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Weigand 09:15 - 18:30 PT

WED 3-Mar-20 WS Visualizing your Idea Hienerth 09:00 - 17:00 FT MBA

TUE 4-Mar-20 WS Visualizing your Idea Hienerth 09:00 - 17:00 FT MBA

SAT 8-Feb-20 CONC Creating Impact Strategic Brand Management Brexendorf 09:15 - 16:45 PT MBA

SUN 9-Feb-20 CONC Creating Impact Applications of Entrepreneurial Tools Hienerth 09:15 - 16:45 PT MBA

SAT 15-Feb-20 CONC Creating Impact Applications of Entrepreneurial Tools Hienerth/Brettel 09:15 - 16:45 PT MBA

SAT 15-Feb-20 CORE Exploiting Market Opportunities Corporate Finance Andres 09:15 - 18:30 PT MBA

SAT 15-Feb-20 LS Organizational Behavior Müthel 09:15 - 18:30 PT MBA

SUN 16-Feb-20 CONC Creating Impact Applications of Entrepreneurial Tools Brettel 09:15 - 16:45 PT MBA

SUN 16-Feb-20 LS Organizational Behavior Müthel 09:15 - 18:30 PT MBA

SUN 16-Feb-20 CORE Exploiting Market Opportunities Corporate Finance Andres 09:15 - 18:30 PT MBA

WED 26-Feb-20 WS Consulting Management in the Digital Age Ringbeck 09:00 - 17:00 FT MBA

THU 27-Feb-20 WS Machine Learning - PREP DAY Prause 09:00 - 17:00 FT MBA

FRI 28-Feb-20 WS Machine Learning Prause 09:00 - 17:00 FT MBA

SAT 29-Feb-20 CORE Exploiting Market Opportunities Corporate Finance Andres 09:15 - 18:30 PT MBA

SAT 29-Feb-20 LS Organizational Behavior Müthel 09:15 - 18:30 PT MBA

WED 1-Mar-20 CORE Exploiting Market Opportunities Corporate Finance Andres 09:15 - 18:30 PT MBA

MON 2-Mar-20 CONC Executing Strategy Strategic Management Lä 09:00 - 17:00 FT MBA

TUE 3-Mar-20 CONC Executing Strategy Strategic Management Lä 09:00 - 17:00 FT MBA

WED 4-Mar-20 WS Consulting Management in the Digital Age Ringbeck 09:00 - 17:00 FT MBA

THU 5-Mar-20 WS Machine Learning Prause 09:00 - 17:00 FT MBA

FRI 6-Mar-20 CONC Executing Strategy Strategic Management Lä 09:00 - 17:00 FT MBA

MON 9-Mar-20 CONC Creating Impact Applications of Entrepreneurial Tools Hienerth/Brettel 09:00 - 17:00 FT MBA

TUE 10-Mar-20 CONC Creating Impact Applications of Entrepreneurial Tools Hienerth/Brettel 09:00 - 12:30 FT MBA

WED 11-Mar-20 CONC Creating Impact Price Management Fassnacht 09:00 - 17:00 FT MBA

SAT 14-Mar-20 CONC Sharpening Financial Acumen Risk Management Johanning 09:15 - 16:45 PT MBA

SAT 14-Mar-20 CORE Exploiting Market Opportunities Economics of Corporate & Competitive Strategy Weigand 09:15 - 18:30 PT MBA

SAT 14-Mar-20 LS Organizational Behavior Müthel 09:15 - 18:30 PT MBA

SUN 15-Mar-20 CONC Sharpening Financial Acumen Risk Management Johanning 09:15 - 16:45 PT MBA

SUN 15-Mar-20 LS Organizational Behavior Müthel 09:15 - 18:30 PT MBA

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MON 16-Mar-20 CONC Creating Impact Applications of Entrepreneurial Tools Hienerth/Brettel 09:00 - 17:00 FT MBA

TUE 17-Mar-20 CONC Creating Impact Applications of Entrepreneurial Tools Hienerth/Brettel 09:00 - 12:30 FT MBA

WED 18-Mar-20 CONC Creating Impact Price Management Fassnacht 09:00 - 17:00 FT MBA

THU 19-Mar-20 WS Design Thinking Kuhn 09:00 - 17:00 FT MBA

FRI 20-Mar-20 WS Design Thinking Kuhn 09:00 - 17:00 FT MBA

SAT 21-Mar-20 CONC Sharpening Financial Acumen Risk Management Johanning 09:15 - 16:45 PT MBA

SUN 22-Mar-20 CONC Sharpening Financial Acumen Financial Technologies Yurtoglu 09:15 - 16:45 PT MBA

WED 25-Mar-20 CONC Creating Impact Price Management Fassnacht 09:00 - 17:00 FT MBA

SAT 28-Mar-20 CONC Sharpening Financial Acumen Financial Technologies Yurtoglu 09:15 - 16:45 PT MBA

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SAT 4-Apr-20 CONC Sharpening Financial Acumen Investment Banking Aktas 09:15 - 16:45 PT MBA

SAT 4-Apr-20 CORE Exploiting Market Opportunities Economics of Corporate & Competitive Strategy Weigand 09:15 - 18:30 PT MBA

SUN 5-Apr-20 CONC Sharpening Financial Acumen Investment Banking Aktas 09:15 - 16:45 PT MBA

SUN 5-Apr-20 CORE Exploiting Market Opportunities Economics of Corporate & Competitive Strategy Weigand 09:15 - 18:30 PT MBA

MON 6-Apr-20 LS The General Manager Witt 09:00 - 17:00 FT MBA

WED 8-Apr-20 CONC Creating Impact Foundations of Entrepreneurship Witt 09:00 - 17:00 FT MBA

THU 9-Apr-20 CONC Creating Impact Foundations of Entrepreneurship Witt 09:00 - 17:00 FT MBA

TUE 14-Apr-20 CONC Sharpening Financial Acumen Mergers & Acquisitions Aktas 09:00 - 17:00 FT MBA

WED 15-Apr-20 CONC Sharpening Financial Acumen Mergers & Acquisitions Aktas 09:00 - 17:00 FT MBA

FRI 17-Apr-20 CONC Creating Impact Foundations of Entrepreneurship Witt 09:00 - 17:00 FT MBA

SAT 18-Apr-20 CONC Creating Impact Omnichannel Business Fassnacht 09:15 - 16:45 PT MBA

SUN 19-Apr-20 CONC Creating Impact Omnichannel Business Fassnacht 09:15 - 16:45 PT MBA
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* 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/fileadmin/data/vlv-data/www.whu.edu/en/programs/studying-at-whu/online-course-guide/from-spring-term-2016/index.htm

CONC = Concentration Course, 3
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
Course Description

Title: FT MBA2021 1 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: Spring 2020

Course Description: Overview This course looks into the logic and consequences of strategic decisions which aim at advancing a firm's market position. We employ analytical methods of Industrial Organization, modern game theory and strategic management theory to answer questions such as: What competitive strategies may firms employ to compete successfully? How do these strategies affect market outcomes (prices, firm profits, innovation etc.)? More precisely, we examine whether and when market entry will be profitable by identifying the mechanisms of strategic competition to deter or accommodate market entry and expansion of newcomers. A central integrating idea is anticipating the response of other actors in the market environment and recognizing that often a firm's profits depend on the actions of other firms. Finally, we will consider whether certain competitive strategies raise antitrust concerns. Outline 1. Fundamentals 2. Nature of Competition 3. Competitive Strategies and Competition Policy

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.

Textbook Information: Course Pack Other material will be uploaded to mywhu.

Expected Workload

Total Workload (in h): 60
Self-Study (in h): 36
Contact Time (in h): 22.5
Examination (in h): 1.5

Grading Information: 50% in-class exam

Prerequisites for successful Participation:

Further Information:
Course Description

PTMBA2021_Core A Operations Management

Course Code: MBA SCM541
Lecturer/s: Spinler, Stefan
Contact Information (E-Mail): stefan.spinler@whu.edu
Semester: Spring 2020

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:

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: PTMBA 2020 Negotiations (Kaufmann)
Course Code: MBA MGMT643
Lecturer/s: Kaufmann, Lutz
Contact Information (E-Mail): lutz.kaufmann@whu.edu
Semester: Spring 2020

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

Grading Information: Exam, participation, simulation/role play performance, case studies.

Prerequisites for successful Participation:
The number of participants is limited to 24 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:
FTMBA 2020_I Logistics and Supply Chain Management

Course Code: MBA SCM642
Lecturer(s): Wallenburg, Carl Marcus
Contact Information (E-Mail): wallenburg@whu.edu
Semester: Spring 2020

Course Description:
Logistics has outgrown its former pure functional character focusing on transportation or warehousing, but has increasingly become an enabler of global value creation within complex networks. Today question like fulfillment by Amazon and same-day-delivery are discussed throughout the business world. As logistics focusses on fulfilling demand – demand of both intermediaries and of consumers – a major role is played by the question of stock and inventory.

In this course you will be introduced to the basic and advanced concepts in logistics and supply chain management (SCM), learn to understand the role of inventory and inventory design/allocation. Further, you will be provided with levers used to design and manage appropriate logistics strategies and supply chains.

Learning Outcomes:
The course focuses on the following learning objectives:
· Understanding the role of logistics and SCM for value creation and competitive advantage
· Understanding fundamental concepts that underlie SCM (e.g., postponement, push/pull, bullwhip effect)
· Assessing different strategies firms can follow in the context of logistics and SCM and the need to align functional strategies
· Designing and optimizing production and distribution networks as driver of an efficient logistics structure given different design options
· Acquiring skills to manage inventory
· Learning how coordination across actors enables effectiveness of supply chains by avoiding information distortion
· Understanding the role of LSPs and logistics outsourcing as strategic option

Textbook Information:
General remarks:

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

Grading Information:
Performance Points Breakdown
· Class Participation (max. 10%)
· Write-up & presentation (max. 20%)
· Individual Assignment (max. 10%)
· Reflection Note (max. 10%)
· Final Exam (open book/take home) (max. 50%)

Prerequisites for successful Participation:
Interest in Logistics

Further Information:
Title: PTMBA 2020 Innovation Management
Course Code: MBA EA622
Lecturer/s: Ernst, Holger
Contact Information (E-Mail): holger.ernst@whu.edu
Semester: Spring 2020

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:
Title: PTMBA2021_Core A Strategic Sourcing
Course Code: MBA SCM542
Lecturer/s: Reimann, Felix
Contact Information (E-Mail): felix.reimann@whu.edu
Semester: Spring 2020

Course Description:
1. Board Perspective - Strategic Positioning, Structures
2. Strategies for Material Groups / Categories - Leveraging Competition, Changing Demand, Cooperating & Managing Risks
3. Board Perspective - Performance Management & Implementation

Learning Outcomes:
- Behavioral Decision Theory
- Contingency Theory
- Social Exchange Theory
- Institutional Theory
- International Trade Theory
- Resource Dependence Theory
- Resource Based View
- Transaction 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:
Title: FT MBA 2021_I Managerial Finance
Course Code: MBA FIN521
Lecturer/s: Yurtoglu, Besim Burcin
Contact Information (E-Mail): burcin.yurtoglu@whu.edu
Semester: Spring 2020
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
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: ---
Title: PTMBA2021_Core A - Marketing

Course Code: MBA MKT531

Lecturer/s: Fassnacht, Martin

Contact Information (E-Mail): Martin.Fassnacht@whu.edu

Semester: Spring 2020

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:
Secondary literature: Case Study Material will be provided during class. Additional readings will be announced in 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% Exam, 50% Case Studies

Prerequisites for successful Participation: None.
Title: PTMBA2021_Core A - Corporate Finance

Course Code: MBA FIN531

Lecturer/s: Andres, Christian

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

Semester: Spring 2020

Course Description: 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 concepts of costs of equity, debt, and 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


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: FT MBA2020_I Applications of Entrepreneurial Tools

Course Code: MBA EAI623

Lecturer/s: Hienerth, Christoph; Brettel, Malte

Contact Information (E-Mail): christoph.hienerth@whu.edu; malte.brettel@whu.edu

Semester: Spring 2020

Course Description: Every startup is going through a number of development stages that are crucial for the survival and success. With new approaches, such as the business model canvas and the lean startup method available, development happens faster, more iterative and agile. In this part of the course we look at the methods and tools that are available for startups and the very basic thoughts and requirements that all entrepreneurs should be aware of.

Learning Outcomes: Learning objectives of this course part are:
- Knowing and developing cognitive skills to identify business ideas
- Knowing and applying the business model canvas and related tools
- Knowing and applying the lean startup method and related tools
- Knowing and applying tools related to story telling

Optional literature:
Croll, Alistair and Benjamin Yoskovitz. 2013. Lean Analytics. Use Data to Build a Better Startup Faster. O’Reilly, Sebastobol, CA.

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: No prior skills required. Just motivation and positive spirit.

Further Information:
PTMBA 2020 Financial Technologies

MBA FIN635

Yurtoglu, Besim Burcin

burcin.yurtoglu@whu.edu

Spring 2020

This course studies technology-driven innovations in the financial sector; including the blockchain and cryptocurrencies, digital advisory and trading systems, peer-to-peer lending, crowdfunding and mobile payment systems. Such innovations can potentially disrupt existing industry structures, reshape their boundaries, and change the way firms create and deliver products and services. At the same time, they create privacy, regulatory and law-enforcement challenges. We study these issues in a format, which combines lectures, case studies, and experts from the industry.

Introduction: Financial Systems, Money, and Blockchain
Emergence of Blockchains and Cryptocurrencies
Smart Contracts, Ethereum, and the DAO
Blockchains, Capital Markets, and FinTechs
Digital Transformation: Challenges to Managers

Learning Outcomes:
1. Introduction: Financial Systems, Money, and Blockchain
The Economist, 2017, Disrupting the Trust Business.

2. Emergence of Blockchains and Cryptocurrencies
Harvey, Campbell R., 2016, Cryptofinance.
Narayanan et al, Preface pp 3-22.

3. How do Blockchains Work?
Antonopoulos, Selected parts of Chapter 7 and 8.
Narayanan et al, Selected parts of Chapter 1, 2, and 3.

4. Smart Contracts, Ethereum, and the DAO
Cong, Lin William and He, Zhiguo, 2017, Blockchain Disruption and Smart Contracts.
Szabo, Nick, 1998, Secure Property Titles with Owner Authority.

5. Blockchains, Capital Markets, and FinTechs
Goldman Sachs Equity Research, 2016, Profiles in Innovation: Blockchain.
Hinkes, Andrew M., 2016, A Legal Analysis of the DAO Exploit and Possible Investor Rights, Bitcoin Magazine.

Expected Workload

Total Workload (in h):

Self-Study (in h):

Contact Time (in h):

Examination (in h):

Grading Information: Term paper on a chosen topic or case (in groups35%)
Take home exam (50%)
Active participation (15%)

Prerequisites for successful Participation:

Further Information: ---
Course Description

**FTMBA 2020 II Logistics and Supply Chain Management**

**Course Code:** MBA SCM642

**Lecturer/s:** Wallenburg, Carl Marcus

**Contact Information (E-Mail):** wallenburg@whu.edu

**Semester:** Spring 2020

**Course Description:** Logistics has outgrown its former pure functional character focusing on transportation or warehousing, but has increasingly become an enabler of global value creation within complex networks. Today, questions like fulfillment by Amazon and same-day-delivery are discussed throughout the business world. As logistics focuses on fulfilling demand – demand of both intermediaries and of consumers – a major role is played by the question of stock and inventory.

In this course, you will be introduced to the basic and advanced concepts in logistics and supply chain management (SCM), learn to understand the role of inventory and inventory design/allocation. Further, you will be provided with levers used to design and manage appropriate logistics strategies and supply chains.

**Learning Outcomes:** The course focuses on the following learning objectives:

- Understanding the role of logistics and SCM for value creation and competitive advantage
- Understanding fundamental concepts that underlie SCM (e.g., postponement, push/pull, bullwhip effect)
- Assessing different strategies firms can follow in the context of logistics and SCM and the need to align functional strategies
- Designing and optimizing production and distribution networks as a driver of an efficient logistics structure given different design options
- Acquiring skills to manage inventory
- Learning how coordination across actors enables effectiveness of supply chains by avoiding information distortion
- Understanding the role of LSPs and logistics outsourcing as a strategic option

**Textbook Information:**


**Expected Workload**

**Total Workload (in h):**

**Self-Study (in h):**

**Contact Time (in h):**

**Examination (in h):**

**Grading Information:**

- Class Participation (max. 10%)
- Write-up & presentation (max. 20%)
- Individual Assignment (max. 10%)
- Reflection Note (max. 10%)
- Final Exam (max. 50%)

**Performance Points Breakdown**

**Prerequisites for successful Participation:**

- Interest in Logistics

**Further Information:**
<table>
<thead>
<tr>
<th>Title:</th>
<th>FT MBA 2021_I The World Economy</th>
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<tbody>
<tr>
<td>Course Code:</td>
<td>MBA ECON521</td>
</tr>
<tr>
<td>Lecturer/s:</td>
<td>Frenkel, Michael</td>
</tr>
<tr>
<td>Contact Information (E-Mail):</td>
<td><a href="mailto:michael.frenkel@whu.edu">michael.frenkel@whu.edu</a></td>
</tr>
<tr>
<td>Semester:</td>
<td>Spring 2020</td>
</tr>
</tbody>
</table>
| 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. |

### Expected Workload

<table>
<thead>
<tr>
<th>Total Workload (in h):</th>
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<tr>
<td>Self-Study (in h):</td>
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<td>Contact Time (in h):</td>
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<tr>
<td>Examination (in h):</td>
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</tbody>
</table>

### Grading Information:

| Group project: | 35% |
| Class participation: | 15% |
| Final In-Class Exam (60 minutes): | 50% |

### Prerequisites for successful Participation:

Successful completion of courses preceding the module

### Further Information:


Course Description

Title: FT MBA 2021_I Marketing

Course Code: MBA MKT531

Lecturer/s: Fassnacht, Martin

Contact Information (E-Mail): Martin.Fassnacht@whu.edu

Semester: Spring 2020

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:


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:
FTMBA 2020_II Entrepreneurial Finance

MBA FIN632

Ozcan, Serden

serden.ozcan@whu.edu

Spring 2020

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:
FTMBA 2021_I Operations Management

Course Code: MBA SCM541

Lecturer/s: Spinler, Stefan

Contact Information (E-Mail): stefan.spinler@whu.edu

Semester: Spring 2020

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.


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

FTMBA 2020_II Mergers & Acquisitions

Course Code: MBA FIN633

Lecturer/s: Aktas, Nihat

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

Semester: Spring 2020

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: 

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: FT MBA 2020_I Transformation & Innovation in a Digital Age
Course Code: MBA MGMT6411
Lecturer/s: Faems, Dries
Contact Information (E-Mail): Dries.Faems@whu.edu
Semester: Spring 2020

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 successfully 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, participants 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 modules:
Module 1: Digital transformation and innovation: Core concepts and insights
Module 2: Digital transformation and business model innovation
Module 3: Digital transformation and platforms
Module 4: Digital transformation and organizational innovation
Module 5: Digital transformation and open innovation
Module 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 within 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 implementation 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): 24
Contact Time (in h): 18
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: FT MBA 2021_1 Financial Accounting

Course Code: MBA ACCT521

Lecturer/s: Markarian, Garen

Contact Information (E-Mail): garen.markarian@whu.edu

Semester: Spring 2020

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:
PTMBA 2020 Omnichannel Business

Course Code: MBA MKT626

Lecturer/s: Fassnacht, Martin

Contact Information (E-Mail): Martin.Fassnacht@whu.edu

Semester: Spring 2020

Course Description:

Digitalization in all its technological facets is going to radically change the traditional retail landscape. New players enter the market and challenge business models of established companies. Consumers adapt their purchasing behavior and increasingly expect a seamless shopping experience. Simultaneously, the influence of companies on consumers decreases due to the Internet's information transparency.

Companies have to adapt to this changing environment if they want to successfully face digital transformation. This course focuses on how Omnichannel Business can be used to realize consumer-centric growth in the digital age. With the core topics Omnichannel Strategy, Omnichannel Marketing, and Omnichannel Sales the course conveys a conceptual framework, theoretical foundations, as well as numerous practical applications of Omnichannel Business.

Core topics:
1. Omnichannel Strategy: Challenges of the Digital Age, Strategies for Melting Physical and Digital World, Generating Omnichannel Consumer Insights (e.g., big data)
2. Omnichannel Marketing: Omnichannel Product and Category Management, Omnichannel Price Management, Cross-Media and Omnichannel Communications
3. Omnichannel Sales: Omnichannel Customer Relationship Management, Sales Channel Choices and Coordination, Omnichannel Fulfilment

Learning Outcomes:

Textbook Information: tba

Expected Workload

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

Grading Information: Art der Prüfung (Deutsch):
50% Take Home Exam, 50% Case Study

Prerequisites for successful Participation:

Further Information:
Course Description

Title: FT MBA 2020 II Transformation & Innovation in a Digital Age

Course Code: MBA MGMT6411

Lecturer/s: Faems, Dries

Contact Information (E-Mail): Dries.Faems@whu.edu

Semester: Spring 2020

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 modules
Module 1: Digital transformation and innovation: Core concepts and insights
Module 2: Digital transformation and business model innovation
Module 3: Digital transformation and platforms
Module 4: Digital transformation and organizational innovation
Module 5: Digital transformation and open innovation
Module 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 within 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 implementation 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:
Individual assignment

Prerequisites for successful Participation:

Further Information:
Course Description

Title: PTMBA 2020 Strategic Brand Management
Course Code: MBA MKT622
Lecturer/s: Brexendorf, Tim Oliver
Contact Information (E-Mail): tim.brexendorf@whu.edu
Semester: Spring 2020

Course Description:
The main objectives of this course are to walk through the steps required to build and leverage brand assets and create enduring competitive advantage. In doing this, the course has six underlying objectives.

Students who attend the course should know…
1. about the importance of brands to consumers, brand manufacturers, and retailers.
2. how to craft an effective brand positioning.
3. how to build and strengthen a brand.
4. how to build and structure a portfolio of brands.
5. how to grow a brand/with brands.
6. how to evaluate the equity and the value of brands.

We will elaborate on appropriate theories, models and tools to make better branding decisions and strategies to build a brand. We will further learn how to address the most challenging issues companies face in creating and sustaining strong brands by using current thinking on strategic brand management.

Learning Outcomes:
The main objectives of this course are to walk through the steps required to build and leverage brand assets and create enduring competitive advantage. In doing this, the course has six underlying objectives.

Students who attend the course should know…
1. about the importance of brands to consumers, brand manufacturers, and retailers.
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We will elaborate on appropriate theories, models and tools to make better branding decisions and strategies to build a brand. We will further learn how to address the most challenging issues companies face in creating and sustaining strong brands by using current thinking on strategic brand management.

Textbook Information:
There is no compulsory textbook for this course. For optional background reading, I recommend Strategic Brand Management, 4th edition (Prentice-Hall), by Kevin Lane Keller. This textbook allows deeper elaboration of the topics of this course and further allows reading topics that are not covered by the course.
Depending on student background and interests, however, certain sections of the text should be read more carefully. If you would like to read more about a particular topic, I can recommend several optional articles and books.
Many readings are also referenced in my slides. The course readings are meant to supplement and extend the class sessions. These articles will be posted on Moodle. You get access to these also free via WHU’s subscription to Business Source Complete.

Expected Workload:

Total Workload (in h): 60 hours
Self-Study (in h): presentation 1: 4 hours, presentation 2: 22 hours
Contact Time (in h): 24 hours
Examination (in h): writing assignment: 10 hours

Grading Information:
Take home exam: 50 %
Presentation: 50 %

Prerequisites for successful Participation:
Basic knowledge in marketing
Course Description

Title: PTMBA 2020 Business Tax Strategy
Course Code: MBA ACCT631
Lecturer/s: Jacob, Martin
Contact Information (E-Mail): martin.jacob@whu.edu
Semester: Spring 2020

Course Description: The course gives a general introduction to tax planning and tax strategy; the course does require prior tax knowledge of any particular country. It is the goal of the course to provide a general understanding of taxes. The course addresses students interested in general management positions as well as students with a focus on finance, accounting, investment banking, and strategy consulting.

Learning Outcomes: After completing this course, students will have learned the basics of business taxation and tax strategy. Students will be able to understand and evaluate the effect of corporate and individual income taxes on key business decisions. They will be able to apply the covered concepts to different countries and institutional settings that they will face in the corporate sector. Further, students will obtain a basic understanding of international taxation and tax planning concepts in the globalized business world.

Textbook Information:
All relevant chapters and case studies will be provided during the class.

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 closed-book exam (50%) and individual assignments (50%).

Prerequisites for successful Participation: There are no prerequisites.

Further Information:
FTMBA 2021_I - Personal Growth I

Lecturer/s: Prause, Martin; Weigand, Jürgen
Contact Information (E-Mail): martin.prause@whu.edu; juergen.weigand@whu.edu
Semester: Spring 2020

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.

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

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:
**Course Description**

**Title:** FTMBA 2021_1 Strategic Sourcing  
**Course Code:** MBA SCM542  
**Lecturer/s:** Reimann, Felix  
**Contact Information (E-Mail):** felix.reimann@whu.edu  
**Semester:** Spring 2020  
**Course Description:**  
1. Board Perspective - Strategic Positioning, Structures  
2. Strategies for Material Groups / Categories - Leveraging Competition, Changing Demand, Cooperating & Managing Risks  
3. Board Perspective - Performance Management & Implementation  
**Learning Outcomes:**  
Behavioral Decision Theory  
Contingency Theory  
Social Exchange Theory  
Institutional Theory  
International Trade Theory  
Resource Dependence Theory  
Resource Based View  
Transaction 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:**
Title: FT MBA 2020_II Innovation Management

Course Code: MBA EA622

Lecturer/s: Ernst, Holger

Contact Information (E-Mail): holger.ernst@whu.edu

Semester: Spring 2020

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

Title: PTMBA 2020 Investment Banking
Course Code: MBA FIN631
Lecturer/s: Aktas, Nihat
Contact Information (E-Mail): nihat.aktas@whu.edu
Semester: Spring 2020

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:

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:
FTMBA 2020 I Strategic Brand Management

Title: FTMBA 2020 I Strategic Brand Management

Course Code: MBA MKT622

Lecturer/s: Brexendorf, Tim Oliver

Contact Information (E-Mail): tim.brexendorf@whu.edu

Semester: Spring 2020

Course Description:

The main objectives of this course are to walk through the steps required to build and leverage brand assets and create enduring competitive advantage. In doing this, the course has six underlying objectives.

Students who attend the course should know...

1. about the importance of brands to consumers, brand manufacturers, and retailers.
2. how to craft an effective brand positioning.
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We will elaborate on appropriate theories, models and tools to make better branding decisions and strategies to build a brand. We will further learn how to address the most challenging issues companies face in creating and sustaining strong brands by using current thinking on strategic brand management.

Learning Outcomes:

The main objectives of this course are to walk through the steps required to build and leverage brand assets and create enduring competitive advantage. In doing this, the course has six underlying objectives.

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We will elaborate on appropriate theories, models and tools to make better branding decisions and strategies to build a brand. We will further learn how to address the most challenging issues companies face in creating and sustaining strong brands by using current thinking on strategic brand management.

Textbook Information:

There is no compulsory textbook for this course. For optional background reading, I recommend Strategic Brand Management, 4th edition (Prentice-Hall), by Kevin Lane Keller. This textbook allows deeper elaboration of the topics of this course and further allows reading topics that are not covered by the course.

Depending on student background and interests, however, certain sections of the text should be read more carefully. If you would like to read more about a particular topic, I can recommend several optional articles and books.

Many readings are also referenced in my slides. The course readings are meant to supplement and extend the class sessions. These articles will be posted on Moodle. You get access to these also free via WHU’s subscription to Business Source Complete.

Expected Workload

Total Workload (in h): 60 hours

Self-Study (in h):

presentation 1: 4 hours, presentation 2: 22 hours

Contact Time (in h): 24 hours

Examination (in h):

writing assignment: 10 hours

Grading Information:

Take Home Exam: 50 %

Presentation: 50 %

Prerequisites for successful Participation:

Basic knowledge in marketing

Further Information:
Course Description

Title: PTMBA2021_Core A Management Accounting

Course Code: MBA ACCT541

Lecturer/s: Truijens, Thorsten

Contact Information (E-Mail):

Semester: Spring 2020

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):
Course Description

Grading Information: Grading: Group Case Analysis (50%) Final examination (50%)

Prerequisites for successful Participation:

Further Information:
Course Description

Title: PTMBA2021 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: Spring 2020

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

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<th>Expected Workload</th>
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<tr>
<td>Examination (in h)</td>
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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:
Title: FT MBA 2020_II Negotiations

Course Code: MBA MGMT643

Lecturer/s: Kaufmann, Lutz

Contact Information (E-Mail): lutz.kaufmann@whu.edu

Semester: Spring 2020

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 to 30 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 Strategies for Dynamic Market Environments

Course Code: MBA MGMT641

Lecturer/s: Kramer, Enrique

Contact Information (E-Mail): kramer@ort.edu.uy

Semester: Spring 2020

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 continuously 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.
Course Description

Textbook Information:
- Joseph L. Bower & Clayton M. Christensen Disrupting Technologies – Catching the Wave. 1995, HBR article.

Expected Workload

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<th>Workload Category</th>
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<tr>
<td>Examination (in h):</td>
<td>2</td>
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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: FT MBA2020_II Organizational Behavior
Course Code: MBA MGMT553
Lecturer/s: Müthel, Miriam
Contact Information (E-Mail): miriam.muethel@whu.edu
Semester: Spring 2020

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:
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 Workshop Leadership in the Digital Age
Course Code: WS029
Lecturer/s: Lippmann, Brigitte
Contact Information (E-Mail):
Semester: Spring 2020
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:
- 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 Strategy Execution
Course Code: MBA MGMT642
Lecturer/s: Schäffer, Utz
Contact Information (E-Mail): utz.schaeffler@whu.edu
Semester: Spring 2020

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.


Additional readings are optional, but may be of interest as their content supplements the recommended readings. Those readings will be announced in class and copies will be distributed electronically or can be found in the library of WHU.

Expected Workload

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<tr>
<th>Component</th>
<th>Hours</th>
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<td>Self-Study (in h):</td>
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<td>Contact Time (in h):</td>
<td>24</td>
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<tr>
<td>Examination (in h):</td>
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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 WORKSHOP Machine Learning
Course Code: WS013
Lecturer/s: Prause, Martin
Contact Information (E-Mail): martin.prause@whu.edu
Semester: Spring 2020
Course Description: The digital society is characterized by producing and interrelating a large amount of data from all kinds of sources. To turn (big) data into meaningful information that can feed business models and create competitive advantages, managers should have a sound understanding of the potential and limits of information extraction and processing techniques such as Data Mining and in particular Machine Learning. Data Mining is the extraction of implicit, previously unknown and potentially useful information from data. Machine learning is an automated process that extracts patterns from data to build models used in predictive data analytics. Machine Learning algorithms automate the process of learning a particular model. The objective of this course is to provide the technical background for data handling, data cleaning and preparation (structured/unstructured, real-time, sparse/incomplete data) and Machine Learning algorithms (supervised learning, unsupervised learning) to assess their managerial applicability. We will use the language R and Python for programming Machine Learning algorithms on classification, clustering, and associations tasks for predictive analysis in the fields of marketing, finance, supply chain management, and economics. The theoretical content is complemented by hands-on activities for processing and analyzing real-time data from social networks and other databases. We’ll get our hands dirty in programming and we will look behind the scene of Machine Learning concepts and Artificial Intelligence to assess their business (added) value properly.

Learning Outcomes:


Expected Workload

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

Grading Information:

Prerequisites for successful Participation: None. The required programming skills to code Machine Learning algorithms and handle large amount of data will be taught in prep-material and in class.

Further Information:
PTMBA 2020 Risk Management

MBA FIN634

Johanning, Lutz

lutz.johanning@whu.edu

Spring 2020

ABOUT THIS CLASS
All economics decisions are risky; therefore, managers need to estimate the different possible future outcomes of their decisions. This course introduces the concept of risk and the techniques of corporate and financial risk management. A key to these techniques is the understanding of probability distributions, which can be created through simulations. In addition, risk management is linked to the strategic management of a firm. Class discussions, different case studies, and a guest lecture illustrate the concept of risk, the techniques of risk management, and its importance.

OBJECTIVES OF THE CLASS
- Identification and definition of ‘risk’ in different contexts
- Realizing that risk perception is subjective and causes variance in decision making
- Quantification of ‘risk’ with various risk measures
- Identifying risks in business strategies
- Understanding the functionality of options, futures, and swaps
- Gaining knowledge about commodity market dynamics
- Understanding corporate and bank risk management

Session Information
Lessons Pack: The required course packet contains the material for the class (no pre-reading required).

Cases: Students have to work on different cases during the course. Cases will be handed-out in-class.

CLASS ETIQUETTE
- Reliability – Engagement, presence and timeliness are key pre-requisites
- Diversity – Take the opportunity to learn from each other
- Respect – for your colleagues and lecturers
- Trust – Confidentiality
- Enthusiasm – Enjoy the course, take part, try new ideas
- Professionalism – Behavior on highest standards
- Disturbances – Cell phone, BlackBerry, eBay only in the breaks; and no laptops during the guest session!

SESSIONS AND REFERENCES
Session I
CAPM and Value Added of Risk Management
Corporate Risk Management
Case Strategic and Risk Management

Session I / II
Hedging with Derivatives
Case Probability Distributions and FX Hedge
Case Metallgesellschaft

Session II / III
Risk Management in Banking
Case ING
Case Rating
Case Risk Weighted Asset and Capital Charge

Session III
maybe Guest Lecture by Gerold Grasshoff, BCG

Session III
Exam Preparation
tba
Take Home Exam (60 minutes, open book)

Learning Outcomes:
Course Description

Textbook Information:

Chapter 1:

Chapter 2:

Chapter 3:

Chapter 4:
- Hull, J. (2015): Risk Management and Financial Institutions, chapters 6, 15, 16, 18, 19, 26 and (for VaR and probability distributions) 10—12

Expected Workload

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

Grading Information:
Class participation (20%)
Cases (30%)
Final Examination (50%)
The teaching style will be a combination of classical classroom teaching, group work on in-class cases, presentation, and discussion.

Prerequisites for successful Participation:

Further Information:
Course Description

Title: PTMBA2021_Core A Organizational Behavior
Course Code: MBA MGMT553
Lecturer/s: Müthel, Miriam
Contact Information (E-Mail): miriam.muethel@whu.edu
Semester: Spring 2020

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 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:

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): 24
Contact Time (in h): 3
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:
Title: PTMBA2020 Applications of Entrepreneurial Tools

Course Code: MBA EAI623

Lecturer/s: Hienerth, Christoph; Brettel, Malte

Contact Information (E-Mail): christoph.hienerth@whu.edu; malte.brettel@whu.edu

Semester: Spring 2020

Course Description: Every startup is going through a number of development stages that are crucial for the survival and success. With new approaches, such as the business model canvas and the lean startup method available, development happens faster, more iterative and agile. In this part of the course we look at the methods and tools that are available for startups and the very basic thoughts and requirements that all entrepreneurs should be aware of.

Learning Outcomes:

Learning objectives of this course part are:

- Knowing and developing cognitive skills to identify business ideas
- Knowing and applying the business model canvas and related tools
- Knowing and applying the lean startup method and related tools
- Knowing and applying tools related to story telling

Textbook Information:


Optional literature:


Croll, Alistair and Benjamin Yoskovitz. 2013. Lean Analytics. Use Data to Build a Better Startup Faster. O’Reilly, Sebastopol, CA.


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: No prior skills required. Just motivation and positive spirit.

Further Information:
Title: FT MBA 2020_II Foundations of Entrepreneurship

Course Code: MBA EA621

Lecturer/s: Witt, Peter

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

Semester: Spring 2020

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.


Expected Workload

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

Grading Information: 2 Case Study Assignments(50%) Final examination(50%) - Take@Home Exam

Prerequisites for successful Participation:

Further Information:
PTMBA2020 Workshop Design Thinking

Title: PTMBA2020 Workshop Design Thinking

Course Code: WS010

Lecturer/s: Kuhn, Hardy

Contact Information (E-Mail): hardy.kuhn@sap.com

Semester: Spring 2020

Course Description:
"Design thinking is a human-centered approach to innovation that draws from the designer’s toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success." Tim Brown, president and CEO, IDEO

Design Thinking aims to create user-focused innovation by providing the needed and flexible space for an interdisciplinary team working in an iterative approach.

It is a process as well as a mindset. It helps understanding problems, finding solutions and driving creative innovation, and it uses analytical as well creative methods to do so. It establishes a creative working culture to foster new ways of collaboration, creativity and simplicity.

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: Lecturer: Hardy Kuhn
Senior Program Manager in the office of the CIO at SAP
Title: 

FTMBA 2021_I Corporate Finance

Course Code: 

MBA FIN531

Lecturer/s: 

Andres, Christian

Contact Information (E-Mail): 

christian.andres@whu.edu

Semester: 

Spring 2020

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: 


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: FT MBA 2020_II Management Accounting
Course Code: MBA ACCT541
Lecturer/s: Truijens, Thorsten
Contact Information (E-Mail):
Semester: Spring 2020

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):
Course Description

Grading Information: Grading: Class participation etc. (50%) Final in-class examination (50%)

Prerequisites for successful Participation:

Further Information:
Course Description

Title: PTMBA2021_Core A 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: Spring 2020

Course Description: Not eligible for exchange students!

Overview
This course looks into the logic and consequences of strategic decisions which aim at advancing a firm's market position. We employ analytical methods of Industrial Organization, modern game theory and strategic management theory to answer questions such as: What competitive strategies may firms employ to compete successfully?, How do these strategies affect market outcomes (prices, firm profits, innovation etc.)? More precisely, we examine whether and when market entry will be profitable by identifying the mechanisms of strategic competition to deter or accommodate market entry and expansion of newcomers. A central integrating idea is anticipating the response of other actors in the market environment and recognizing that often a firm's profits depend on the actions of other firms. Finally, we will consider whether certain competitive strategies raise antitrust concerns.

Outline
1. Fundamentals
2. Nature of Competition
3. Competitive Strategies and Competition Policy

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.

Textbook Information: Course Pack Other material will be uploaded to mywhu.

Expected Workload

Total Workload (in h): 60
Self-Study (in h): 36
Contact Time (in h): 22.5
Examination (in h): 1.5

Grading Information: Exam

Prerequisites for successful Participation:

Further Information:
## Course Description

**Title:** PTMBA2020 Price Management

**Course Code:** MBA MKT621

**Lecturer/s:** Fassnacht, Martin

**Contact Information (E-Mail):** Martin.Fassnacht@whu.edu

**Semester:** Spring 2020

**Course Description:**
- Foundations of price management
- Price strategy
- Pricing analysis
- Price decisions
- Implementation and monitoring
- Innovations in price management
- Industry specific deep dive

**Learning Outcomes:**
- *factual knowledge* (e.g., pricing terminology, characteristics of price management),
- *management capacities* (e.g., price as powerful marketing instrument),
- *global knowledge* (e.g., different industries, innovations, consumer insights),
- *teamwork* (e.g., case study),
- *critical thinking* (e.g., class discussions, development of solutions for the case study) and
- *practical knowledge* (e.g., case study, guest lectures).

**Textbook Information:**

- **Suggestes readings (not compulsory):**

**Further literature:**
Will be announced during the lecture.

**Expected Workload**

<table>
<thead>
<tr>
<th>Workload Category</th>
<th>Hours</th>
</tr>
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<tbody>
<tr>
<td>Total Workload (in h):</td>
<td>60</td>
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<tr>
<td>Self-Study (in h):</td>
<td>13</td>
</tr>
<tr>
<td>Contact Time (in h):</td>
<td>30</td>
</tr>
<tr>
<td>Examination (in h):</td>
<td>17</td>
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</tbody>
</table>

**Grading Information:**
50% Take Home Exam, 50% Case Study (intended)

**Prerequisites for successful Participation:**
Basic Marketing Knowledge

**Further Information:**
Title: PTMBA 2020 WORKSHOP The Perfect Pitch
Course Code: WS017
Lecturer/s: von Hoensbroech, Severin
Contact Information (E-Mail): severin@hoensbroech.de
Semester: Spring 2020
Course Description: Having a good idea or a good product is one thing, but convincing someone else of this is another challenge. I’ve seen many pitches that did not find any buyers or investors, even though they were well prepared and met all the prerequisites. The presentation was just badly given, incomprehensible, boring, or came off as too needy. Common basic mistakes include a bad dramatic script, no suspense, a lack of personal involvement, the wrong focus, such as an overwhelming need to sell the product, or simply a poor conclusion. A good pitch needs to have a captivating narrative arc and should arouse the listener’s interest in being a part of the project. In this workshop we’ll be using concrete examples to train for, and build, „The perfect pitch.“ The workshop is open to all, individuals or teams, who either already have a product or service, or a start-up idea, that they want to pitch. Anyone who already has a finished Pitch Deck can send it to pitch@der-sev.de prior to the start of the workshop.
Course Description

Title: FT MBA 2020_I WORKSHOP Consulting Management in the Digital Age
Course Code: WS019
Lecturer/s: Ringbeck, Jürgen
Contact Information (E-Mail): Juergen.Ringbeck@whu.edu
Semester: Spring 2020

Course Description:

Day 1:
· Introduction to Management Consulting
· Deep Dive: Essential Skills “Strategic Management”
· Case Study “Ryanair – Quo Vadis!”

Day 2:
· Case Study “PWC Digital Experience Center Application”
· Get-Together

Learning Outcomes:
This course gives an introduction into the consulting industry and its core methods and tools. It highlights key frameworks and raises new perspectives of management consulting with a focus on strategy and digital transformation. Students have the chance to try out selected tools in a case study.

Textbook Information:
Prereading:
Please make sure that you have read all materials in this list before the start of the course.

Further reading:

Expected Workload:

Total Workload (in h): 22
Self-Study (in h): 16
Contact Time (in h): 0
Examination (in h): 0

Grading Information:
Prerequisites for successful Participation:
A profound interest in the management consulting industry, its key players and tools used.

Further Information:
Title: PTMBA 2020 Negotiations (Reimann)
Course Code: MBA MGMT643
Lecturer/s: Reimann, Felix
Contact Information (E-Mail): felix.reimann@whu.edu
Semester: Spring 2020

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

Grading Information:
Exam, participation, simulation/role play performance, case studies.

Prerequisites for successful Participation:
The number of participants is limited to 24 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:
FTMBA 2020_II Financial Technologies

MBA FIN635

Yurtoglu, Besim Burcin

burcin.yurtoglu@whu.edu

Spring 2020

This course studies technology-driven innovations in the financial sector; including the blockchain and cryptocurrencies, digital advisory and trading systems, peer-to-peer lending, crowdfunding and mobile payment systems. Such innovations can potentially disrupt existing industry structures, reshape their boundaries, and change the way firms create and deliver products and services. At the same time, they create privacy, regulatory and law-enforcement challenges. We study these issues in a format, which combines lectures, case studies, and experts from the industry.

Introduction: Financial Systems, Money, and Blockchain
Emergence of Blockchains and Cryptocurrencies
Smart Contracts, Ethereum, and the DAO
Blockchains, Capital Markets, and FinTechs
Digital Transformation: Challenges to Managers

Learning Outcomes:
Präsenzstudium

1. Introduction: Financial Systems, Money, and Blockchain
The Economist, 2017, Disrupting the Trust Business.

2. Emergence of Blockchains and Cryptocurrencies
Harvey, Campbell R., 2016, Cryptofinance.
Narayanan et al, Preface pp 3-22.

3. How do Blockchains Work?
Antonopoulos, Selected parts of Chapter 7 and 8.
Narayanan et al., Selected parts of Chapter 1, 2, and 3.

4. Smart Contracts, Ethereum, and the DAO
Cong, Lin William and He, Zhiguo, 2017, Blockchain Disruption and Smart Contracts.
Szabo, Nick, 1998, Secure Property Titles with Owner Authority.

5. Blockchains, Capital Markets, and FinTechs
Goldman Sachs Equity Research, 2016, Profiles in Innovation: Blockchain.
Hinkes, Andrew M., 2016, A Legal Analysis of the DAO Exploit and Possible Investor Rights, Bitcoin Magazine.

Expected Workload

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

Grading Information:
Term paper on a chosen topic or case (in groups35%)
Take home exam (50%)
Active participation (15%)

Prerequisites for successful Participation:

Further Information:
Course Description

FTMBA2020_II B2B Sales Management

Course Code: MBA MKT624

Lecturer/s: Jensen, Ove

Contact Information (E-Mail): ove.jensen@whu.edu

Semester: Spring 2020

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): 24

Contact Time (in h): 15

Examination (in h): 15

Grading Information: no final exam assignments
Course Description

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

FTMBA 2020_II Strategic Brand Management

Title: MBA MKT622
Lecturer/s: Brexendorf, Tim Oliver
Contact Information (E-Mail): tim.brexendorf@whu.edu
Semester: Spring 2020

Course Description:
A Understanding the brand
B Building and strengthening the brand
C Growing the brand/with brands
D Evaluating the brand

The main objectives of this course are to walk through the steps required to build and leverage brand assets and create enduring competitive advantage. In doing this, the course has six underlying objectives.

Students who attend the course should know…
1. about the importance of brands to consumers, brand manufacturers, and retailers.
2. how to craft an effective brand positioning.
3. how to build and strengthen a brand.
4. how to build and structure a portfolio of brands.
5. how to grow a brand/with brands.
6. how to evaluate the equity and the value of brands.

We will elaborate on appropriate theories, models and tools to make better branding decisions and strategies to build a brand. We will further learn how to address the most challenging issues companies face in creating and sustaining strong brands by using current thinking on strategic brand management.

Learning Outcomes:

Textbook Information:
There is no compulsory textbook for this course. For optional background reading, I recommend Strategic Brand Management, 4th edition (Prentice-Hall), by Kevin Lane Keller. This textbook allows deeper elaboration of the topics of this course and further allows reading topics that are not covered by the course.

Depending on student background and interests, however, certain sections of the text should be read more carefully. If you would like to read more about a particular topic, I can recommend several optional articles and books.

Many readings are also referenced in my slides. The course readings are meant to supplement and extend the class sessions. These articles will be posted on Moodle. You get access to these also free via WHU's subscription to Business Source Complete.

Expected Workload

Total Workload (in h): 60 hours
Self-Study (in h):
presentation 1: 4 hours, presentation 2: 22 hours
Contact Time (in h): 24 hours
Examination (in h): writing assignment: 10 hours

Grading Information:
Take Home Exam: 50 %
Presentation: 50 %

Prerequisites for successful Participation:
Basic knowledge in marketing

Further Information:
Course Description

Title: FT MBA 2020_II Workshop Visualizing Your Idea
Course Code: WS008
Lecturer/s: Hienerth, Christoph
Contact Information (E-Mail): christoph.hienerth@whu.edu
Semester: Spring 2020

Course Description: On the first day of the workshop we will work on elementary skills in sketching and visualizing that we need to create representative objects and artifacts as well as people and characters. On the second day of the workshop we build your visual skills in the business setting: We transfer elementary skills to the business environment in order to be able to develop and explain complex concepts with the common language of visualization. We will furthermore take a look at important visual tools in the business setting that can be learned and easily applied in fields such as idea development, new business development, customer creation and marketing, process management, strategic planning, etc. We will furthermore take a closer look at visualizing storytelling and developing visual metaphors for managing complex business projects.

Learning Outcomes: The goal of the course is twofold: First, to equip you with very easy and yet impressive visual skills that will set you apart from most other managers in the business world in order to create attention and motivation for your business projects via visuals. Second, you will learn and apply a lot of visual tools and methods specific to the business setting.

Textbook Information: No prior readings required. However, for your own readings and notes, here is a list of optional readings:

Day 1) Elementary skills in sketching and visualizing:
Drawing on the Right Side of the Brain, Betty Edwards (2013)
Keys to Drawing, Bert Dodson (1990)
http://www.amazon.de/Keys-Drawing-Bert-Dodson/dp/0891343377/ref=sr_1_7?keywords=drawing+on+the+right+side+of+the+brain
The Sketchnote Handbook: The Illustrated Guide to Visual Notetaking (Mike Rohde)

2) Visual skills in the business setting:
The Back of the Napkin: Solving Problems and Selling Ideas with Pictures, Dan Roam (2012)
http://www.amazon.de/Back-Napkin-Solving-Problems-Pictures/dp/9814382248/ref=sr_1_2?keywords=the+back+of+the+napkin
Show and Tell: How Everybody Can Make Extraordinary Presentations, Dan Roam (2014)
http://www.amazon.de/Show-Tell-Everybody-Extraordinary-Presentations/dp/0241004373/ref=pd_sim_14_12?ie=UTF8&refRID=0GDNO0YDARAW51C26HXT

Expected Workload

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

Grading Information:

Prerequisites for successful Participation:
No prior skills required. Just motivation and positive spirit

Further Information:
Course Description

Title: FT MBA 2021 I 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: Spring 2020

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 straightforward, 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 structuring presentations and writing case reports.

Expected Workload

Total Workload (in h):
Self-Study (in h): 12
Contact Time (in h):
Examination (in h):

Grading Information: Attendance

Prerequisites for successful Participation:

Further Information:
Course Description

Title: FT MBA2020_Il Strategic Management
Course Code: MBA MGMT6410
Lecturer/s: Le, Jane
Contact Information (E-Mail): Jane.le@whu.edu
Semester: Spring 2020

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:
Day 1
Day 2
Day 3

Expected Workload

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

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: FTMBA2020_II Workshop Design Thinking
Course Code: WS010
Lecturer/s: Kuhn, Hardy
Contact Information (E-Mail): hardy.kuhn@sap.com
Semester: Spring 2020

Course Description: "Design thinking is a human-centered approach to innovation that draws from the designer's toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success." Tim Brown, president and CEO, IDEO
Design Thinking aims to create user-focused innovation by providing the needed and flexible space for an interdisciplinary team working in an iterative approach.
It is a process as well as a mindset. It helps understanding problems, finding solutions and driving creative innovation, and it uses analytical as well creative methods to do so. It establishes a creative working culture to foster new ways of collaboration, creativity and simplicity.

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: Lecturer: Hardy Kuhn
Senior Program Manager in the office of the CIO at SAP
**Course Description**

**Title:** FTMBA 2020_II Private Equity  
**Course Code:** MBA ACCT633  
**Lecturer/s:** Markarian, Garen  
**Contact Information (E-Mail):** garen.markarian@whu.edu  
**Semester:** Spring 2020

**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.

**Expected Workload**

<table>
<thead>
<tr>
<th>Description</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workload (in h):</td>
<td>40</td>
</tr>
<tr>
<td>Self-Study (in h):</td>
<td>20</td>
</tr>
<tr>
<td>Contact Time (in h):</td>
<td>18</td>
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<tr>
<td>Examination (in h):</td>
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</tbody>
</table>

**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:**
FTMBA 2021_I The General Manager

Course Code: MBA MGMT552
Lecturer/s: Witt, Peter
Contact Information (E-Mail): witt@wiwi.uni-wuppertal.de
Semester: Spring 2020

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: FT MBA2020_II The Analytics Edge
Course Code: MBA SCM641
Lecturer/s: Spinler, Stefan
Contact Information (E-Mail): stefan.spinler@whu.edu
Semester: Spring 2020
Course Description:

Today's business world is characterized by an unprecedented growth of data, by 2020 we will experience a 300-fold increase from 2005. This data comes in a broad variety of forms: 420 million wearable health monitors are currently in use, more than 4 billion hours of video are watched on YouTube each month and 30 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 trading session. However, 1 in 3 business leaders don't trust the information they use to make decisions and about 27% of respondents in one survey were unsure of how much of their data was inaccurate. 4.4 million IT jobs have been created globally to support big data. AlphaGo has recently beaten the reigning (human) Go champion. In this big data landscape, it becomes imperative for managers to understand what tools are available to gather data, to subsequently aggregate data into information and how to use this information to make better decisions. To this end, we discuss and apply approaches to predictive analytics, which refers to the ability of discerning patterns from past and current data to prediction of future events. Examples include healthcare applications such as heart attack pattern detection and financial applications such as fraud detection in regards to credit card usage. An important step in the data analytics journey is the communication of results which 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 machine learning approaches in business. Managers should have trust in their analytics teams that they come up with solutions that entail a competitive edge – such trust will be bolstered by having first-hand experience with analytical tools and the decisions based on them.

Learning Outcomes: literacy in data modelling and machine learning techniques

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 one intermediate 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

Title: FT MBA2020_LT The Analytics Edge

Course Code: MBA SCM641

Lecturer/s: Spinler, Stefan

Contact Information (E-Mail): stefan.spinler@whu.edu

Semester: Spring 2020

Course Description: Today's business world is characterized by an unprecedented growth of data, by 2020 we will experience a 300-fold increase from 2005. This data comes in a broad variety of forms: 420 million wearable health monitors are currently in use, more than 4 billion hours of video are watched on YouTube each month and 30 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 trading session. However, 1 in 3 business leaders don't trust the information they use to make decisions and about 27% of respondents in one survey were unsure of how much of their data was inaccurate. 4.4 million IT jobs have been created globally to support big data. AlphaGo has recently beaten the reigning (human) Go champion. In this big data landscape, it becomes imperative for managers to understand what tools are available to gather data, to subsequently aggregate data into information and how to use this information to make better decisions. To this end, we discuss and apply approaches to predictive analytics, which refers to the ability of discerning patterns from past and current data to prediction of future events. Examples include healthcare applications such as heart attack pattern detection and financial applications such as fraud detection in regards to credit card usage. An important step in the data analytics journey is the communication of results which 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 machine learning approaches in business. Managers should have trust in their analytics teams that they come up with solutions that entail a competitive edge – such trust will be bolstered by having firsthand experience with analytical tools and the decisions based on them.

Learning Outcomes: literacy in data modelling and machine learning techniques


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 one intermediate 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

Title: PTMBA2021_Core A Leadership Communication & Stage Rules
Course Code: WS003
Lecturer/s: von Hoensbroech, Severin
Contact Information (E-Mail): severin@hoensbroech.de
Semester: Spring 2020

Learning Outcomes:


Expected Workload

Total Workload (in h): 16
Self-Study (in h): 16
Contact Time (in h): 0
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:** FT MBA 2020_I Private Equity

**Course Code:** MBA ACCT633

**Lecturer/s:** Markarian, Garen

**Contact Information (E-Mail):** garen.markarian@whu.edu

**Semester:** Spring 2020

**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.

**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

Title: FT MBA 2020_II Midterm Strategy Challenge
Course Code: MBA MGMT 555
Lecturer/s: Prause, Martin; Weigand, Jürgen
Contact Information (E-Mail): martin.prause@whu.edu; juergen.weigand@whu.edu
Semester: Spring 2020

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:
Title: FT MBA 2020_I Price Management

Course Code: MBA MKT621

Lecturer/s: Fassnacht, Martin; Childs, Simon

Contact Information (E-Mail): Martin.Fassnacht@whu.edu; simon.childs@whu.edu

Semester: Spring 2020

Course Description:
The course covers the following topics:
· Foundations of price management
· Price strategy
· Pricing analysis
· Price decisions
· Implementation and monitoring
· Innovations in price management
· Industry specific deep dive

Learning Outcomes:
The course enhances six categories of competences:
· factual knowledge (e.g., pricing terminology, characteristics of price management),
· management capacities (e.g., price as powerful marketing instrument),
· global knowledge (e.g., different industries, innovations, consumer insights),
· teamwork (e.g., case study),
· critical thinking (e.g., class discussions, development of solutions for the case study) and
· practical knowledge (e.g., case study, guest lectures).

Textbook Information:
Suggestes readings (not compulsory):

Further literature:
Further information will be announced during the lecture.

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 Study (intended)

Prerequisites for successful Participation: Basic Marketing Knowledge

Further Information: