the Department of Economics and Management at the Karlsruhe Institute of Technology.

Course Description

WHU Otto Beisheim School of Management

Title: **PTMBA2021_Core A - Executive Leadership**

Course Code: MBA MGMT559

Lecturer/s: Drath, Karsten

Contact Information (E-Mail): karsten.drath@leadership-choices.com

Semester: Fall 2019

Course Description:

The fundamental objective of this course on executive leadership is to strengthen your knowledge and leadership skills in the following three key areas

·Leading your inner world (i.e. your emotions and your thinking)
·Leading your field (i.e. the teams and organizational units you are leading)
·Leading your career (i.e. the professional trajectory you are aiming for)

In this course you will learn essential models in these domains and how to apply them in your daily life. Also, you will have the chance to learn something new about yourself by experiencing how it feels to lead others and how it feels to be led by them. Observation, introspection and peer feedback will play an important role in these sessions to help you to reflect upon your leadership behaviour and how to refine it further. The basic assumption for this class is that a leader who can consciously choose between various leadership interventions and styles is more resourceful and hence effective than a leader who has little or no behavioural flexibility.

Learning Outcomes:

Textbook Information:

Course book:
·Drath, Karsten; The Rules of Success: How Managers Can Overcome Setbacks and Grow; Routledge; London; UK; 2018.
Pre-course readings (mandatory):
·Day 1
What Leaders really do; John P. Kotter
From Transactional to Transformational Leadership; Bernard M. Bass
How to become a better Leader; Ginka Toegel and Jean-Louis Barsourx
Seven Transformations of Leadership; David Rooke, William R.Torbert
·Day 2
Leadership That Gets Results; Daniel Goleman
Feedback that works; Cynthia M. Poel
·Day 3
The Rules of Success; Karsten Drath

In-course readings (optional):
·Day 2
Why should anyone be led by you?; Robert Goffee and Gareth Jones
The Importance of Trust in Leadership; David L. Mineo
·Day 3
How to Manage Virtual Teams; F. Siebdrat, M. Hoegl, H. Ernst
Who’s got the monkey; William Oncken and Donald L. Wass
The Acceleration Trap; Heike Bruch, Jochen Menges
Five dysfunctions of a team; Patrick Lencioni
Characteristics of Agile Organizations, Ray Arell, Jens Coldewey et al.
Leading in a VUCA world; George W. Casey

Expected Workload

Total Workload (in h):

Self-Study (in h):

Contact Time (in h):

Examination (in h):

Grading Information:	You can obtain 50 points as part of this course. The points will be awarded for the quality of your insights in the “reflection diary”, your individual participation in class and the performance of your group. Throughout the course we will do plenty of exercises, reflections and peer consulting to which you are cordially invited to contribute. After each chapter you will be invited to note down relevant personal thoughts in your reflection journal. At the end of the course please hand in your reflection journal to the MBA program office.
Prerequisites for successful Participation:	Most of the learning will occur while we are in the classroom together, so it is essential that you come prepared, attend all sessions and actively engage in discussions and group work. Your own business experience will matter as much as the theoretical input which is provided, so please feel invited to share your own experience and your original thinking. Please use your electronic devices such as laptops, phones, and tablets for personal matters only during breaks, but not during class time. To gain a deeper understanding of the materials we cover in class, you are invited to read the text book “The Rules of Success” in which I summarize many points covered in class.
Further Information:	

Course Description

Title:	**FTMBA2020_I Strategy Execution**
Course Code:	MBA MGMT642
Lecturer/s:	Schäffer, Utz
Contact Information (E-Mail):	utz.schaeffer@whu.edu
Semester:	Fall 2019
Course Description:	Strategy execution matters. In a lot of cases, it is the critical bottleneck to successful strategic management. However, there is no magic formula, and "one size fits all" techniques are rarely adequate solutions. Tough, uncomfortable choices need to be made. Therefore, this class discusses the key challenges in strategy execution by asking the seven questions stated below. Additionally, management control systems associated with each of the questions will be presented.Part One: Build a strong foundation for strategy execution: 1. Allocation resources to customer: Who is your primary customer? 2. Prioritizing core values: How do your core values help to execute strategy? Part Two: Focus everyone's attention on your strategic agenda: 3. Creating accountability: How do you manage performance? 4. Strategic boundaries: What strategic boundaries have you set?Part Three: Facilitate the behaviors needed for success: 5. Spurring effort and innovation: How do you generate creative tension? 6. Building commitment: How do you foster collaborative behavior? Part Four: Develop your company's ability to master future change: 7. Adapting to change: What strategic uncertainties keep you awake at night? The class will cover aspects of capital budgeting, belief and boundary systems, diagnostic control systems such as the Balanced Scorecard and performance measurement, accountability issues, interactive control systems, stretch goals, performance rankings, cost allocation and compensation issues.
Learning Outcomes:	
Textbook Information:	The course primarily draws on the following two books which are available in the library of WHU. Relevant chapters and a small number of additional articles will be distributed in class. ·Simons, R. (1995): Levers of control: How managers use innovative control systems to drive strategic renewal. Boston: Harvard Business School Press. ·Simons, R. (2005): Levers of organization design: How managers use accountability systems for greater performance and commitment. Boston: Harvard Business School Press. Additional readings are optional, but may be of interest as their content supplements the recommended readings: ·Collis, D. J. and Rukstad, M. G. (2008). Can you say what your strategy is? Harvard Business Review. April 2008 ·Kotter, J. P. (2007). Leading Change. Harvard Business Review. January 2007 ·Mikes, A. (2012). Managing Risks: A New Framework. Harvard Business Review. June 2012 Those readings will be announced in class and copies will be distributed electronically or can be found in the library of WHU.

Expected Workload

Total Workload (in h):	60
Self-Study (in h):	10
Contact Time (in h):	24
Examination (in h):	26

Grading Information:	50% Assignment Cases and Class Participation Your grading comprises the written solutions to cases which are prepared individually at home as well as cases prepared in teamwork during break-out sessions. In addition, your evaluation will be based upon your participation in class. 50% Take-Home Case Study The course does not require you to learn facts by heart for a final exam, but to thoroughly and critically think about the concepts and their implementation in a corporate context. Therefore, 50% of your evaluation will rest upon your individual analysis of this take-home case study. Further details on grading will be provided in class.
Prerequisites for successful Participation:	None
Further Information:	

Course Description

Title:	**FTMBA2020_I B2B Sales Management**
Course Code:	MBA MKT624
Lecturer/s:	Jensen, Ove
Contact Information (E-Mail):	ove.jensen@whu.edu
Semester:	Fall 2019

Course Description:

·Profit has two sides: sales and costs. In most firms, the cost side is transparent and overmanaged, whereas the sales side is intransparent and undermanaged. Many general managers perceive sales performance as a black box. This course teaches how to lighten up the black box and systematically manage sales performance. Your business education would be incomplete without sales knowledge.

·In B2B, sales and service are often the largest functions in the firm. Most country subsidiaries of multinational firms are essentially sales organizations. Thus, learning to lead a firm requires learning to lead the sales force. Sales and marketing are different functions. In B2B, marketing is a part of sales, not vice versa.

·The course has two parts: 1) Managing the B2B Sales Process. B2B account executives face professional buyers and enormous price pressure. They select sales opportunities, network with decision makers, demonstrate total cost-of-ownership, and calculate price-volume-cost compromises. 2) Managing the B2B Sales Force. Sales leaders align sales territories, implement CRM and pipeline metrics, manage sales productivity, enable and engage the sales teams.

Learning Outcomes:

The course intends to enhance five categories of competences. The practical orientation of the course shows in its emphasis on procedural knowledge:

1) In regard to factual knowledge, participants are enabled to apply salespeople jargon to discussing the status of a sale (such as the decision making unit, red flags, pipeline, RFQ, gatekeepers, and other idioms), to understand the specifics and terminology of sales management in various industry sectors, and to define sales performance indicators.

2) In regard to conceptual knowledge, participants are enabled to analyze the composition of a buying center, to classify the dimensions of sales performance management, and to evaluate sales performance KPIs.

3) In regard to selling-specific procedural knowledge, participants are enabled to apply a structured sales process and blueprint, to evaluate approaches for getting access to C-level decision makers, to evaluate the win probability of an opportunity and identify potential roadblocks, and to evaluate the needs of a customer through questions.

4) In regard to procedural knowledge of sales leadership, participants are enabled to provide constructive feedback on selling behavior of others, to conduct pipeline reviews, and to develop sales forecasts.

5) In regard to general business-relevant procedural knowledge, participants are enabled to prepare for business meetings and internal committee sessions, to make the best out of a limited preparation time budget, to make concise contributions to meetings, to constructively build and comment on contributions by other participants in the meeting, and to derive a course of action from a careful analysis of the situation and a structured evaluation of alternatives.

6) In regard to metacognitive knowledge, participants are enabled to evaluate their own selling behavior and skills, to evaluate the ethical dimension of a sales leadership situation, to create a skill profile for sales people, and to develop criteria of sales excellence.

Textbook Information:

There is no textbook for this course. The learning material includes presentation slides, case studies, recommended readings, video links, and black board notes. These are available on the learning management system myWHUcourses.

Expected Workload

Total Workload (in h):	60
Self-Study (in h):	21
Contact Time (in h):	24
Examination (in h):	15

Grading Information:

Take Home Exam
Assignments

Prerequisites for successful Participation:	Enrollment in this course is not limited by pre-experience prerequisites. However, what you should be aware of before enrolling in this course is: 1) Because of an interactive learning method (e.g., role-play case discussions), the course requires that you speak English fluently. 2) The course requires your preparation for each session and involves a substantial reading load. If you don't invest a couple of study hours between sessions, you won't be able to follow the discussions in the classroom - and your learning from the course will be very limited.
Further Information:	

Course Description

Title:	**FTMBA 2020_I Investment Banking**
Course Code:	MBA FIN631
Lecturer/s:	Hoffmann, Jan Caspar; Aktas, Nihat
Contact Information (E-Mail):	patricia.guenter@moelis.com; nihat.aktas@whu.edu
Semester:	Fall 2019
Course Description:	This course is devoted to the practice of investment banking and corporate valuation. The objective of this course is to introduce students to the world of investment banking, with a particular focus on equity financings, IPOs, mergers & acquisitions, leveraged buyouts, and corporate restructurings. Central to all of these is corporate and business valuation, and as such, the first part of the course will be devoted to covering the valuation methodologies most typically used by investment bankers. The second part of the course will focus on practical aspects and describe the role of investment bankers in major equity-related transactions.
Learning Outcomes:	
Textbook Information:	·Stowell, David P., 2017. Investment Banks, Hedge Funds, and Private Equity. Academic Press, 3rd Edition. ·Damodaran, Aswath, 2012. Investment valuation: Tools and techniques for determining the value of any asset. Wiley Finance, 3rd edition. ·Berk, Jonathan, and Peter DeMarzo, 2014. Corporate Finance, Pearson International.

Expected Workload

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

Grading Information:	Take Home Exam
Prerequisites for successful Participation:	
Further Information:	

Course Description

Title:	**FTMBA2020_I Strategic Management**
Course Code:	MBA MGMT6410
Lecturer/s:	Le, Jane
Contact Information (E-Mail):	Jane.le@whu.edu
Semester:	Fall 2019
Course Description:	Strategy underpins every single element of business. It is not just part of doing business successfully, but it also part of communicating business. The tools and vocabulary of strategy are an integral part of business practice. Thus, this class focuses on the foundations of strategy, providing an integrative review of the history of business strategy and introduces a strategy-as-practice view, before moving into strategy analysis and development. In this applied module, we work through some of the core tools strategists use, discuss how these are adapted in practice, and build important strategy skills. ▪ **Part One: Understanding the foundations of strategy** 1. History of strategy and core strategy theories 2. New age strategy: Strategy-as-practice ▪ **Part Two: Conducting analysis using core strategy tools** 3. External analysis: Understanding your competitive environment 4. Internal analysis: Understanding your organizational environment ▪ **Part Three: Doing strategic planning** 5. Strategic options and decisions: Building and evaluating ideas 6. Strategic planning: Setting up the process
Learning Outcomes:	
Textbook Information:	Recommended readings The course primarily draws on articles from business and management journals. While there is no required textbook, those of you wishing to consult a companion guide, may use any of the following sources: Johnson, G., Whittington, R., Angwin, D., Regnér, P. & Scholes, K. (2017). Exploring Strategy (Text and Cases): 11th edition. London: Pearson. Day 1 Porter, M. (1996). What is Strategy? Harvard Business Review, Nov/Dec: 61-78. Whittington, R. (1996). Strategy as practice. Long Range Planning, 29(5), 731-735. Day 2 Porter, M. E. (2008). The Five Competitive Forces that Shape Strategy. Harvard Business Review, 86(1): 79-93. Barney, J. B. (1995). Looking inside for competitive advantage. The Academy of Management Executive, 9(4): 49-61. Day 3 Balogun, J. (2006). Managing change: Steering a course between intended strategies and unanticipated outcomes. Long Range Planning, 39(1): 29-49. Mintzberg, H. (1994). The fall and rise of strategic planning. Harvard Business Review, 72(1): 107-114.

Expected Workload

Total Workload (in h):

Self-Study (in h):

Contact Time (in h):

Examination (in h):

Grading Information:

Interactive lecture
During the duration of this course, we will discuss several case studies and provide you with the opportunity to actively contribute to an interactive class. As the focus is on skill development, classroom teaching will be limited to the introduction of key theoretical concepts necessary for meaningful debate.
50% Practice Cases and Class Participation
Your participation grade comprises the written solutions to practice cases (prepared at home), as well as written solutions prepared in teamwork during break-out sessions. In addition, in-class participation will form part of your grade. We value quality over quantity.
50% Live Case Study
The course requires you to think critically about key strategy concepts and their relevance in a corporate context. Therefore, 50% of your grade will be based on your individual analysis of the live case study.

Prerequisites for successful Participation:

Further Information:

Course Description

Title:	**PTMBA2021_Core A - The World Economy**
Course Code:	MBA ECON521
Lecturer/s:	Frenkel, Michael
Contact Information (E-Mail):	michael.frenkel@whu.edu
Semester:	Fall 2019
Course Description:	1. Globalization 2. International Trade 3. Trade Policy 4. Regional Economic Integration and the European Economy 5. Foreign Direct Investment: Rationale and Policies 6. The Foreign Exchange Market (Part I) 7. The Foreign Exchange Market (Part II) 8. The International Monetary System
Learning Outcomes:	Students will understand important features of the international economic environment for international business. They will learn to assess specific situations, developments, and policies in international trade, foreign direct investment, foreign exchange markets, and the international monetary systems.
Textbook Information:	Hill, C., International Business - Competing in the Global Marketplace, 11th edition, 2017.

Expected Workload

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

Grading Information:	Group project: 35% Class participation: 15% Final exam (60 minutes): 50%
Prerequisites for successful Participation:	Successful completion of courses preceeding the module
Further Information:	

Course Description

Title:	**PTMBA2021_Core A - Workshop Academic Writing**
Course Code:	WS002
Lecturer/s:	
Contact Information (E-Mail):	
Semester:	Fall 2019
Course Description:	The workshop provides an introduction to: ·Academic writing for executive summary and introduction ·Accessing WHU resources and how to conduct a literature review ·Stylistic advice for analysis, conclusion and outlook ·WHU guidelines, citation rules and reference management systems ·Plagiarism, group work and time management In general, I will provide advice for academic writing and discuss the relevance and purpose of each chapter of a paper or thesis. The workshop is aimed at students with limited experience in writing seminar papers or theses. Therefore, if you have written an academic thesis before, you may be already familiar with some of the content
Learning Outcomes:	
Textbook Information:	

Expected Workload

Total Workload (in h):	
Self-Study (in h):	
Contact Time (in h):	4
Examination (in h):	

Grading Information:	
Prerequisites for successful Participation:	
Further Information:	

Course Description

Title: **FTMBA 2020_II Workshop Business Skills: Case Analysis and Logic in Writing Case Reports**

Course Code: WS007

Lecturer/s: Prause, Martin; Sultan, Zeeshan

Contact Information (E-Mail): martin.prause@whu.edu; zeeshan.sultan@whu.edu

Semester: Fall 2019

Course Description: The objective of this workshop is to equip you with tools that help in logically structuring presentations and case reports. Case study analysis requires organizing existing and new information into relevant frameworks in order to perform a sound analysis. Although the process may seem straight-forward, group discussions are often lengthy and one realizes the lack in time to capture the entire discussion in a presentation or a report.
In this workshop, we will use some tools to present topics from case studies in a logical sense. Using some reading material and a case-study, we will navigate through the process of structuring arguments and effectively communicating them (either in a presentation or a case report document).

Learning Outcomes:

Textbook Information: We will use the concepts from the book “The Pyramid Principle” by Barbara Minto to guide us through the process of logical thinking, conducting a sound analysis and presenting it.
This workshop will also use an article as well as a case study to train you in structuringpresentations and writing case reports.

Expected Workload

Total Workload (in h):

Self-Study (in h):

Contact Time (in h): 12

Examination (in h):

Grading Information: Attendance

Prerequisites for successful Participation:

Further Information:

Course Description

Title:	**FTMBA 2020_II The World Economy**
Course Code:	MBA ECON521
Lecturer/s:	Frenkel, Michael
Contact Information (E-Mail):	michael.frenkel@whu.edu
Semester:	Fall 2019
Course Description:	1. Globalization 2. International Trade 3. Trade Policy 4. Regional Economic Integration and the European Economy 5. Foreign Direct Investment: Rationale and Policies 6. The Foreign Exchange Market (Part I) 7. The Foreign Exchange Market (Part II) 8. The International Monetary System
Learning Outcomes:	Students will understand important features of the international economic environment for international business. They will learn to assess specific situations, developments, and policies in international trade, foreign direct investment, foreign exchange markets, and the international monetary systems.
Textbook Information:	Hill, C., International Business - Competing in the Global Marketplace, 11th edition, 2017.

Expected Workload

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

Grading Information:	Group project: 35% Class participation: 15% Final In-Class Exam (60 minutes): 50%
Prerequisites for successful Participation:	Successful completion of courses preceeding the module
Further Information:	

Course Description

Title:	**FTMBA 2020_I WORKSHOP - Strategy Consulting**
Course Code:	WS009
Lecturer/s:	Schmidt, Sascha
Contact Information (E-Mail):	sascha.schmidt@whu.edu
Semester:	Fall 2019

Course Description:

NOTE: The below course description is based on the Strategy Consulting MBA Workshop that we teach in May 2019. For the October 2019 Strategy Consulting Workshop, we are still working on final details. We will most likely cooperate with the Dirk Nowitzki Foundation. The Dirk Nowitzki Foundation (DNF) was established in 2005 by its founder, Dirk Nowitzki, with the aim of helping children and young people to make the most of their opportunities and to recognize and foster their potential. Through sports and games, they shall experience community and playfully develop their skills. To achieve this goal in the long term, DNF wants to further develop its content and strategy. The CSM will accompany this process scientifically and thus will contribute to setting up the Dirk Nowitzki Foundation for the future.

Working as a strategy advisor for Fortuna Düsseldorf – the Strategy Consulting Workshop.

Description

The Strategy Consulting Workshop aims to introduce MBA students to the world of strategy consulting through a hands-on consulting experience with local Bundesliga club Fortuna Düsseldorf. We will give a brief and very basic introduction to consulting and look at football as a growth industry. We will introduce basic conceptual frameworks and theories from management strategy and consulting to help students structure their work.

Students will form small consulting teams and work on tasks that are currently highly topical for Fortuna Düsseldorf and will help them to increase their revenues which is a necessity for them to stay competitive in the Bundesliga long-term. Therefore, students will immerse themselves in strategic analyses with the tools and techniques learned in the course. They will receive light support and guidance from McKinsey & Company strategy consultants who are currently pursuing their PhD at WHU. Eventually, the teams will present their findings to the client in Fortuna's stadium. The course intends to provide experiential value by creating a consultant-like setting over the course of the workshop. This means that the amount of head-on teaching will be limited and the focus is on working in teams. Apart from the 2 days of class, we expect an additional individual workload of 15 to 25 hours where students will develop their ideas further through research, analyses, and synthesis of results.

The course is mainly targeted at students that had none or limited exposure with consulting so far. Of course, we also invite students with consulting knowledge or experience, particularly if they are interested in working on a real-world project with a Bundesliga club (please manage expectations with regard to consulting toolkit accordingly, though).

Teaching content

After a general introduction to the consulting industry (e.g., industry structure, key players, consulting focus, ownership structures, career paths), we structure the workshop into sequential content modules that take students step-by-step through the problem-solving process of strategy consulting firms. We briefly discuss consulting tools and frameworks in class before students put them into practice for experiential learning. Each team will have the chance to discuss interim results, receive feedback, and refine their proposal for the client along the content modules.

Theories

Sports EconomicsGrowth StrategyBusiness ModelingDiversification and Portfolio Theories

Interviewing Session (optional)

In addition to the Strategy Consulting workshop, we are offering an interview training. This is optional, i.e., students do not have to participate in this session in order to complete the Strategy Consulting workshop. We will ask students in due time whether or not they would like to participate and will – in case of open seats – allow other students to participate in this session.

How can you be successful in consulting interviews? How do you solve case studies? The team from WHU’s Center for Sports and Management together with McKinsey & Company will give you answers to these questions as well as tips and tricks for mastering interviews.

What is the difference between an experience interview and a problem-solving interview? What qualities are consulting companies looking for in a candidate? Experienced McKinsey consultants will give their personal insights into consulting interviews and share personal experiences. If desired, some students will get the chance to perform mock case interviews with the McKinsey consultants in class. The session will also provide ample room for Q&A.

Learning Outcomes: Students will learn the basic structure and dynamics of theconsulting industryand about the work of a consultant (e.g., industry structure, key players, consulting focus, ownership structures, career paths).The workshop covers sequential content modules that take students step-by-step through the problem-solving process of strategy consulting firms. Focus is on experiential learning as students put theories and frameworks - which we will briefly discuss in class - into practice.
If desired, students can participated in an optionalinterview training. Students will learn the different types of interviews at consulting firms and how to perform well in these types of interviews. Students can also get first hand experience from McKinsey consultants.

Textbook Information: Will follow later.

Expected Workload

Total Workload (in h): 20-30

Self-Study (in h): 5-15

Contact Time (in h): 15-20

Examination (in h): 0

Grading Information: Grades are given as pass or fail and are decided based on the combination of in-class participation and assessment of the final group presentation.

Prerequisites for successful Participation: Interest in strategy consulting and sports-related topics.

Further Information:

Course Description

Title: **FTMBA 2020_I Mergers & Acquisitions**

Course Code: MBA FIN633

Lecturer/s: Aktas, Nihat

Contact Information (E-Mail): nihat.aktas@whu.edu

Semester: Fall 2019

Course Description: The course is structured following a seminar format with participants expected to take a very active role in their learning. The course relies on interactive lessons, and consists of lectures, testimony from M&A practitioners, in-class case and research article discussions, in-class tasks, written group homework cases, and a final exam. The final grade will be based on (1) class participation and group projects (50%), and (2) an open-book final written exam (50%).

Learning Outcomes:

Textbook Information:

·Aktas, N., and E. de Bodt, 2011. Merger negotiations: Takeover process, selling procedure, and deal initiation. *The Art of Capital Restructuring*, 261–279.
·Aktas, N., E. de Bodt, and R. Roll, 2010. Negotiations under the threat of an auction. *Journal of Financial Economics* 98, 241–255.
·Subramanian, G., 2009. Negotiation? Auction? A deal maker's guide. *Harvard Business Review* 87, 101-107
·Jetley, G., and X. Ji, 2010, The shrinking merger arbitrage spread: Reasons and implications, *Financial Analysts Journal* 66, 54–68.
·Mitchell, M., T. Pulvino, and E. Stafford, 2004. Price pressure around mergers. *Journal of Finance* 59, 31–63.
·Rappaport, Alfred, and Mark L. Sirower, 1999. Stock or cash? The trade-offs for buyers and sellers in mergers and acquisitions. *Harvard Business Review*, Nov-Dec, 147–158.
·Luehrman, A., 2009. Corporate valuation and market multiples. Harvard Business Publishing, Product # 206039-PDF-ENG
·Schill, M.J., 2013. Business valuation: Standard approaches and applications. Harvard Business Publishing, Product # UV6586-PDF-ENG.
·Schill, M.J., and E. Loutskina, 2013. Business valuation in mergers and acquisitions. Harvard Business Publishing UV6759-PDF-ENG.

Expected Workload

Total Workload (in h):

Self-Study (in h):

Contact Time (in h):

Examination (in h):

Grading Information: The final grade will be based on (1) class participation and group projects (50%), and (2) an open-book final written exam (50%).

Prerequisites for successful Participation:

Further Information:

Course Description

Title:	**FTMBA2020_II Economics of Corporate & Competitive Strategy**
Course Code:	MBA ECON531
Lecturer/s:	Prause, Martin; Weigand, Jürgen
Contact Information (E-Mail):	martin.prause@whu.edu; juergen.weigand@whu.edu
Semester:	Fall 2019
Course Description:	Markets are a fundamental economic mechanism of allocating scarce resources in an economy. Competition is an important driving force for the efficient allocation of resources. In competitive markets, the purchasing prices of goods are determined by the interaction of market supply and market demand. Market supply results from the independent decisions of firms whose managers aim to maximize economic profit by producing and selling the optimal amount of a good at the cost minimizing use of input factors (such as capital and labor). Market demand is the result of the independent decisions of individual consumers who maximize their net benefit from consuming the produced goods. Market power, externalities, informational deficiencies, and strategic behavior of market participants may impair the functioning of markets. A core determinant of competitive intensity is the number of players actually competing with each other. Whenever the number of interacting players is small – a market situation we call "competition among the few" (oligopoly) – their decisions become "interdependent". The choice of action of one player than depends on the chosen actions of the others and vice versa. This strategic interaction allows players to behave strategically by influencing others through actions favorable for the strategic firm. In the presence of strategic interdependence, you should apply the key strategy rule of looking ahead and reasoning back. Put yourself in the shoes of the other players in your strategic market environment (e.g. competitors, suppliers, buyers, government), anticipate their most likely actions and reason back to design your game plan. The course draws on advanced microeconomics, game theory, and strategic management theory to distil concepts and tools for the business strategist to support the business organization in its endeavor to establish and maintain an advantage over competitors. We will introduce you to the Strategic Environment Framework and to industry and competition analysis as the main tool for conducting situational analysis.
Learning Outcomes:	You will learn ·how firms in their competitive concurrence create market supply, ·how structural forces shape firms' price and quantity decisions, and ·how firms create value and position themselves within the arena of markets, ·to analyze where and when to compete, in particular how to distinguish attractive from unattractive markets, ·to identify and explore fundamental changes in the market environment (e.g. the emergence of new, disruptive technologies), ·to think more deeply about appropriate strategic and tactical moves, and ·how to compete strategically. We will help you develop strategic judgment on the effects of firms' corporate and competitive strategies and tactics to derive implications for strategic leadership.
Textbook Information:	Course Pack Other material will be uploaded to mywhu.

Expected Workload

Total Workload (in h):	60
Self-Study (in h):	35
Contact Time (in h):	23
Examination (in h):	2

Grading Information:	50% in-class exam
Prerequisites for successful Participation:	
Further Information:	

Course Description

WHU
Otto Beisheim School of Management

Title:	**FTMBA 2020_II Workshop Cross-Cultural Competency in an International Business Environment**
Course Code:	WS022
Lecturer/s:	Bier, Juliane
Contact Information (E-Mail):	contact@julianebier.com
Semester:	Fall 2019
Course Description:	Working in a global market with international companies, remote teams and customers from all over the world has become everyday routine for most of us. Working in international teams can either cause misunderstandings and frustration or lead to more creativity, success and efficiency – it all depends on how we utilize diversity and create synergizing effects.This workshop reflects on the impact culture has on our life. It gives a theoretical framework by introducing concepts of culture as well as the theory of cultural dimensions.By sharing and reflecting on real life examples this one day workshop has a very practical approach and offers many alternative behavioral strategies as well as best practice how to deal with cross-cultural diversity.
Learning Outcomes:	
Textbook Information:	

Expected Workload

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

Grading Information:	Attendance
Prerequisites for successful Participation:	
Further Information:	

Course Description

Title: **FTMBA 2020_I Entrepreneurial Finance**

Course Code: MBA FIN632

Lecturer/s: Ozcan, Serden

Contact Information (E-Mail): serden.ozcan@whu.edu

Semester: Fall 2019

Course Description:

The course is divided into four modules:

Module 1: Entrepreneurial finance: The first six months

This module provides an overview of the key financial decisions and considerations entrepreneurs must make in creating and launching a viable new venture (e.g., structuring ownership, founder compensation, employee contracts and options). In addition, we discuss various bootstrapping strategies that can help entrepreneurs reduce their dependence on external credit and capital.

Module 2: Sourcing non-institutional capital

In this module, we focus on raising capital through crowdfunding, accelerators and business angels. We examine and contrast their value proposals, business models and key operational processes and outline strategies for successful fundraising through these channels.

Module 3: Venture capital

This module is about how VCs work with entrepreneurs to create successful ventures. We first explore the venture capital investment selection. Specific topics will include deal sourcing, due diligence, deal structuring, financing instruments, risk minimization, valuation, term sheets and negotiation. Subsequently, we analyze the post-investment management processes.

Module 4: Exit strategies

The purpose of this module is to introduce the exit options for entrepreneurs and to develop a strategic and operational roadmap for a successful execution of an exit strategy.

Learning Outcomes:

The purpose of this course is to help prospective founders, investors and managers acquire cutting-edge knowledge and skills to make successful financing and investment decisions in entrepreneurial settings.

Textbook Information:

Expected Workload

Total Workload (in h):

Self-Study (in h):

Contact Time (in h):

Examination (in h):

Grading Information: Take Home Exam

Prerequisites for successful Participation:

Further Information:

Course Description

Title: **PTMBA 2020 Foundations of Entrepreneurship**

Course Code: MBA EAI621

Lecturer/s: Witt, Peter

Contact Information (E-Mail): witt@wiwi.uni-wuppertal.de

Semester: Fall 2019

Course Description: The course investigates the process of starting a new company from the perspective of an entrepreneur. It provides participants with a theoretical background on entrepreneurship, gives practical advice and knowledge on how to start a company, and discusses the preparation of business plans. We especially focus on three steps of the entrepreneurial journey: opportunity recognition, resource acquisition, and implementation. In addition, the course also looks at the challenges in later stages of the entrepreneurial process, e.g. managing fast growth and realizing a profitable exit.

Learning Outcomes: Students understand the major challenges in the process of creating a new company. They learn how to write convincing business plans. Students are enabled to acquire the necessary resources to start their own company. They learn how to raise capital, how to recruit employees, and how to get partners for their new venture.

Textbook Information:
Spinelli, Stephen/Adams, Robert (2016): New Venture Creation, Entrepreneurship For The 21st Century, Tenth Edition, Boston
Witt, Peter/Brachtendorf, German (2006): Staged Financing of Start-ups, in: Financial Markets and Portfolio Management 20, No. 2, 185-203.
Witt, Peter/Rode, Verena (2005): Corporate Brand Building in Start-ups, in: Journal of Enterprising Culture 13, No. 3, 271-292.
Witt, Peter/Schroeter, Andreas/Merz, Christin (2008): Entrepreneurial resource acquisition via personal networks: an empirical study of German start-ups, in: The Service Industries Journal 28, No. 7-8, 953-971.

Expected Workload

Total Workload (in h): 90

Self-Study (in h): 46

Contact Time (in h): 24

Examination (in h): 2

Grading Information: exam (50%) and two case studies (50%)

Prerequisites for successful Participation:

Further Information:

Course Description

Title:	**FTMBA 2020_I Workshop Digital Innovation – Risks and Chances of Digitization**
Course Code:	WS018
Lecturer/s:	Potthast, Matthias
Contact Information (E-Mail):	matthias.potthast@etventure.com
Semester:	Fall 2019
Course Description:	Shortened adaption periods of technologies, reduced innovation cycles and disruptive start-ups represent growing challenges towards established companies. Survivors in times of digitization are only those who continuously analyze the consequent influences and implications and derive corresponding actions. Within the scope of the one-day workshop the digital consulting firm etventure will impart a deep understanding of digitization strategies, execution approaches and best practices. Driving success factors, as well as common misunderstandings and typical corporate obstacles in winning digitally will be discussed. The course equips the participants in innovative methodologies and tools and shows the necessity to constantly innovate and adapt to changing business environments and – at the extreme – to cannibalize oneself with disruptive ideas. At completion of the workshop the participants demonstrate a deep understanding of the relevance for established companies to act upon the influences of digital transformation and best practices to win as a Digital Champion.
Learning Outcomes:	
Textbook Information:	

Expected Workload

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

Grading Information:	Attendance
Prerequisites for successful Participation:	
Further Information:	**Workshop Partner:** etventure was founded in 2010 by Philipp Depiereux, Philipp Hermann and Christian Lüdtke and has offices in Berlin, Hamburg, München, Stuttgart, Zürich, Paris, London and New York. Over 200 entrepreneurs and digital experts are part of the etventure team. etventure grows own start-ups and builds digital new business for companies. 100% entrepreneurial, 100% customer centric. From SMEs to corporations within heterogeneous industries etventure identifies by means of innovative methodologies new business models, develops disruptive products and services, enables customers to entrepreneurial acting and positions itself as a partner in the execution of digital transformation.

Course Description

Title:	**FTMBA2020_I Midterm Strategy Challenge**
Course Code:	MBA MGMT555
Lecturer/s:	Prause, Martin; Weigand, Jürgen
Contact Information (E-Mail):	martin.prause@whu.edu; juergen.weigand@whu.edu
Semester:	Fall 2019
Course Description:	This course offers a vivid action□based learning experience of strategy making and execution. In a multiple□round business game simulation participants act as executive decision makers of firms operating in a world full of uncertainty and surprises. In an increasingly complex market setting of competitive strategic interaction, strategic and tactical decisions have to be taken with respect to typical business functions, such as purchasing, production, marketing & sales, finance, human resources, and R&D) while stakeholder influences have to be anticipated and managed. In various assignments teams will have to formulate and present their competitive and corporate strategies and justify their decisions. Accompanying classroom sessions recap on relevant concepts and tools of strategic management as part of the (de)brief of the game.
Learning Outcomes:	
Textbook Information:	

Expected Workload

Total Workload (in h):	30
Self-Study (in h):	5
Contact Time (in h):	25
Examination (in h):	
Grading Information:	Company performance in the business simulation game, strategy paper assignment, investment game.The assessment is based on team performance.
Prerequisites for successful Participation:	**PRE□READINGS AND PREPARATION** It is essential to read the Simulation – Participant's Manual carefully and thoroughly.
Further Information:	

Course Description

Title:	**FTMBA 2020_II The General Manager**
Course Code:	MBA MGMT552
Lecturer/s:	Witt, Peter
Contact Information (E-Mail):	witt@wiwi.uni-wuppertal.de
Semester:	Fall 2019
Course Description:	The course takes a general manager's perspective on how to run a company successfully. It makes participants familiar with the major tasks of a general manager. One particular focus is on strategic analysis and the formulation of appropriate strategies. The course introduces institutional economics as a simple, yet useful theoretical foundation for several challenges of general management. Participants get to know fundamental principles of organization and decision making in companies. The course also investigates the most important functional areas of general management.
Learning Outcomes:	Students learn about the major challenges in managing a company, understand fundamental theories of decision making, corporate governance, and strategic management. Students learn how to deal with important tools of management in different functional areas.
Textbook Information:	none

Expected Workload

Total Workload (in h):	30
Self-Study (in h):	22
Contact Time (in h):	8
Examination (in h):	0

Grading Information:	Attendance
Prerequisites for successful Participation:	
Further Information:	

Course Description

Title:	**FTMBA2020_I Organizational Behavior**
Course Code:	MBA MGMT553
Lecturer/s:	Müthel, Miriam
Contact Information (E-Mail):	miriam.muethel@whu.edu
Semester:	Fall 2019
Course Description:	This course focuses on the people side of business. People are an organization's most valuable asset. But how to unfold people's full potential? In this class, you will be learning the fundamentals of managing organizations from a people perspective. We discuss how people can manage themselves, their relationships, their teams and their stakeholders successfully to foster their company's competitive advantage – and their individual careers. Specifically, through this course you will **learn how to manage** … 1.… **yourself** by making good decisions and motivating yourself to reach your goals 2.… **your relationships** by communicating effectively and solving conflicts 3.… **your team** by shaping team dynamics and processes 4.… **your stakeholders** by knowing how to manage your boss and how to play politics
Learning Outcomes:	In this class, you will … 1.… understand key issues and concepts of organizational behavior, 2.… learn how to apply them in practice, 3.… experience the power of organizational behavior through experimental exercises, 4.… reflect on your own experiences, 5.… gain insights about hot behavioral topics in international top companies, 6.… learn how top managers pushed their careers by effectively managing people, 7.… and ultimately, develop better people skills.
Textbook Information:	**Course Book**: ·Stephen P. Robbins, Timothy Judge, and Timothy Campbell (2017)Organizational Behaviour, 2/E, Pearson, ISBN-10: 1292016558 • ISBN-13: 9781292016559 **Lecture Slides**: ·Will be provided as pdf downloads after the session via Moodle **Additional articles and book chapters**: ·Will be referenced during the respective sessions in the additional reading appendix

Expected Workload

Total Workload (in h):	30
Self-Study (in h):	3
Contact Time (in h):	24
Examination (in h):	3
Grading Information:	**Reflection Notes (80% of total grade).** At regular intervals, you will be asked to write down some personal reflections. Reflections will focus on the key concepts discussed in class and their application in practice. **Group Cases/Exercises (20% of total grade).** We will have a number of cases/exercises on which you (as a group) prepare short written responses/ presentations.
Prerequisites for successful Participation:	
Further Information:	

Course Description

Title: **PTMBA 2020 Strategic Management**

Course Code: MBA MGMT6410

Lecturer/s: Le, Jane

Contact Information (E-Mail): Jane.le@whu.edu

Semester: Fall 2019

Course Description:

Strategy underpins every single element of business. It is not just part of doing business successfully, but it also part of communicating business. The tools and vocabulary of strategy are an integral part of business practice. Thus, this class focuses on the foundations of strategy, providing an integrative review of the history of business strategy and introduces a strategy-as-practice view, before moving into strategy analysis and development. In this applied module, we work through some of the core tools strategists use, discuss how these are adapted in practice, and build important strategy skills.

▪ **Part One: Understanding the foundations of strategy**

1. History of strategy and core strategy theories
2. New age strategy: Strategy-as-practice

▪ **Part Two: Conducting analysis using core strategy tools**

3. External analysis: Understanding your competitive environment
4. Internal analysis: Understanding your organizational environment

▪ **Part Three: Doing strategic planning**

5. Strategic options and decisions: Building and evaluating ideas
6. Strategic planning: Setting up the process

Learning Outcomes:

Textbook Information:

The course primarily draws on articles from business and management journals. While there is no required textbook, those of you wishing to consult a companion guide, may use any of the following sources:

Johnson, G., Whittington, R., Angwin, D., Regnér, P. & Scholes, K. (2017). Exploring Strategy (Text and Cases): 11th edition. London: Pearson.

Day 1

Porter, M. (1996). What is Strategy? Harvard Business Review, Nov/Dec: 61-78.

Whittington, R. (1996). Strategy as practice. Long Range Planning, 29(5), 731-735.

Day 2

Porter, M. E. (2008). The Five Competitive Forces that Shape Strategy. Harvard Business Review, 86(1): 79-93.

Barney, J. B. (1995). Looking inside for competitive advantage. The Academy of Management Executive, 9(4): 49-61.

Day 3

Balogun, J. (2006). Managing change: Steering a course between intended strategies and unanticipated outcomes. Long Range Planning, 39(1): 29-49.

Mintzberg, H. (1994). The fall and rise of strategic planning. Harvard Business Review, 72(1): 107-114.

Expected Workload

Total Workload (in h):

Self-Study (in h):

Contact Time (in h):

Examination (in h):

Grading Information:

50% Practice Cases and Class Participation

Your participation grade comprises the written solutions to practice cases (prepared at home), as well as written solutions prepared in teamwork during break-out sessions. In addition, in-class participation will form part of your grade. We value quality over quantity.

50% Live Case Study

The course requires you to think critically about key strategy concepts and their relevance in a corporate context. Therefore, 50% of your grade will be based on your individual analysis of the live case study.

Prerequisites for successful Participation:

Further Information:

Course Description

Title:	**PTMBA2021_Core A - Managerial Finance**
Course Code:	MBA FIN521
Lecturer/s:	Yurtoglu, Besim Burcin
Contact Information (E-Mail):	burcin.yurtoglu@whu.edu
Semester:	Fall 2019
Course Description:	Introduction Investment decisions under certainty Investement decisions under uncertainty Portfolio theory Financial Instruments Behavioral Finance
Learning Outcomes:	PV / IRR, decision theory, utility functions, portfolio theory, behavioral finance
Textbook Information:	**Course Pack:**The required course packet contains all the material for the class, except the four sets of slides which serve as a background information.These slides are available on my.whu.edu. **Textbook:** Brealey, Richard A., Stewart C. Myers, and Franklin Allen: Principles of Corporate Finance - Global Edition, McGraw Hill. [latest edition]. (hereafter BMA)

Expected Workload

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

Grading Information:	50% Written Exam, 15% Participation, 35% Case Study
Prerequisites for successful Participation:	
Further Information:	---

Course Description

Title:	**PTMBA 2020 Workshop Leadership in the Digital Age**
Course Code:	WS029
Lecturer/s:	Lippmann, Brigitte
Contact Information (E-Mail):	
Semester:	Fall 2019
Course Description:	Digital transformation will continue impacting every sector and industry on earth, lowering entry barriers, drastically increasing transparency, and thus creating new ways for companies to serve customers better, faster, and cheaper than ever before. Those companies that adapt and make disruption work for them, win big; those that don't, get boiled like frogs. Similar on the leadership side: those leaders that excel in the digital environment will be the winners, supporting their companies to succeed. But,... what does it take to be a good leader in the digital age? What do you need to lead organizations through this ubiquitous digital transformation in a successful manner? This 1-Day interactive workshop will discuss key success behaviors, share leadership tools and methodologies while building on elements learned in earlier classes. Buzz words such as cocreation, collaboration, expectations, virtual leadership and communication will have an expanded meaning to participants. Students also will have the chance to try out their skills during the day and walk out with a useful toolkit for future reference.
Learning Outcomes:	Participants will ·leverage key similarities of digital leadership to other forms of leadership ·understand the drivers of leadership in the digital context ·identify game changing capabilities needed to engage in digital transformation ·be able to adapt and use available tools in the digital context ·be aware of the key capabilities needed to shine as a leader in the digital age
Textbook Information:	·Materials: Background material to the slides used as well as link to interesting articles, videos etc. will be provided online ·Pre-reading: No pre-reading is needed. Some brief articles are provided online for personal perusal ·Books: none ·Cases: will be provided in class ·Slides will not be shared as they are visual aides and do not carry content.

Expected Workload

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

Grading Information:	Participation only – no grade
Prerequisites for successful Participation:	
Further Information:	

Course Description

Title: **PTMBA 2020 Entrepreneurial Finance**

Course Code: MBA FIN632

Lecturer/s: Ozcan, Serden

Contact Information (E-Mail): serden.ozcan@whu.edu

Semester: Fall 2019

Course Description:

We are living the golden age of entrepreneurship. Thousands of new ventures are started every month around the world. And never before are so many people enamored with the idea of launching their own business as they are nowadays. Yet, about three-quarter of start-ups do not return investors' capital, and a good portion of survivors limp along without access to more capital1. While these failures can stem from dramatic shifts in markets and technology, poor financial management of the venture is no less responsible for them.
In this course, we focus on financial economic foundations of a new venture. We examine a new venture's financing options, appropriate capital and governance structures, and risk management tools at each stage of its lifetime, from idea to exit. These choices are complex in nature, create path dependency (i.e. have long-term repercussions for future financial decisions), and substantially influence the magnitude of economic value created and captured by the start-up, and how this value is distributed among its shareholders.
The course is divided into four modules.

Learning Outcomes:

The purpose of this course is to help prospective founders, investors and managers acquire cutting-edge knowledge and skills to make successful financing and investment decisions in entrepreneurial settings.

Textbook Information:

Further details will be stated in the Syllabus.
·Kawasaki, G. 2001. Top Ten Lies of Entrepreneurs, *Harvard Business Review*
·Wasserman, N. 2008. The Founder's Dilemma. *Harvard Business Review*
·Younkin, P., Kashkooli, K. 2016. What Problems Does Crowdfunding Solve? *California Management Review*
·De Clerq, D., Fried, V. H. Lehtonen, O. & Sapienza, H. J. 2006. An Entrepreneur's Guide to the Venture Capital Galaxy, *Academy of Management Perspectives*
·Torres, N. 2015. What Angel Investors Value Most When Choosing What to Fund, *Harvard Business Review*
·Diane, M. 2013. 6 Myths About Venture Capitalists, Harvard Business Review
·Malhotra, D. 2013. How to Negotiate with VCs, *Harvard Business Review*
·Friend, T. 18/5/2015. Tomorrow's Advance Man. The New Yorker Magazine
·European Investment Fund (EIF) 2017. The European Venture Capital Landscape: an EIF Perspective

Expected Workload

Total Workload (in h):

Self-Study (in h):

Contact Time (in h):

Examination (in h):

Grading Information:

Overall Grading
·Class participation: 15%
·Individual take home essay: 50%
·Group simulation exercises: 10%
·Group assignment: 25%
Further details will be stated in the Syllabus.

Prerequisites for successful Participation:

Further Information:

Course Description

Title: **PTMBA2021_Core A - The General Manager**

Course Code: MBA MGMT552

Lecturer/s: Witt, Peter

Contact Information (E-Mail): witt@wiwi.uni-wuppertal.de

Semester: Fall 2019

Course Description: The course takes a general manager's perspective on how to run a company successfully. It makes participants familiar with the major tasks of a general manager. One particular focus is on strategic analysis and the formulation of appropriate strategies. The course introduces institutional economics as a simple, yet useful theoretical foundation for several challenges of general management. Participants get to know fundamental principles of organization and decision making in companies. The course also investigates the most important functional areas of general management.

Learning Outcomes: Students learn about the major challenges in managing a company, understand fundamental theories of decision making, corporate governance, and strategic management. Students learn how to deal with important tools of management in different functional areas.

Textbook Information: None.

Expected Workload

Total Workload (in h):

Self-Study (in h):

Contact Time (in h):

Examination (in h):

Grading Information:

Prerequisites for successful Participation:

Further Information:

Course Description

Title:	**FTMBA 2020_I Negotiations**
Course Code:	MBA MGMT643
Lecturer/s:	Kaufmann, Lutz
Contact Information (E-Mail):	lutz.kaufmann@whu.edu
Semester:	Fall 2019
Course Description:	1. Negotiation setup – Stakeholders, interests, sequencing, etc. 2. Deal design – Value creation, trade, and contingent contracts 3. Negotiation tactics – Think, talk, and act at the negotiation table
Learning Outcomes:	To get an in-depth understanding of and practical training with tools to negotiate effectively and reach specific goals particularly in situations of (potential) conflict.
Textbook Information:	Course pack

Expected Workload

Total Workload (in h):	60
Self-Study (in h):	20
Contact Time (in h):	24
Examination (in h):	16

Grading Information:	In-class exam 50%, Participation 25%, Observer assignment 25%
Prerequisites for successful Participation:	The number of participants is limited to30 students. Presence in class is required for all sessions. If you cannot attend all six sessions you will be required to complete a separate make-up assignment.
Further Information:	

Course Description

Title:	**PTMBA 2020 Transformation & Innovation in a Digital Age**
Course Code:	MBA MGMT6411
Lecturer/s:	Faems, Dries
Contact Information (E-Mail):	Dries.Faems@whu.edu
Semester:	Fall 2019
Course Description:	The rise of digital technologies has further increased the need for transformation in a wide variety of industries. These changes do not only imply challenges, but also create opportunities for companies to innovate in terms of novel products, processes and business models. In this course, we provide a comprehensive overview of how companies can successful manage transformation and innovation in the digital age. To do so, we offer insights, tools, and practices from a strategic, organizational as well as innovation perspective.From a strategic perspective, we will address questions such as (i) How to identify valuable digital transformation opportunities? (ii) What is the role of internal and external strategies in implementing digital transformation? (iii) How can I create and appropriate value from digital transformation? From an organizational perspective, we will discuss issues such as (i) Do we need to generate a separate digital transformation unit or should digital transformation activities be fully integrated? (ii) How to structure teams that are responsible for digital transformation?From an innovation perspective, the following topics will be addressed: (i) The role of open innovation in digital transformation, (ii) the need for novel business models to address digital transformation, (iii) the role of agile new product development in digital transformation.In the lectures, participant will get advanced and state-of-the art knowledge on these issues. To do so, we rely on recent academic insights and case material. Moreover, participants will actively use novel tools and methodologies (e.g. Serious Lego Play, Business Canvas Model, Lean Start-Up Approach) to execute assignments on how to successfully innovate for digital transformation. Structure of the Course The course consists of six half-day modulesModule 1: Digital transformation and innovation: Core concepts and insightsModule 2: Digital transformation and business model innovationModule 3: Digital transformation and platformsModule 4: Digital transformation and organizational innovationModule 5: Digital transformation and open innovationModule 6: The human side of innovating for digital transformation
Learning Outcomes:	After completion of the course, participants should: (i) understand the core challenges and opportunities of digital technologies for innovation wihtin different types of firms and industries (ii) be able to apply particular tools to formulate alternative business models and innovation strategies to address digital challenges and opportunities (iii) be able to reflect on the implications of digital transformation for the implemention of innovation within and between organizations
Textbook Information:	A bundle of papers will be provided that constitute the reading material of this course.

Expected Workload

Total Workload (in h):	60
Self-Study (in h):	18
Contact Time (in h):	24
Examination (in h):	18

Grading Information:	Grades will be allocated as follows:25% Case Study 125% Case Study 250% Take Home Exam
Prerequisites for successful Participation:	
Further Information:	

Course Description

Title:	**FTMBA 2020_II Financial Accounting**
Course Code:	MBA ACCT521
Lecturer/s:	Markarian, Garen
Contact Information (E-Mail):	garen.markarian@whu.edu
Semester:	Fall 2019
Course Description:	Accounting is “the language of business”. It is spoken by managers, employees, investors, financial analysts, internal and external auditors, supervisory boards, management accountants, bankers and other decision makers with whom managers regularly interact. It is widely agreed that future business leaders need to understand this language in order to be able to interpret and use financial statements and other accounting information for internal management purposes (e. g. planning, directing, controlling) as well as corporate communication purposes (e. g. capital markets, banks, rating agencies).If you want to compete in this arena, it will be useful for you to acquire a working knowledge of accounting. This class is targeted to students having little, if any, background in financial accounting. This is probably the **hardest**, and **most important**, course in your MBA curriculum. At the end of the day, numbers are what matter in the business world. You just cannot escape it, hence, you should learn it well. The working knowledge provided in this course can be extended in further studies in accounting, finance and other business disciplines, including the specialization course “Financial Statement Analysis & Equity Valuation”.
Learning Outcomes:	·Master the mechanics of financial accounting; ·Understand the structure, functions, and interrelation of the basic financial statements (balance sheet, income statement, and cash flow statement); ·Be able to perform a structured fundamental analysis of financial statements in order to assess a firm’s profitability, liquidity, and solvency; ·Be familiar with the IFRS rules governing the recognition and measurement of key activities, events and transactions, including intangible assets, property, plant and equipment, liabilities, and shareholders’ equity; and mergers and acquisitions.
Textbook Information:	See course packet that is attached. I have instructed the MBA office not to print anything for you. Read everything from the screen – is the fastest way for you (trust me). I will update the textbook multiple times a semester, so, printing multiple times will be a total waste!

Expected Workload

Total Workload (in h):	
Self-Study (in h):	
Contact Time (in h):	
Examination (in h):	
Grading Information:	Grading is based on the final in-class exam (50%), the mid-term group project (30%) and a group assignment (20%). **Group Assignment and mid-Term Group Project:** They serve to further deepen your understanding. **Do not discuss the assignment with other human beings, outside of your groups.** **Final Exam:** The final exam is individual, comprehensive and contributes 50% towards your score for the Financial Accounting section. It covers everything. If you do not do honest effort in the assignments and group final assignments, you will surely fail the final exam.
Prerequisites for successful Participation:	none
Further Information:	

Course Description

WHU
Otto Beisheim School of Management

Title:	**FTMBA 2020_II Marketing**
Course Code:	MBA MKT531
Lecturer/s:	Fassnacht, Martin
Contact Information (E-Mail):	Martin.Fassnacht@whu.edu
Semester:	Fall 2019
Course Description:	1 Introduction – understanding marketing 1.1 The marketing concept 1.2 Marketing tasks 1.3 Customer relationship 2 Marketing insights 2.1 The marketing environment 2.2 Consumer buying behavior 3 Strategic marketing 3.1 Competitive strategy 3.2 Segmentation 3.3 Targeting 3.4 Positioning 3.5 Effective utilization of digital data 4 Marketing mix instruments 4.1 Product management 4.2 Communication management 4.3 Sales management 4.4 Price management
Learning Outcomes:	Broad variety of concepts and methods from Marketing, references to Consumer Behavior and Organisational Behavior
Textbook Information:	Kotler, P./Keller, K.L.(2015): Marketing Management, 15th Global Edition, Essex: Pearson.Secondary literature: Additionalmaterial will beprovided during class.

Expected Workload

Total Workload (in h):	60
Self-Study (in h):	13
Contact Time (in h):	30
Examination (in h):	17

Grading Information:	50% Take Home Exam, 50% Case Studies
Prerequisites for successful Participation:	None.
Further Information:	

Course Description

Title:	**FTMBA 2020_II Operations Management**
Course Code:	MBA SCM541
Lecturer/s:	Spinler, Stefan
Contact Information (E-Mail):	stefan.spinler@whu.edu
Semester:	Fall 2019
Course Description:	Operations management is about designing, managing, and improving the activities involved in creating products and services and delivering them to customers. This set of activities is called the operating system. An operating process is the basic building block of any operating system. Every organization organizes its work through operating processes. In this course, we strive to thoroughly characterize operating processes in terms of “how is this process doing” and “how can the process be improved.” To this end, we shall deal with process analysis, capacity management, forecasting, queueing models, scheduling and quality management. We will develop spreadsheet models that support decision making.
Learning Outcomes:	To highlight the relevance of Operations Management in a company's value chain and to apply a broad range of analytical tools.
Textbook Information:	Chase / Jacobs / Aquilano: Operations Management for Competitive Advantage. McGraw-Hill

Expected Workload

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

Grading Information:	There will be three in-class case studies that will make up 45% of your final grade. Work within the pre-assigned teams on the assignments. The final exam is a take home exam and will involve qualitative and quantitative questions related to a case study. The basis for the exam will be the set of slides and exercises / cases and readings. The final exam will make up 55% of the grade.
Prerequisites for successful Participation:	none
Further Information:	

Course Description

Title:	**FTMBA2020_II Leadership III: Executive Leadership**
Course Code:	MBA MGMT559
Lecturer/s:	Drath, Karsten
Contact Information (E-Mail):	karsten.drath@leadership-choices.com
Semester:	Fall 2019

Course Description:

The fundamental objective of this course on executive leadership is to strengthen your knowledge and leadership skills in the following three key areas

·Leading your inner world (i.e. your emotions and your thinking)
·Leading your field (i.e. the teams and organizational units you are leading)
·Leading your career (i.e. the professional trajectory you are aiming for)

In this course you will learn essential models in these domains and how to apply them in your daily life. Also, you will have the chance to learn something new about yourself by experiencing how it feels to lead others and how it feels to be led by them. Observation, introspection and peer feedback will play an important role in these sessions to help you to reflect upon your leadership behaviour and how to refine it further. The basic assumption for this class is that a leader who can consciously choose between various leadership interventions and styles is more resourceful and hence effective than a leader who has little or no behavioural flexibility.

Learning Outcomes:

Textbook Information:

Course book:
·Drath, Karsten; The Rules of Success: How Managers Can Overcome Setbacks and Grow; Routledge; London; UK; 2018.
Pre-course readings (mandatory):
·Day 1
What Leaders really do; John P. Kotter
From Transactional to Transformational Leadership; Bernard M. Bass
How to become a better Leader; Ginka Toegel and Jean-Louis Barsourx
Seven Transformations of Leadership; David Rooke, William R.Torbert
·Day 2
Leadership That Gets Results; Daniel Goleman
Feedback that works; Cynthia M. Poel
·Day 3
The Rules of Success; Karsten Drath

In-course readings (optional):
·Day 2
Why should anyone be led by you?; Robert Goffee and Gareth Jones
The Importance of Trust in Leadership; David L. Mineo
·Day 3
How to Manage Virtual Teams; F. Siebdrat, M. Hoegl, H. Ernst
Who's got the monkey; William Oncken and Donald L. Wass
The Acceleration Trap; Heike Bruch, Jochen Menges
Five dysfunctions of a team; Patrick Lencioni
Characteristics of Agile Organizations, Ray Arell, Jens Coldewey et al.
Leading in a VUCA world; George W. Casey

Expected Workload

Total Workload (in h):

Self-Study (in h):

Contact Time (in h):

Examination (in h):

Grading Information:

You can obtain 50 points as part of this course. The points will be awarded for the quality of your insights in the “reflection diary”, your individual participation in class and the performance of your group. Throughout the course we will do plenty of exercises, reflections and peer consulting to which you are cordially invited to contribute. After each chapter you will be invited to note down relevant personal thoughts in your reflection journal. At the end of the course please hand in your reflection journal to the MBA program office.

Prerequisites for successful Participation:

Further Information:

Course Description

Title:	**FTMBA 2020_II Managerial Finance**
Course Code:	MBA FIN521
Lecturer/s:	Yurtoglu, Besim Burcin
Contact Information (E-Mail):	burcin.yurtoglu@whu.edu
Semester:	Fall 2019
Course Description:	This course covers the foundations of financial decision making. The theoretical guideline of the course is inspired by two major paradigms, neoclassical economics and behavioral economics. Given the introductory nature of the material, the teaching style relies on discussions based on case studies. The case discussions will be accompanied by classical class teaching to provide a background understanding of the cases. The instructor expects the participants to read the cases and think about the central problem analyzed in the case prior coming to class. We will discuss the course material together with the questions pertaining to the cases Introduction Investment decisions under certainty Investment decisions under uncertainty Portfolio theory Financial Instruments Behavioral Finance
Learning Outcomes:	PV / IRR, decision theory, utility functions, portfolio theory, behavioral finance
Textbook Information:	**Course Pack:** The required course packet contains all the material for the class, except the four sets of slides, which serve as a background information. These slides are available on my.whu.edu. **Textbook:** Brealey, Richard A., Stewart C. Myers, and Franklin Allen: Principles of Corporate Finance - Global Edition, McGraw Hill. [latest edition]. (hereafter BMA)

Expected Workload

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

Grading Information:	50% Written Take Home Exam, 15% Participation, 35% Case Study
Prerequisites for successful Participation:	
Further Information:	---

Course Description

Title:	**PTMBA 2020 B2B Sales Management**
Course Code:	MBA MKT624
Lecturer/s:	Jensen, Ove
Contact Information (E-Mail):	ove.jensen@whu.edu
Semester:	Fall 2019

Course Description:

Profit has two sides: sales and costs. In most firms, the cost side is transparent and overmanaged, whereas the sales side is intransparent and undermanaged. Many general managers perceive sales performance as a black box. This course teaches how to lighten up the black box and systematically manage sales performance. Your business education would be incomplete without sales knowledge.

In B2B, sales and service are often the largest functions in the firm. Most country subsidiaries of multinational firms are essentially sales organizations. Thus, learning to lead a firm requires learning to lead the sales force. Sales and marketing are different functions. In B2B, marketing is a part of sales, not vice versa.

The course has two parts: 1) Managing the B2B Sales Process. B2B account executives face professional buyers and enormous price pressure. They select sales opportunities, network with decision makers, demonstrate total cost-of-ownership, and calculate price-volume-cost compromises. 2) Managing the B2B Sales Force. Sales leaders align sales territories, implement CRM and pipeline metrics, manage sales productivity, enable and engage the sales teams.

Learning Outcomes:

The course intends to enhance five categories of competences[1]. The practical orientation of the course shows in its emphasis on procedural knowledge.

- In regard to factual knowledge, participants are enabled to apply salespeople jargon to discussing the status of a sale (such as the decision making unit, red flags, pipeline, RFQ, gatekeepers, and other idioms), to understand the specifics and terminology of sales management in various industry sectors, and to define sales performance indicators.
- In regard to conceptual knowledge, participants are enabled to analyze the composition of a buying center, to classify the dimensions of sales performance management, and to evaluate sales performance KPIs.
- In regard to selling-specific procedural knowledge, participants are enabled to apply a structured sales process and blueprint, to evaluate approaches for getting access to C-level decision makers, to evaluate the win probability of an opportunity and identify potential roadblocks, to evaluate the needs of a customer through questions, to create and deliver a sales proposal, and to deal with customer objections.
- In regard to procedural knowledge of sales leadership, participants are enabled to provide constructive feedback on selling behavior of others, to conduct pipeline reviews, and to develop sales forecasts.
- In regard to general business-relevant procedural knowledge, participants are enabled to prepare for business meetings and internal committee sessions, to make the best out of a limited preparation time budget, to make concise contributions to meetings, to constructively build and comment on contributions by other participants in the meeting, and to derive a course of action from a careful analysis of the situation and a structured evaluation of alternatives.
- In regard to metacognitive knowledge, participants are enabled to evaluate their own selling behavior and skills, to evaluate the ethical dimension of a sales leadership situation, and to create a skill profile for sales people.

[1] Anderson, Lorin W. and David R. Krathwohl (2001), A Taxonomy for Learning, Teaching, and Assessing – A Revision of Bloom's Taxonomy of Educational Objectives, New York: Longman.

Textbook Information: course package

Expected Workload

Total Workload (in h):	60
Self-Study (in h):	21
Contact Time (in h):	24
Examination (in h):	15

Grading Information:

no final exam
assignments

Prerequisites for successful Participation:	·Because of a highly interactive learning method, the course requires that you speak English fluently. If you are uncertain whether your language skill fulfills this requirement, please contact us before the course. ·The course requires your preparation for each session and involves a substantial reading load every week. If you don't invest a couple of study hours between sessions, you won't be able to follow the discussion in the classroom - and your learning from the course will be very limited. Class attendance is important for interactive courses like this one. If you cannot commit to attending, don't take this course.
Further Information:	

Title:	**FTMBA 2020_I Strategies for Dynamic Market Environments**
Course Code:	MBA MGMT641
Lecturer/s:	Kramer, Enrique
Contact Information (E-Mail):	kramer@ort.edu.uy
Semester:	Fall 2019

Course Description:

This course focuses on the evolution of industries and how it affects the strategy of specific firms in those industries. The traditional view on the creation and maintenance of competitive advantage is that competition drives companies to outperform rivals and capture greater shares of existing market space. In overcrowded industries, differentiating brands becomes increasingly harder. Staying ahead in dynamic competition necessitates innovative thrust, the development of a unique set of skills to deliver value for customers in the present and in the future and, last but not least, the ability to critically review the current business model at all times to discover new market spaces. Successful strategic management requires managers to anticipate change and proactively influence the market environment.Therefore, it is key to understand the drivers of industrial change and how core activities, assets and relationships with customers and suppliers are changing. Instead of optimizing the status quo (a given business model), firm strategy (that is, its plan to satisfy customers and, as a consequence, be profitable) needs to be aligned continously and consistently with the industry's change trajectory –or eventual disruption.

The main emphasis of the course is on understanding the workings of different industries and of specific companies within those industries. We also discuss business models, the concept of business model innovation, and the concept of disruption.

The course covers the following topics in a very practical, hands-on fashion through the discussion of case studies (the more relevant conceptual frameworks appear in brackets):

·Principles of competitive advantage: Cost advantage and differentiation (Michel Porter's five-forces model, generic strategies, and industry value chain)

·Competitive strategy in evolving market environments (Anita McGahan's industrial evolution)

·Disruption: What it is and how it feels from the vantage point of the practicing manager/entrepreneur (Clayton Christensen's disruptive innovation)

·The Business Model Canvas as a tool to understand innovation and disruption (Alexander Osterwalder's business model canvas)

Learning Outcomes:

1.**Discipline-specific knowledge and competence**. Participants will obtain knowledge of several tools to create competitive advantage, understand industry structure and evolution. Some of the tools to be tackled are value chain analysis, cost and differentiation advantages, McGahan's industry evolution framework, Alexander Osterwalder's business model canvas, and Clayton Christensen's framework on disruption.

2.**Management specific skills**. Participants will develop skills in using the aforementioned tools to recognise an industry's configuration and evolution. They will also develop skills in deriving specific action recommendations for specific competitive, managerial and entrepreneurial situations. And last, but not least, participants will hone their skill of question formulation and question answering.

3.**Global business environment**. Cases and examples used in the course cover global and local industries.

4.**Teamwork and responsible leadership**. A substantial part of class preparation consists of group analysis and discussion of case studies. In order to be effective and efficient at this process, participants grouped in teams shall contribute with their strengths and make room for the strengths of their colleagues. For this, participants will develop and/or exercise their listening, communicating, question formulation/answering and leadership skills

5.**Critical thinking and problem solving skills**. Cases present multifaceted, complex situations for which there are no "best" questions, answers and solutions. Logical, but at the same time out-of-the-box, inquisitive and creative thinking is a skill that participants will enhance throughout the course.

6.**Managerial and entrepreneurial practice**. For every case, participants will adopt the position of the decision-maker, as well as that of any stakeholders relevant to the situation under analysis. They will strive to understand each stakeholder's point of view and reach an action-oriented decision in the position of the case protagonist, taking into account the interests of all parties involved.

The course, in analyzing industry structure and evolution, business model innovation, and disruption, offers participants an excellent environment to exercise their curiosity and judgment about the opportunities and threats for entrepreneurial and intrapreneurial initiatives in several industries.

Textbook Information:

·Michael E. Porter, Competitive Advantage, 1985. Selected passages of chapters 2, 3 and 4.
·Anita M. McGahan, How Industries Change, 2004. HBR article.
·Alexander Osterwalder & Yves Pigneur, Business Model Generation, 2009. Chapter 1.
·Joseph L. Bower & Clayton M. Christensen Disrupting Technologies – Catching the Wave, 1995, HBR article.

Expected Workload

Total Workload (in h):	60
Self-Study (in h):	34
Contact Time (in h):	24
Examination (in h):	2

Grading Information:

Final Written Exam (50% of total grade). The exam consists of two questions within the scope of the case proposed for the exam (which is made available during the course so participants will be able to prepare adequately): one posed by the instructor, and another one formulated by the participant. Regarding the latter, it should cover a relevant aspect of the situation described in the case. The answer to the question has to propose a course of action to address the issue under discussion.

Prerequisites for successful Participation:

Core Course "Economics of Corporate & Competitive Strategy" (Weigand)

Further Information:

Prof. Enrique Kramer Chair, Strategic Management and Entrepreneurship
Assistant Dean, Management Studies
Universidad ORT Uruguay. Montevideo, Uruguay

Course Description

Title:	**FTMBA 2020_I Innovation Management**
Course Code:	MBA EAI622
Lecturer/s:	Ernst, Holger
Contact Information (E-Mail):	holger.ernst@whu.edu
Semester:	Fall 2019

Course Description:

In detail, the course will address the following topics:
- The importance of innovation for achieving sustainable competitive advantage
- Characteristics and impact of different innovation strategies
- Multiple dimensions of innovation such as product, process and business model innovation
- Characteristics of disruptive technologies and their impact on competitiveness
- Real life examples of companies from multiple industries that successfully anticipated and drove change to increase competitive advantage and business performance
- Typical pitfalls that explain why firms fail to react to disruptive challenges from established and new competitors
- Best practices from firms that have successfully reinvented themselves and managed to stay ahead of their competitors
- Characteristics and behaviors of effective leaders driving strategic renewal in dynamic and uncertain environments
- Corporate culture, innovation climate and cultural change processes
- Market-driven innovation, customer integration and cross-functional integration
- Open innovation, co-creation, alliances and M&A
- Strategic innovation portfolio management
- Innovation process management, ideation, effective organizational structures for implementing innovation (venture teams and task forces) and cross-functional teams
- Corporate venturing and incubation
- Innovation assessment and metrics
- Frugal and reverse innovation, innovation for and from emerging markets

Learning Outcomes:

The core objective of the course is to get across the most critical and strategic aspects of managing innovation and corporate renewal at a sufficient level of depth to the students. It strongly emphasizes which leadership skills are required to effectively drive innovation, strategic initiatives and radical change in organizations. Students will learn what it takes to build lasting competitive advantage and prosperity by means of innovation as opposed to short-term optimization strategies. The main "take-aways" from this course have implications for all major industries including services. The course has a strong focus on applying multiple innovation management tools and concepts in practice.

Textbook Information: Course Pack

Expected Workload

Total Workload (in h):	50
Self-Study (in h):	24
Contact Time (in h):	24
Examination (in h):	2

Grading Information:	4 Group assignments (50 %), final take-home exam (50 %).
Prerequisites for successful Participation:	
Further Information:	

Course Description

Otto Beisheim School of Management

Title:	**PTMBA 2020 Logistics and Supply Chain Management**
Course Code:	MBA SCM642
Lecturer/s:	Wallenburg, Carl Marcus
Contact Information (E-Mail):	wallenburg@whu.edu
Semester:	Fall 2019
Course Description:	Logistics has outgrown its former pure functional character focusing only on transportation and warehousing and has become an enabler of global value creation within complex networks. Here, logistics and supply chain management have to potential to provide competitive advantage. This course provides insights to logistics and supply chain management that allow you to identify state-of-the-art logistics concepts and outlines levers used to design and manage appropriate logistics strategies, distribution networks and supply chains.
Learning Outcomes:	·Understanding the role of logistics and supply chain management for value creation and competitive advantage ·Understand current challenges in global supply chains ·Understanding fundamental concepts that underlie supply chain management (e.g., manufacturing postponement, logistics postponement, push/pull) ·Assessing different strategies that firms can follow in the context of logistics and supply chain management ·Designing and optimizing distribution networks as driver of an efficient logistics structure given different design options ·Understanding the role of LSPs and logistics outsourcing as strategic option
Textbook Information:	

Expected Workload

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

Grading Information:	
Prerequisites for successful Participation:	
Further Information:	

Course Description

Title:	**FTMBA2020_II WORKSHOP Academic Writing**
Course Code:	WS002
Lecturer/s:	
Contact Information (E-Mail):	
Semester:	Fall 2019
Course Description:	The workshop provides an introduction to: ·Academic writing for executive summary and introduction ·Accessing WHU resources and how to conduct a literature review ·Stylistic advice for analysis, conclusion and outlook ·WHU guidelines, citation rules and reference management systems ·Plagiarism, group work and time management In general, I will provide advice for academic writing and discuss the relevance and purpose of each chapter of a paper or thesis. The workshop is aimed at students with limited experience in writing seminar papers or theses. Therefore, if you have written an academic thesis before, you may be already familiar with some of the content
Learning Outcomes:	
Textbook Information:	

Expected Workload

Total Workload (in h):	
Self-Study (in h):	
Contact Time (in h):	4
Examination (in h):	

Grading Information:	
Prerequisites for successful Participation:	
Further Information:	