



# GUTENBERG

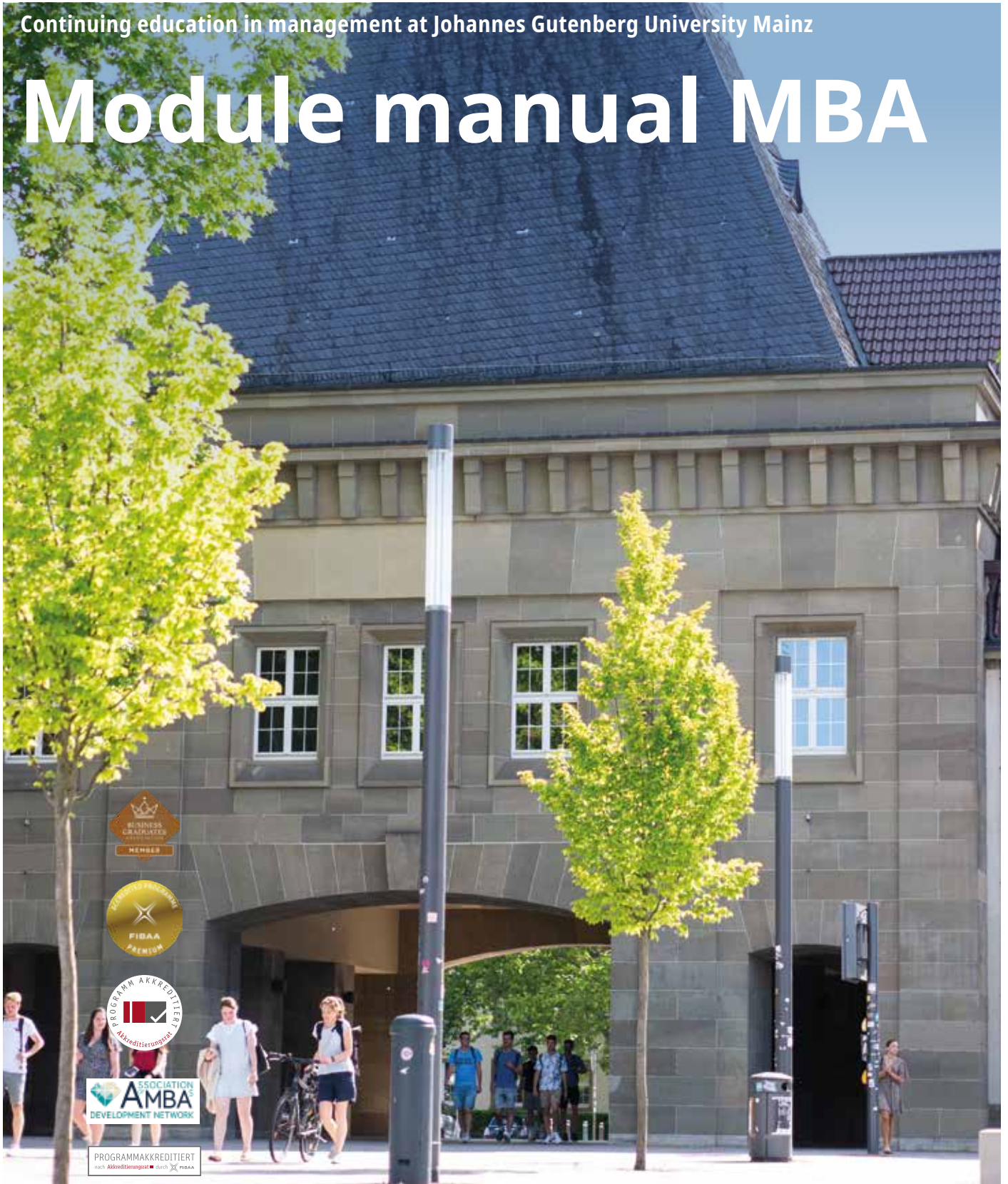
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## SCHOOL OF BUSINESS



Continuing education in management at Johannes Gutenberg University Mainz

# Module manual MBA



# Welcome to GSB Mainz!



## Dear participants of the fourth MBA cohort, a warm welcome to GSB!

We are very much looking forward to the next two years of our cooperation.

This module manual delivers initial organizational information to your study as well as on the study week at our partner universities the Warsaw School of Economics (SGH) and the Norwegian School of Economics (NHH) in Bergen gives you an overview of the course content.

Of course, we will keep you informed about all current issues.

Best regards

**Prof. Dr. Franz ROTHLAUF**

Academic Director GSB Mainz

**Prof. Dr. Andrej GILL**

Academic Director GSB Mainz

# COURSE PROGRAM

Two years – Study start in March – Opening week –  
21 weekends – One study week abroad at SGH Warsaw School of Economics in Poland –  
430 hours in Mainz master's thesis

1<sup>st</sup>  
year

## March

Opening week

## April to July

Modules 1–4

- Strategy
- Accounting
- Finance
- Soft Skills

## August/September

SGH Warsaw School of Economics

## October to February

Study Project and Presentation

2<sup>nd</sup>  
year

## March to July

Modules 5–8

- Operations
- Data Science and Empirical Studies
- Project Management
- Human Resource Management

## August/September

Norwegian School of Economics (NHH),  
Bergen (voluntary study visit)

## September to January

Master's thesis

## March

Farewell Ceremony

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## ACADEMIC ASSESSMENTS

Participants will be required to successfully complete some form of academic assessment for each module. The degree course involves continuous assessment throughout. The academic assessment can take various forms, depending on the contents of the modules participants choose to take. Modules may require participants, for instance, to sit a 90-minute **written test**, to write an **assignment** of 15–20 pages, or to prepare and give a **presentation**.

Please send assignments and presentations in a timely manner to the following email address and to the lecturer:

**mba-assignments@uni-mainz.de**

## BORROWING ELIGIBILITY FROM DEPARTMENT OF LAW AND ECONOMICS LIBRARY

As a GSB participant, you may borrow up to three publications from the Department of Law and Economics Library for three weeks. For this purpose, please present the printout that you received with your enrollment documents.

You find the library entrance in the foyer of the Law and Economics Building. The library is open from Monday to Saturday from 8.00 a.m. to 10.00 p.m. and on Sunday from 10.00 a.m. to 10.00 p.m. It is closed on public holidays.

## BILDUNGSURLAUB

The Opening week and the study week abroad are "Bildungsurlaub". The course days of the Opening Week are recognized as „Bildungsurlaub“ under the Rhineland-Palatinate Education Act, so you can apply for time off from your employer for this week. You will find the certificate on Seafire.

## COURSE MATERIAL

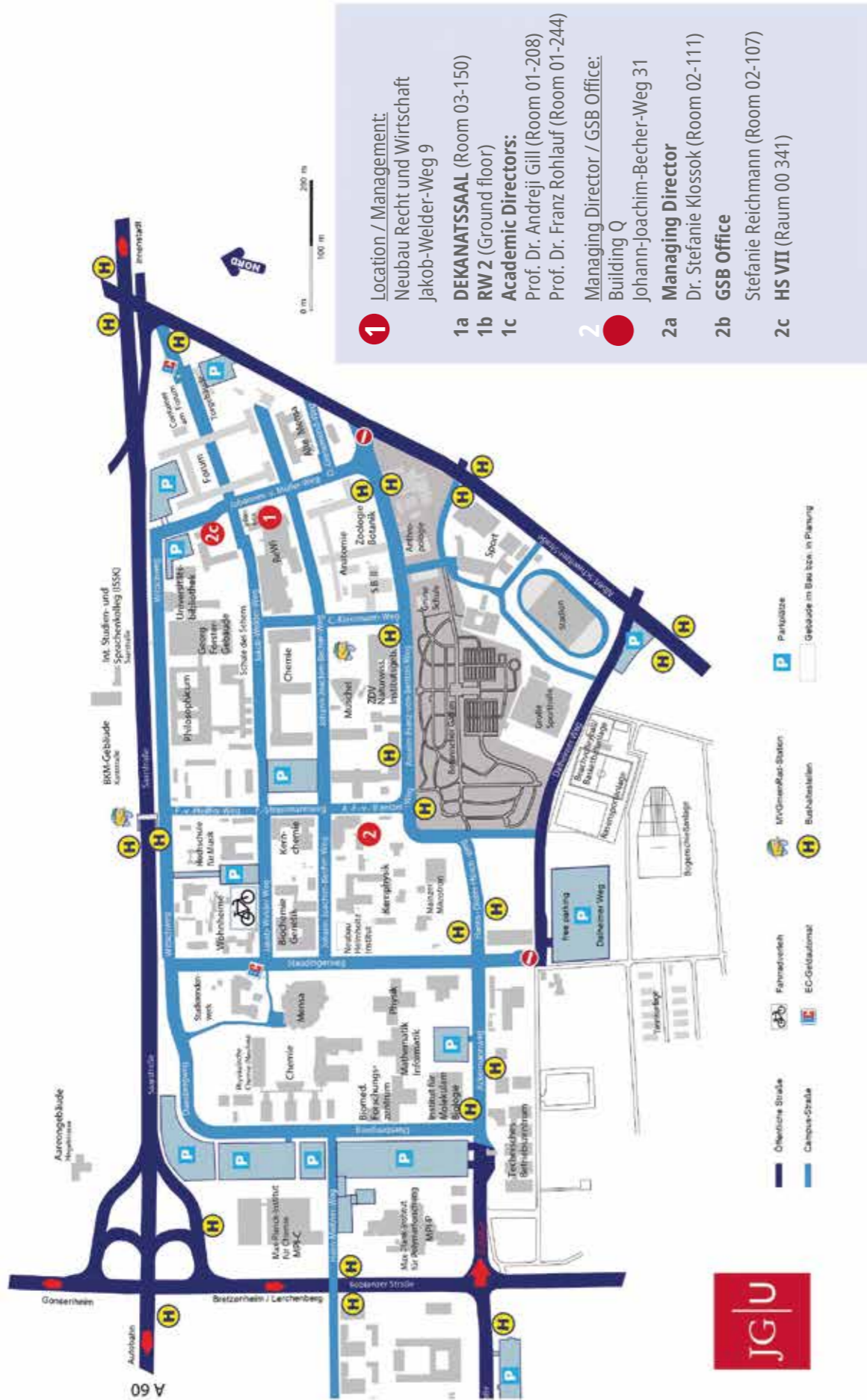
Usually you will have digital access to all course material at least a few days before each course on Seafire. Furthermore we hand out the skript as printouts at the beginning of each course.

## COURSE ROOMS

Normally the courses take place in the "Dekanatssaal" (Room 03 150) of the Department of Law and Economics. If, exceptionally, we have to move to former institute library (HS VII - 00 341), we will inform you.

The Dekanatssaal is on the fourth floor of the new building of the Department of Law and Economics (Jakob-Welder-Weg 9, 55128 Mainz). The former institute library is located in the souterrain of the old building opposite the new building.

**In this context we want to point out that we enjoy guest rights in the premises and we want to ask you politely to behave appropriately.**



**COURSE TIMES**

The exact course times are:  
 Friday: 2.00 p.m. – 7.00 p.m.  
 Saturday: 9.00 a.m. – 6.30 p.m.  
 Sunday: 9.00 a.m. – 1.30 p.m.

**COURSE TIMES ON „EXAMINATION DAYS“**

The examinations for a module take place on the first Friday of the following module at noon before the start of the course. Accordingly, the following exam and course times result on the exam weekends:

Friday: 12.00 p.m. – 1.30 p.m. (Exam)  
 2.00 p.m. – 7.00 p.m. (Course)  
 Saturday: 9.00 a.m. – 6.30 p.m. (Course)  
 Sunday : 9.00 a.m. – 1.30 p.m. (Course)

The following examination dates apply to you (subject to change):

Opening Week (Module examination: Presentation)	March 12 <sup>th</sup> , 2024
Module 1 (Module examination: Exam):	May 3 <sup>rd</sup> , 2024, 12.00 p.m. – 1.30 p.m.
Module 2 (Module examination: Exam):	June 7 <sup>th</sup> , 2024, 12.00 p.m. – 1.30 p.m.
Module 3 (Module examination: Exam):	June 28 <sup>th</sup> , 2024, 12.00 p.m. – 1.30 p.m.
Module 4 (Module examination: Presentations):	June 30 <sup>th</sup> , 2024 (Presentation 1) July 7 <sup>th</sup> , 2024 (Presentation 2) July 14 <sup>th</sup> , 2024 (Presentation 3)
Study week abroad (Module examination: Paper and Presentation):	November 2 <sup>nd</sup> , 2024
Study Project (Module examination: Presentation):	Februaray 14 <sup>th</sup> to 15 <sup>th</sup> , 2025
Module 5 (Module examination: Exam):	April 25 <sup>th</sup> , 2025, 12.00 p.m. – 1.30 p.m.
Module 6 (Module examination: Exam):	May 23 <sup>rd</sup> , 2025, 12.00 p.m. – 1.30 p.m.
Module 7 (Module examination: Paper):	July 20 <sup>th</sup> , 2025
Module 8 (Module examination: Paper):	August 10 <sup>th</sup> , 2025

If you are unable to hand in your work on time, e.g. in case of illness, please report to the GSB Office immediately. Otherwise you will fail. You have access to your grades in JOGU-StInE. In addition we will send you the short reports to your assignments by Email. Upon request, you can also view the written tests.

**DIGITAL TEACHING**

Exceptionally, some sessions will be online. MS Teams will be used as the software across the university. You will receive the necessary information before each digital session.

## EDUROAM – WIRELESS LAN VIA ASSOCIATED UNIVERSITY NETWORK

The University of Mainz takes part in the eduroam network, in which universities have joined forces in Europe (in the meantime even worldwide).



Under the network name (SSID) eduroam, the center operates campus-wide data processing for an encrypted wireless LAN. WPA/WPA2 Enterprise with TKIP and AES encryption serve as security mechanisms. The coverage is consistent with the coverage for the wireless LAN uni-mainz (with the exception of the University Clinic areas). Members of other universities participating in the European eduroam network can connect to the eduroam wireless LAN via the University of Mainz, by logging in with the account of their home university.

Conversely, members of the University of Mainz who are at other universities in the eduroam network may use eduroam with the Mainz University account.

Instructions for setting up eduroam with various operating systems can be found on the website of ZDV <https://www.en-zdv.uni-mainz.de/eduroam-wireless-lan-via-associated-university-network/>.

## ENROLLMENT AND STUDENT STATUS / ADDRESS CHANGES

As a GSB participant you will be enrolled at Johannes Gutenberg University Mainz. Before each semester (end of March or end of September) you can pull the digital semester ticket up with the **JGU App**.

You find all information about the digital semester ticket here: <https://www.studying.uni-mainz.de/app-ticket/>

In case of a move, it is important that you update your address in JOGU-StINE at the following link.

<https://jogustine.uni-mainz.de/scripts/mgrqispi.dll?APPNAME=CampusNet&PRGNAME=EXTERNALPAGES&ARGUMENTS=-N000000000000002,-N000840,-A00%5Fwelcome%5Fen>

All semester documents will be sent to you by Email. For this purpose you will receive a student account at the University of Mainz:

## EXAMINATION REGULATIONS

All aspects of the MBA program concerning scope, purpose, structure, procedure, admission requirements, examinations, deadlines, etc. are laid down in the "Regulations of the Faculty 03 of Law and Economics of the Johannes Gutenberg University Mainz for the Examination in the Master's Program 'Master of Business Administration'.

These can be found in the download center under "General". We will offer an explanatory overview of the most important regulations, especially concerning the examination system, before the start of your first "regular" course on **Friday, March 22<sup>nd</sup>, 2024**. You will receive a separate invitation to this event.

## FIRESIDE CHATS

As a GSB participant you are invited to the GSB "Kamingespräche". The fireside chats are a special feature of GSB. They offer you the possibility to meet and discuss with publicly visible leaders. Following the official part you are invited to an informal snack. All current dates and information about the Fireside chats can be found on the GSB Website.

## GSB AMBASSADORS

Many GSB participants become an ambassador of GSB during or shortly after their MBA studies at GSB. This means that they serve as contacts for interested candidates. Ambassadors are also invited to all Fireside Chats and are given the opportunity to attend new courses in the MBA program. This keeps them in touch with GSB even after they graduate.

## INTERNET-ACCOUNT

As JGU student you can use the university's WLAN on the entire campus. After your first enrollment at the university of Mainz you have to activate your university account once. To do this you need:

- a valid enrollment certificate,
- a student card,
- a security password (Personal Unblocking Key, PUK - permanently valid).

The security password or 'Personal Unblocking Key' (PUK) will be sent to you at the beginning of your studies in Mainz, but separate from the enrollment papers. In case you have only been enrolled during the time of the freshmen seminars, then your PUK may be picked up at the check-out counter of the university library (Jakob-Welder-Weg 6). Whether your PUK was sent to you or is available at the university library may be seen inside the info sheet 'Informationen für Neueinschreiber / information for new enrollees', which you will have received together with your enrollment papers.

In case you have lost your PUK or have not received it, you can always apply for a new PUK at the check-out counter of the university library (at its opening times). To do that, please have your enrollment certificate and a valid photo identification (identification card or passport) with you. The new PUK will then be handed to you immediately.

If you have these documents at hand, then you can activate your account: <https://account.uni-mainz.de/Passwort/ActivateAccount>

Student accounts have the following characteristics:

- Storage space (in your home directory): 15 GB
- Mail address: username@students.uni-mainz.de
- Size of the mailbox: 2 GB
- optional: personal homepage
- Printing quota

An overview of the most important services of the ZDV can be found here: [https://www.zdv.uni-mainz.de/index\\_dienste.php](https://www.zdv.uni-mainz.de/index_dienste.php).

## JOGU-STINE

Your data is managed in JOGU-StINE, the Campus-Management-System of the University of Mainz. There you can update your data independently. In case of a change of address please update JOGU-StINE and send a short information about your new address to GSB Office.

You also find your grades in JOGU-StINE.

You have access to JOGU-StINE with your student account (<http://jogustine.uni-mainz.de>).

## MASTER'S THESIS

At the end of the course, participants will be required to write a 50-page master's thesis. The final grade awarded at the end of the degree course will be based on the grades awarded for the various modules, the project report and the master's thesis. A period from September to January is planned for the preparation of the final thesis. The submission at the end of January is followed by the presentation of the respective work at the beginning of February.

## MBA ALUMNI MAINZ E.V.

In addition to the Ambassador Program, the GSB has a large and active network with the Alumni Association MBA Alumni Mainz e.V., which you can already join during your MBA at the GSB. This way you expand your personal network with many more useful contacts.

## SEAFILE

Through our website, you have access to a password-protected area where you can access all the course materials that we provide digitally.

You will also find all general documents such as the examination regulations here. We use Seafile for the fileshare. You will find the link to this on the schedule pages of the MBA under "Dates".

The password is: **gsb\_ypmba**.

## SEMESTER FEE

The semester fee is not included in the tuition fee and has to be paid directly to the account of Mainz University. The semester fee is determined by the University of Mainz and is currently **€ 357,46**.

## STUDY WEEK ABROAD

Your study contains one obligate study week abroad. For this, you will attend the Warsaw School of Economics (SGH), Poland..

The cost for the **academic program** at SGH is included in the tuition fee. **Not included** are individual travel costs (travel costs and accommodation). The travel costs are approximately € 1.500.

For all organizational matters we will contact you in time before the study week.

**IMPORTANT: Please check the validity of your identification document or passport in time.**

For organizational questions about the study trip, we will contact you in advance.

We will also provide the latest information about the study trip on Seafile.

🕒 Optional: Study week abroad at Norwegian School of Economics (NHH) in Bergen, Norway, September 2025.

## TAX ASPECTS

For the tax recognition of educational expenses, a distinction is made between training expenses and continuing education expenses. The distinction is significant. Further education costs are deductible as income-related expenses without limitation. Recognition as further training costs requires that a professional reason is recognizable. According to an information of the Oberfinanzdirektion Münster No. 19/2003 of 04.04.2003, a professional reason is to be assumed in the following cases:

*"A professional reason exists if there is an objective connection with the profession and the expenses are subjectively incurred to promote the profession of the profession. In principle, this requirement can be met in the case of a job-related training measure, provided that there is a concrete and close connection with the professional activity. The training measure must be concrete and job-related to the occupation seriously pursued by the employee. In the assessment, no distinction is to be made as to whether the training is academic or non-academic. As a rule, there is a professional reason for the training if the training measure builds on the previously exercised profession. This applies in particular if the first vocational training is a necessary prerequisite for participation in the further training. The prerequisite is also fulfilled if a taxpayer has already been employed for several years and takes up a part-time course of study in order to make better progress in his or her profession and thus consolidate his or her position in the company. This applies regardless of whether the training measure is required by the previous employer or is pursued by the employee pursues it voluntarily."*

## TUITION FEE

The tuition fee for the degree course program is **€ 16.000**. The tuition fee covers the costs of all teaching and learning materials as well as the cost of the academic program at Warsaw School of Economics (SGH). **Not included** are individual travel costs.

The fee can be paid as a single payment, in two annual installments (on March 31st) or in four biannual installments (on March 31st and September 30th).

The semester fee is not included in the tuition fee and is to be paid directly to the account of Mainz University. The semester fee is determined by the University of Mainz and is currently **€ 357,46**.

In Germany, the tuition fee can be offset against tax in full as operating expenses or tax-deductible continuing education expenses.

## SEMESTER TICKET

As enrolled students of JGU Mainz you will get a semester ticket. The ticket in the form of your current student identity card in combination with an official photo identity card or a foreign passport is your ticket for public transport. The semester ticket for the summer semester is valid from 1 April to 30 September, for the winter semester from 1 October to 31 March.

**JGU students from the Mainz campus will now be receiving digital semester tickets. You can simply pull them up with the JGU app (further information: <https://www.studying.uni-mainz.de/app-ticket/>).**

The semester ticket is valid on the city buses and trams in Mainz and Wiesbaden (Mainzer Mobilität and ESWE Verkehr), on the entire network of the Rhein-Main-Verkehrsverbund (RMV), and on the entire network of the Rhein-Nahe-Nahverkehrsverbund (RNN).

The RNN covers the districts of Birkenfeld, Bad Kreuznach, Mainz-Bingen and Alzey-Worms.

In the transition area to the VRN, the ticket is also valid in Worms and on the route between Worms and Osthofen. The ticket is also valid on the railway line between Bacharach and Koblenz main station, but not in the Koblenz urban area.

**IMPORTANT: On the railroad line between Bacharach and Koblenz Hbf only local trains may be used (not IC, EC and ICE).**

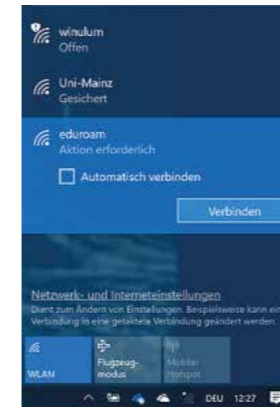
Further information are available here: <https://en.asta.uni-mainz.de/service/semesterticket/>

## Area of validity of the AStA semester ticket



## WIFI

The Data Center operates two campus-wide wireless LANs in accordance with the 802.11a/b/g/n standard: one with the network name (SSID) Uni-Mainz and one with the network name eduroam. Both are encrypted and provide increased security. Beside these two, there is also the 'Winulum', which is un-encrypted and therefore not recommended for working or surfing.



### Prerequisites for use:

- A university account or an account at a college or other institution that participates in the eduroam network (for eduroam) Further Information are available under the keyword "Internet-Account" in this module manual.
- A wireless-enabled notebook/netbook or other mobile device.

Students and staff of the university of Mainz usually connect to the network Uni-Mainz.

**Please note:** If you are using Windows 10 or any older version of the Windows operating system we recommend using the firewall that comes with that operating system. For those systems we would advise against installing an additional firewall software.

The wireless network named eduroam may also be used by guests from other universities whose home institution participates in the eduroam network. How to establish an eduroam connection has been described under the keyword **eduroam**.

If you have any problems accessing the wireless networks you may look for help in the WLAN-consultation hour at their helpdesk: <https://www.en-zdv.uni-mainz.de/help-and-service/>

**Band Width:** Nominally, 802.11g supplies a band width of 54 Mbit/s. Transfer rates of about 20 Mbit/s are feasible. However, they depend upon the distance from the access point and the number of simultaneously operating stations.

**Access Points:** There are about 500 access points for wireless connections to the campus network in the publicly accessible buildings (libraries, corridors, seminar rooms, lecture halls etc), as well as in the open on the campuses in Mainz and Germersheim.

**Number of Simultaneously Operating Stations:** Theoretically, any access point may serve any number of operating stations. However, since stations share the bandwidth (shared medium), the theoretical transfer rate of 54 Mbit/s for one station decreases correspondingly.

**Cost of Internet Access:** The Data Center does not charge for using the wireless LANs described here.

**Network Access:** The network is accessed via a dynamic DHCP on your own web server. The devices need to be configured appropriately.

**Electric Smog:** Very low power, ten times less than a cell phone, about 100 milliwatts (mobile = 1 Watt).

## OPENING WEEK

### Business Model Analysis – Future Trends – Economics – Law

<b>Module</b>	OW
<b>Module name</b>	Opening Week
<b>Courses</b>	1. Business Model Analysis 2. Future Trends 3. Economics 4. Law
<b>Content</b>	<p><b>1. Business Model Analysis</b></p> <ul style="list-style-type: none"> <li>• Analysis of various market situations</li> <li>• Identification of business-related problems</li> <li>• Evaluation of strategic measures</li> <li>• Development of an appropriate corporate strategy</li> </ul> <p>The theoretical component is intended to dovetail with a practical component. In the practical component, participants will be required to work in groups to discuss the concepts learned on the basis of a practical case study – this is to involve an investigation of the market environment and the business model from the point of view of a specific organization – and to present their findings and recommendations for action.</p> <p><b>2. Future Trends</b></p> <ul style="list-style-type: none"> <li>• How technological progress is changing societies, economies and businesses</li> <li>• Consideration of the influence of disruptive developments on communication, working world and daily routines</li> <li>• Evaluation of the impact of far-reaching and long-term developments</li> <li>• Analysis of economic theories associated with future trends</li> <li>• Assessment of ecological challenges in the context of prosperity and economic growth</li> </ul> <p>The influence of long-term developments on societies, businesses &amp; economy, as well as on the environment will be at the core of the open-ended discussion between participants and lecturers. Economic indicators such as inflation, productivity and economic growth will be examined, for example, within the context of technological progress. Based on this, future trends within individual business sectors and case studies from the corporate world will be analyzed and discussed in groups.</p> <p><b>3. Economics</b></p> <ul style="list-style-type: none"> <li>• What is economics? Introduction to the key aspects of economics</li> <li>• Businesses and consumers: How do economic stakeholders behave?</li> <li>• Market efficiency and market failures: The invisible hand</li> <li>• Economic policy correction: The role of the state in the economy</li> <li>• International trade and investment: Benefits and challenges of economic globalization</li> <li>• The digitalization of the economy: New markets and business models</li> </ul> <p>A conceptual classification of key elements in the world of business is juxtaposed with relevant examples of global economic affairs. The aim is to provide participants with a bird's eye view of markets and basic economic policy mechanisms. Participants will exchange ideas and discuss their assessments of different market constellations in open-ended sub-units.</p> <p><b>4. Law</b></p> <ul style="list-style-type: none"> <li>• Overview of the legal sources of economic law</li> <li>• The fundamentals of contract conclusion and contract design</li> <li>• The fundamentals of purchasing, labor and corporate law</li> <li>• The structure of the judicial system in Germany</li> <li>• Key legal aspects of cross-border business relationships</li> <li>• International litigation and arbitration</li> <li>• Legal review of simple practical case studies</li> </ul> <p>and finally, present their potential solutions.</p>

	The theoretical knowledge acquired on the fundamentals of economic law will then be applied to practical case studies. Participants will be required to identify legal problems that arise in connection with typical business decisions, discuss possible legal resolutions of these problems in small groups
<b>Qualification targets/ Learning outcomes/ Skills</b>	<p>On completion of the course, participants will be able to:</p> <ul style="list-style-type: none"> <li>• Analyze different market situations</li> <li>• Identify business problems</li> <li>• Evaluate strategic measures</li> <li>• Develop an appropriate corporate strategy</li> <li>• Discuss theoretical concepts in the context of a practical case study</li> <li>• Present their own findings and recommendations for action</li> <li>• Analyze developments in the "digital age"</li> <li>• Relate applications of new technologies to economic development</li> <li>• Understand future trends and their strategic importance</li> <li>• Analyze the relationship between progress and growth</li> <li>• Analyze how, and under what conditions, markets work</li> <li>• Assess the potential for economic policy correction</li> <li>• Understand the dynamics of the globalized economy</li> <li>• Classify the changes caused by the digitalization of the global economy</li> <li>• Describe the essential features of contract conclusion and contractual design, purchase, labor and corporate law, as well as the German judicial system</li> <li>• Name the core legal aspects of cross-border business relationships as well as international litigation and arbitration</li> </ul>
<b>Module duration</b>	First semester, five days (Monday - Friday 9:00 a.m. to 6:00 p.m.)
<b>Frequency of course offering</b>	Annually
<b>Weighting of module grade in relation to overall final</b>	5/90; ungraded
<b>Workload</b>	Classroom attendance time: 42 hours; independent study: 108 hours; workload: 150 hours; 5CP
<b>Compulsory or elective module</b>	Compulsory module
<b>Applicability of the module</b>	<ul style="list-style-type: none"> <li>• Strategy</li> <li>• Accounting</li> <li>• Finance</li> <li>• Soft Skills</li> <li>• Study week abroad</li> <li>• Study Project</li> <li>• Operations</li> <li>• Data Science and Empirical Studies</li> <li>• Project Management</li> <li>• Human Resource Management</li> </ul>
<b>Module supervisor</b>	Dr. Yann Girard
<b>Teaching and learning methods of the module</b>	Lecture, exercise
<b>Lecturers of the module</b>	Dr. Yann Girard, Dr. Axel Haus, Dr. Jakob Schwab, Dr. Alexander Sajnovits
<b>Language(s) of instruction and examination language(s)</b>	English
<b>Module examination</b>	Presentation (15-30 min)



<b>Module examination</b>	Presentation (15-30 min)
<b>Recommended requirement(s) for participation in the module or for individual module courses</b>	<p>Recommended reading:</p> <p><b>1. Business Model Analysis:</b></p> <ul style="list-style-type: none"> <li>Osterwalder, A., Pigneur, Y. (2010). Business Model Generation, John Wiley &amp; Sons Inc.</li> </ul> <p><b>2. Future Trends:</b></p> <ul style="list-style-type: none"> <li>Brynjolfsson, E., McAfee, A. (2016). The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies.</li> </ul> <p><b>3. Economics:</b></p> <ul style="list-style-type: none"> <li>Mankiw, N.G., Taylor, M. (2020). Economics, 5th Edition. Boston, MA: Cengage.</li> <li>Goldfarb, A., &amp; Tucker, C. (2019). Digital economics. Journal of Economic Literature, 57(1), 3-43.</li> </ul> <p><b>4. Law:</b></p> <ul style="list-style-type: none"> <li>Robbers, G. (2019). An Introduction to German Law, 7th ed. Nomos.</li> </ul>

## MODULE 1: STRATEGY

<b>Module</b>	M 1
<b>Module name</b>	Strategy
<b>Content</b>	<p>The courses cover the following subjects:</p> <ul style="list-style-type: none"> <li>Strategy as analysis of interdependent decision-making</li> <li>Strategic aspects of pricing and product design</li> <li>Strategic business behavior in the marketplace and competition</li> <li>Strategy as data-driven decision-making</li> <li>Systematic experimentation and A/B testing to evaluate strategic decisions</li> <li>Data-driven decision-making case studies</li> </ul> <p>This course is modeled on the concept of strategy employed by American business schools and is taught in a similar style. Among other things, we will be using the textbook authored by Kreps, which represents a compulsory text at Stanford GSB. Shapiro/Varian's publication is also highly valued in the practical management community, with Hal Varian himself having been Google's head economist for many years. In the sections on data-driven decision-making, we will look at and illustrate how scientific, empirical methods can be practically implemented within a corporate context. This will be further clarified with the help of real-life case studies.</p>
<b>Qualification targets/Learning outcomes/Skills</b>	<ul style="list-style-type: none"> <li>On completion of the course, participants will be able to:</li> <li>Explain strategy as the result of analysis of interdependent decision-making situations</li> <li>Determine and model the strategic dimensions of various management situations using the methods of game theory</li> <li>Develop strategic thinking in key management areas such as pricing and product design</li> <li>Highlight the role of data as the basis for strategic decision-making</li> <li>Evaluate the information content of various types of data</li> <li>Explain why the experimental method functions as a basic principle of strategic behavior in everyday business activities</li> </ul>
<b>Module duration (according to course sequence plan)</b>	First semester, two three-day weekend courses (Friday 2:00 p.m. to 7:00 p.m., Saturday 9:00 a.m. to 6:30 p.m., Sunday 9:00 a.m. to 1:30 p.m.)
<b>Frequency of course offering</b>	Annually
<b>Weighting of module grade in relation to overall final grade; Grading</b>	6/90; graded
<b>Credit points (CP) and workload</b>	Classroom attendance time: 36 hours; Independent study: 144 hours; Workload: 180 hours; 6 CP
<b>Compulsory or elective module</b>	Compulsory module
<b>Applicability of the module</b>	<ul style="list-style-type: none"> <li>Finance</li> <li>Study Project</li> <li>Project Management</li> <li>HR</li> <li>Study week</li> </ul>
<b>Module supervisor</b>	Prof. Florian Hett
<b>Language(s) of instruction and examination language(s)</b>	English
<b>Teaching and learning methods of the module</b>	Lecture, exercise

<b>Module examination</b>	Exam (90 min)
<b>Recommended requirement(s) for participation in the module or for individual module course</b>	<p>The module "Opening Week" should have been successfully completed.</p> <p>Recommended reading:</p> <ul style="list-style-type: none"> <li>• Kreps, D. M. (2019). Microeconomics for managers. Princeton University Press.</li> <li>• Shapiro, C., Carl, S., &amp; Varian, H. R. (1998). Information rules: a strategic guide to the network economy. Harvard Business Press.</li> <li>• Watson, J. (2013). Strategy: an introduction to game theory, 3rd edition. New York: WW Norton.</li> <li>• Angrist, J. D., &amp; Pischke, J. S. (2014). Mastering 'Metrics: The path from cause to effect. Princeton University Press.</li> <li>• Agrawal, A., Gans, J., &amp; Goldfarb, A. (2018). Prediction machines: the simple economics of artificial intelligence. Harvard Business Press.</li> <li>• Belleflamme, P., &amp; Peitz, M. (2015). Industrial organization: markets and strategies. Cambridge University Press.</li> </ul>

## MODULE 2: ACCOUNTING

<b>Module</b>	M 2
<b>Module name</b>	Accounting
<b>Content</b>	<p>The courses cover the following subjects:</p> <ul style="list-style-type: none"> <li>• Basic concepts of accounting</li> <li>• Practical application of the basics of financial accounting</li> <li>• Company accounts</li> <li>• Accounting data as a basis for business decision-making</li> </ul> <p>The basics of financial accounting will be described on the basis of the latest version of the 2018 International Accounting Standards Board (IASB)'s conceptual framework. Throughout the course, all relevant accounting concepts will be applied to real companies. This will be primarily achieved with the help of case studies. In addition, the practical implications of accounting standards will be examined and interpreted by means of a series of experience-based discussions between two managers.</p>
<b>Qualification targets/Learning outcomes/Skills</b>	<p>On completion of the course, participants will be able to:</p> <ul style="list-style-type: none"> <li>• Explain the relevance of financial and management accounting to companies and their external stakeholders</li> <li>• Convert records of business transactions to standardized financial statements</li> <li>• Demonstrate the latest conceptual framework of financial reporting</li> </ul>
	<ul style="list-style-type: none"> <li>• Specify the tools needed to extract valuable information from a company's annual financial statements (e.g. leverage, profitability and cash conversion analyses)</li> <li>• Evaluate information from management accounting for short-term decision-making purposes (e.g. break-even analysis)</li> <li>• Explain how management accounting paves the way for planning and control (e.g. budget creation, product pricing), as well as for evaluating capital expenditures and business strategy</li> <li>• Combine large-scale business applications that connect the dots and illustrate real-world challenges in financial and business accounting</li> </ul>
<b>Module duration (according to course sequence plan)</b>	First semester, two three-day weekend courses (Friday 2:00 p.m. to 7:00 p.m., Saturday 9:00 a.m. to 6:30 p.m., Sunday 9:00 a.m. to 1:30 p.m.)
<b>Frequency of course offering</b>	Annually
<b>Weighting of module grade in relation to overall final; Grading</b>	6/90; graded
<b>Credit points (CP) and workload</b>	Classroom attendance time: 36 hours; Independent study: 144 hours; Workload: 180 hours; 6 CP
<b>Compulsory or elective module</b>	Compulsory module
<b>Applicability of the module</b>	<ul style="list-style-type: none"> <li>• Finance</li> <li>• Study Project</li> <li>• Project Management</li> <li>• HR</li> </ul>
<b>Module supervisor</b>	Prof. Oscar Stolper
<b>Language(s) of instruction and examination language(s)</b>	English
<b>Teaching and learning methods of the module</b>	Lecture, exercise

<b>Module examination</b>	Exam (90 min)
<b>Recommended requirement(s) for participation in the module or for individual module course</b>	<p>The module "Opening Week" should have been successfully completed.</p> <ul style="list-style-type: none"> <li>• Weetman, P. (2019). Financial and Management Accounting, 8th ed., New York: Pearson.</li> <li>• Warren, C. S. Jefferson P. J., &amp; Tayler, W. B. (2018). Financial and Managerial Accounting, 15th ed., Boston (MA): Cengage.</li> </ul>

## MODULE 3: FINANCE

<b>Module</b>	M 3
<b>Module name</b>	Finance
<b>Content</b>	<p>The courses cover the following subjects:</p> <ul style="list-style-type: none"> <li>• Financing decisions required for the operation of a company</li> <li>• Planning of current assets requirements and short-term liabilities</li> <li>• Financial consequences resulting from decisions in other operating areas, such as marketing, production, etc.</li> <li>• Methods for evaluating investment projects, companies and other assets</li> <li>• Determining the optimal capital structure of a company</li> <li>• Additional topics such as private equity, decisions on dividend payments, and stock market decisions</li> </ul>
	<p>The course is divided into two consecutive components. The first component deals with the first three topics from the field of operational finance specified above. The second component of the course focuses on topics related to corporate finance, i.e. strategic financial decisions. In order to ensure the theory-practice transfer, the content dealt with will be discussed within the context of various case studies, whereby the cases will be internationally oriented in order to highlight the differences between financial decisions in different contexts.</p>
<b>Qualification targets/Learning outcomes/Skills</b>	<p>On completion of the course, participants will be able to:</p> <ul style="list-style-type: none"> <li>• Interpret the annual financial statements of a company</li> <li>• Analyze and diagnose the financial situation of a company and, if necessary, recommend corrective measures</li> <li>• Holistically assess the financial consequences of corporate decisions</li> <li>• Evaluate investment projects</li> <li>• Deduce the value of a company</li> <li>• Assess strategic financial decisions</li> </ul>
<b>Module duration (according to course sequence plan)</b>	First semester, two three-day weekend courses (Friday 2:00 p.m. to 7:00 p.m., Saturday 9:00 a.m. to 6:30 p.m., Sunday 9:00 a.m. to 1:30 p.m.)
<b>Frequency of course offering</b>	Annually
<b>Weighting of module grade in relation to overall final grade; Grading</b>	6/90; graded
<b>Credit points (CP) and workload</b>	Classroom attendance time: 36 hours; Independent study: 144 hours; Workload: 180 hours; 6 CP
<b>Compulsory or elective module</b>	Compulsory module
<b>Applicability of the module</b>	<ul style="list-style-type: none"> <li>• Study Project</li> <li>• Study week abroad</li> <li>• Project Management</li> </ul>
<b>Module supervisor</b>	Prof. Christian Eufinger
<b>Language(s) of instruction and examination language(s)</b>	English
<b>Teaching and learning methods of the module</b>	Lecture, exercise
<b>Module examination</b>	Exam (90 min)
<b>Recommended requirement(s) for participation in the module or for individual module course</b>	<p>The module "Opening Week" should have been successfully completed.</p> <p>Recommended reading:</p> <ul style="list-style-type: none"> <li>• Martínez Abascal, E. (2012). Finance for Managers. McGraw-Hill.</li> </ul>

## MODULE 4: SOFT SKILLS

<b>Module</b>	M 4
<b>Module name</b>	Soft Skills
<b>Courses</b>	1. Teamwork and Self-organization 2. Communication and presentation technics 3. The Talking Body – Bodylanguage for Young Professionals
<b>Content</b>	<p>The courses cover the following subjects:</p> <p><b>1. Teamwork and Self-organization:</b></p> <ul style="list-style-type: none"> <li>Emotional and social intelligence in teams</li> <li>Agile and collaborative teamwork</li> <li>Psychological safety and vulnerability-based trust</li> <li>Clear interpersonal and group-level communication</li> <li>Self-awareness and self-organization</li> <li>Each individual's role in optimal team functioning</li> <li>Creating a more conscious impact</li> <li>Tried-and-tested as well as innovative theoretical leadership models</li> <li>Development of an authentic and conscious leadership style</li> </ul> <p>In this highly experiential and interactive course, participants will be taught the tools and methods that can be used to design and direct group dynamics. Learned tools will be modeled and practiced in simulated situations based on real-life examples in exercises in groups. In the second part of the module, the focus will move from the individual to the group working together as a team.</p> <p><b>2. Communication and presentation techniques</b></p> <ul style="list-style-type: none"> <li>Communication &amp; Presentation Techniques</li> <li>Success factors in presentations: Content, Voice, Body language</li> <li>Structure and Storyline</li> <li>Rhetoric and communication techniques to win the audience</li> <li>Use of media and visualization</li> <li>Act relaxed in challenging situations</li> <li>What differences are important between online and in person presentations</li> <li>Get Feedback on individual and group presentation</li> <li>Reflect your own style to get better</li> </ul> <p>The participants reflect their presentation style and learn everything they need to make an impact and reach their audience with their presentation. Everyone will be given the opportunity to test or further develop their individual skills through hands-on training and direct feedback. Participants will be provided with insights into how they personally perform and how they can get better to win the audience and bring their message across.</p> <p><b>3. The Talking Body – Bodylanguage for Young Professionals:</b></p> <ul style="list-style-type: none"> <li>Body language</li> <li>Stress training</li> <li>Communication techniques and conflict resolution strategies</li> <li>Teamwork – key concepts of strategic interaction and decision-making</li> <li>Strategic situations</li> <li>Body, breathing and vocal exercises</li> </ul> <p>The identification of strengths and weaknesses of own appearance using video feedback</p> <p>The aim of the course is to provide participants with an idea and an assessment of what their body language is like, and to offer them ways to improve and consciously use it. This will be achieved by means of shared breathing and body exercises, voice and speech training, as well as exercises for improvement of personal presence. In order to give participants an impression of their appearance, during the course they will receive video and peer feedback.</p>

<b>Qualification targets/Learning outcomes/Skills</b>	<p>On completion of the course, participants will be able to:</p> <ul style="list-style-type: none"> <li>Explain what body language is and use it consciously</li> <li>Identify conflicts</li> <li>Develop conflict resolution strategies</li> <li>Learn and develop "stage presence"</li> <li>Improve their self-confidence and authenticity</li> <li>Recognize strengths in themselves and others and build on them</li> <li>Develop interpersonal and group-related communication skills</li> <li>Create dynamic arenas in which different groups can openly discuss ideas, strategy implementation and potential conflicts</li> <li>Identify challenges in intercultural situations and develop a way of dealing with them</li> <li>Identify various presentation and communication techniques</li> <li>Choose appropriate communication styles based on context and content</li> <li>Prepare presentations using appropriate media options</li> <li>Classify suitable lecture techniques</li> <li>Evaluate rhetorical contributions</li> <li>Develop self-management strategies</li> </ul>
<b>Module duration</b> (according to course sequence plan)	First semester, three three-day weekend courses (Friday 2:00 p.m. to 7:00 p.m., Saturday 9:00 a.m. to 6:30 p.m., Sunday 9:00 a.m. to 1:30 p.m.)
<b>Frequency of course offering</b>	Annually
<b>Credit points (CP) and workload</b>	Classroom attendance time: 54 hours; Independent study: 126 hours; Workload: 180 hours; 6 CP
<b>Weighting of module grade in relation to overall final grade; Grading</b>	6/90; ungraded
<b>Compulsory or elective modul</b>	Compulsory module
<b>Applicability of the module</b>	<ul style="list-style-type: none"> <li>Opening Week</li> <li>Strategy</li> <li>Accounting</li> <li>Finance</li> <li>Study week abroad</li> <li>Study Project</li> <li>Operations</li> <li>Data Science and Empirical Studies</li> <li>Project Management</li> <li>Human Resource Management</li> </ul>
<b>Module supervisor</b>	Dr. Pam Kowalski
<b>Lecturers of the module</b>	Dr. Pam Kowalski, Katja Müller, Nicolas Bertholet und Claudia Eisinger
<b>Language(s) of instruction and examination language(s)</b>	English
<b>Teaching and learning methods of the module</b>	Lecture, exercise
<b>Module examination</b>	Presentation (15-30 min)
<b>Recommended requirement(s) for participation in the module or for individual module course</b>	<p>The module "Opening Week" should have been successfully completed.</p> <p>Required reading:</p> <ul style="list-style-type: none"> <li>Course workbook and handouts</li> <li>Pre-read of Google's Aristotle Study outcomes in re:Work Understanding team effectiveness: <a href="https://rework.withgoogle.com/print/guides/5721312655835136/">https://rework.withgoogle.com/print/guides/5721312655835136/</a></li> </ul>

	<p>Recommended reading:</p> <ul style="list-style-type: none"> <li>• Brown, Brené (2015): Daring Greatly: How the courage to be vulnerable transforms the way we live, love, parent and lead, Penguin Life; 1st edition.</li> <li>• Goleman, Daniel (1995): Emotional Intelligence: Why It Can Matter More Than IQ, Bantam.</li> <li>• Kimsey-House, Henry, Kimsey-House, Karen: Co-Active Leadership, Second Edition (2021): Five Ways to Lead, Berrett-Koehler Publishers; 2nd edition.</li> <li>• Lencioni, Patrick (2002): The 5 Dysfunctions of a Team: A Leadership Fable, Jossey Bass.</li> <li>• Rød, Anne, Fridjhon, Marita (2020): Creating Intelligent Teams: Leading with Relationship Systems Intelligence: Independently published.</li> </ul>
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## MODULE 5: OPERATIONS

<b>Module</b>	M 5
<b>Module name</b>	Operations
<b>Content</b>	<p>The courses cover the following subjects:</p> <ul style="list-style-type: none"> <li>• The role, concept and fundamentals of operations management and value-addition processes <ul style="list-style-type: none"> <li>- Challenges in connection with the management of products and services</li> <li>- The four Vs of operational management</li> <li>- Lean manufacturing and the Toyota production system</li> </ul> </li> <li>• Challenges and models relating to supply chain management <ul style="list-style-type: none"> <li>- Operational, tactical and strategic planning; inventory and production planning; location and transport planning</li> </ul> </li> <li>• The fundamentals of process and quality management: Capacity and Revenue management</li> <li>• Information systems for operational excellence: Forecasting; the bullwhip effect and SCM collaboration; advanced planning and scheduling systems</li> </ul> <p>The methods and theoretical aspects will be first introduced and discussed conceptually. Building on this, insights will be extended using hands-on exercises and case studies. The exercises will focus on computer-aided modeling and generation of solution approaches. Each section of the module consists of several blocks of lectures/exercises/case studies. In addition, participants will offer their own solutions in short group presentations.</p>
<b>Qualification targets/Learning outcomes/Skills</b>	<p>On completion of the course, participants will be able to:</p> <ul style="list-style-type: none"> <li>• Explain and apply the main influencing factors and strategies relating to production and services management</li> <li>• Identify problems in selected areas of production, logistics and services management and use these to design appropriate models for problem-solving purposes</li> <li>• Choose computer-assisted operations management models for embedding in decision-making support systems</li> </ul>
<b>Module duration</b> (according to course sequence plan)	Third semester, two three-day weekend courses (Friday 2:00 p.m. to 7:00 p.m., Saturday 9:00 a.m. to 6:30 p.m., Sunday 9:00 a.m. to 1:30 p.m.)
<b>Frequency of course offering</b>	Annually
<b>Weighting of module grade in relation to overall final grade; Grading</b>	6/90; graded
<b>Credit points (CP) and workload</b>	Classroom attendance time: 36 hours; Independent study: 144 hours; Workload: 180 hours; 6 CP
<b>Compulsory or elective module</b>	Compulsory module
<b>Applicability of the module</b>	<ul style="list-style-type: none"> <li>• Data Science and Empirical Studies</li> <li>• Project Management</li> <li>• Study Project</li> </ul>
<b>Module supervisor</b>	Prof. Christoph M. Flath, Dr. Nikolai Stein
<b>Language(s) of instruction and examination language(s)</b>	English
<b>Teaching and learning methods of the module</b>	Lecture, exercise
<b>Module examination</b>	Exam (90 min)

<b>Recommended requirement(s) for participation in the module or for individual module course</b>	<p>The module "Opening Week" should have been successfully completed.</p> <p>Textbooks:</p> <ul style="list-style-type: none"> <li>• Matching Supply with Demand: An Introduction to Operations Management, G Cachon, C Terwiesch, McGraw-Hill Education.</li> <li>• Factory Physics, W. Hopp, M. Spearman, McGraw-Hill.</li> <li>• Basics of Supply Chain and Operations Management, D. Ivanov, A. Tsipoulanidis, J. Schönberger, Springer.</li> </ul> <p>Background literature:</p> <ul style="list-style-type: none"> <li>• The Goal: A Process of Ongoing Improvement, E.M. Goldratt, Routledge.</li> <li>• The Toyota Way: Fourteen Management Principles from the World's Greatest Manufacturer, J. Liker, McGraw-Hill Education.</li> </ul>
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## MODULE 6: DATA SCIENCE UND EMPIRICAL STUDIES

<b>Module</b>	M 6
<b>Module name</b>	Data Science und Empirical Studies
<b>Content</b>	<p>The courses cover the following subjects:</p> <ul style="list-style-type: none"> <li>• Data sources and data types (particularly data sources generated by digitalization in the international context)</li> <li>• Theoretical models and information system structures for collecting data, as well as examples of international providers of such information systems in practice</li> <li>• Methods of reporting and evaluating data</li> <li>• Design of studies for analyzing individual business problems</li> <li>• Analysis of data using conventional statistical methods (e.g. regression analysis)</li> <li>• Data analysis using methods from the field of machine learning (e.g. random forests, neural networks, support vector machines, text mining)</li> <li>• Examples for applications of data analysis in practice (e.g. customer reviews on Amazon, eyetracking in e-commerce, etc.)</li> </ul> <p>Methods and theoretical material will be first presented and then practiced using interactive concepts and individual exercises. There will be continuous variation of the way that theoretical and practical components and interactive concepts are combined. What is learned will also be practiced using data sets, while interpretation of the relevance/significance of data analyses will be collectively discussed. Short group presentations on individual aspects and exercises will round off the taught section of the course.</p>
	<p>On completion of the course, participants will be able to:</p> <ul style="list-style-type: none"> <li>• Analyze data-driven business problems</li> <li>• Develop data collection studies to analyze individual business problems</li> <li>• Identify methods for reporting and evaluating data</li> <li>• Judge data science methods from the viewpoint of sustainability (e.g. non-discrimination)</li> </ul>
<b>Module duration</b> (according to course sequence plan)	Third semester, two three-day weekend courses (Friday 2:00 p.m. to 7:00 p.m., Saturday 9:00 a.m. to 6:30 p.m., Sunday 9:00 a.m. to 1:30 p.m.)
<b>Frequency of course offering</b>	Annually
<b>Weighting of module grade in relation to overall final grade/ Grading</b>	6/90; graded
<b>Credit points (CP) and workload</b>	Classroom attendance time: 36 hours; Independent study: 144 hours; Workload: 180 hours; 6 CP
<b>Compulsory or elective module</b>	Compulsory module
<b>Applicability of the module</b>	<ul style="list-style-type: none"> <li>• Operations</li> <li>• Strategy</li> <li>• Finance</li> <li>• Study Project</li> </ul>
<b>Module supervisor</b>	Prof. Jella Pfeiffer
<b>Language(s) of instruction and examination language(s)</b>	English
<b>Teaching and learning methods of the module</b>	Lecture, exercise
<b>Module examination</b>	Exam (90 min)

<b>Recommended requirement(s) for participation in the module or for individual module course</b>	<p>The module "Opening Week" should have been successfully completed.</p> <p>Recommended reading:</p> <ul style="list-style-type: none"> <li>• Provost, F., Fawcett, T. (2013). Data Science for Business: What you need to know about data mining and data-analytic thinking. O'Reilly Media, Inc.</li> <li>• Haneke, U., Trahasch, S., Zimmer, M., &amp; Felden, C. (2019). Data Science: Grundlagen, Architekturen und Anwendungen. Dpunkt.verlag GmbH.</li> </ul>
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## MODULE 7: PROJECT MANAGEMENT

<b>Module</b>	M 7
<b>Module name</b>	Project Management
<b>Content</b>	<p>The courses cover the following subjects:</p> <ul style="list-style-type: none"> <li>• Implementation and management of digitalization projects within organizations: <ul style="list-style-type: none"> <li>- Project types</li> <li>- Complexity and uncertainty</li> <li>- Project management</li> <li>- The project team and stakeholder management</li> <li>- Focus on project life cycles</li> <li>- Scoping</li> <li>- Planning and launching a project</li> <li>- Implementation and closing</li> </ul> </li> <li>• Conventional and digital project management tools, e.g.: <ul style="list-style-type: none"> <li>- traditional project management</li> <li>- Agile methods</li> <li>- Design thinking</li> <li>- Scrum</li> </ul> </li> <li>• Analysis of actual case studies involving real-life companies (in the automotive, financial and start-up sectors)</li> </ul> <p>Participants will be introduced to tried-and-tested but also theoretically sound methods. The teaching approach will involve the use of practical examples. In addition, the participants will work on case studies which form the basis for the direct implementation and practice of the introduced methods.</p>
<b>Qualification targets/Learning outcomes/Skills</b>	<p>On completion of the course, participants will be able to:</p> <ul style="list-style-type: none"> <li>• Successfully develop projects in an international and diverse environment</li> <li>• Put tasks, initiatives and problems from the corporate context into a project structure</li> <li>• Evaluate projects in an action-oriented manner</li> <li>• Lead and develop international project teams</li> <li>• Identify specific challenges during phases of a project lifecycle</li> <li>• Carry out structured order clarification, planning, provision and follow-up</li> <li>• Evaluate tools (methods, templates and digital tools) used in digital and conventional concepts and use these for project work in the relevant phases</li> <li>• Understand project management as a management task</li> </ul>
<b>Module duration</b> (according to course sequence plan)	Third semester, two three-day weekend courses (Friday 2:00 p.m. to 7:00 p.m., Saturday 9:00 a.m. to 6:30 p.m., Sunday 9:00 a.m. to 1:30 p.m.)
<b>Frequency of course offering</b>	Annually
<b>Weighting of module grade in relation to overall final grade; Grading</b>	6/90; graded
<b>Credit points (CP) and workload</b>	Classroom attendance time: 36 hours; Independent study: 144 hours; Workload: 180 hours; 6 CP
<b>Compulsory or elective module</b>	Compulsory module

<b>Applicability of the module</b>	<ul style="list-style-type: none"> <li>• Strategy</li> <li>• Accounting</li> <li>• Finance</li> <li>• Study Project</li> <li>• Human Resource Management</li> </ul>
<b>Module supervisor</b>	Dr. Tobias Waldenmaier
<b>Language(s) of instruction and examination language(s)</b>	English
<b>Teaching and learning methods of the module</b>	Lecture, exercise
<b>Module examination</b>	Paper (15-20 pages, processing deadline seven weeks after completion of the module)
<b>Recommended requirement(s) for participation in the module or for individual module course</b>	<p>The module "Opening Week" should have been successfully completed.</p> <p>Recommended reading:</p> <ul style="list-style-type: none"> <li>• Wysocki, R. K. (2019). Effective Project Management – Traditional, Agile, Extreme, Hybrid. Indianapolis, Indiana: John Wiley &amp; Sons Ltd.</li> <li>• Hunt, J. A. (2018). Project Management Institute Agile Certified Practitioner Exam Study Guide. Indianapolis, Indiana: John Wiley &amp; Sons Ltd.</li> <li>• Kumar, V. (2012). 101 Design Methods: A structured approach for driving Innovation in your Organization, Indianapolis, Indiana: John Wiley &amp; Sons Ltd.</li> </ul>

## MODULE 8: HUMAN RESOURCE MANAGEMENT

<b>Module</b>	M 8
<b>Module name</b>	Human Resource Management
<b>Content</b>	<p>The courses cover the following subjects:</p> <ul style="list-style-type: none"> <li>• Fundamentals: <ul style="list-style-type: none"> <li>- Performance evaluation and career concerns</li> <li>- Compensation systems and pay for performance</li> <li>- Job design and decision-making rights</li> <li>- Promotion of recruitment and hiring</li> </ul> </li> <li>• Current trends in the field of HRM, e.g.: <ul style="list-style-type: none"> <li>- The Future of Work</li> <li>- Incentives for Innovation</li> <li>- Leadership</li> </ul> </li> <li>• Agile working: Behavioral corporate- and psychology-related aspects of HRM</li> <li>• HRM in practice: HRM as a manager or HR practitioner</li> </ul> <p>The aim of the course is to impart methods that can be used in connection with HRM. The theoretical and conceptual learning material will be applied to problems defined in the form of case studies. By working on case studies in groups, participants will learn to work together as a team. By means of an open discussion of their group work, they will be able to further develop their presentation skills and debating techniques.</p>
<b>Qualification targets/Learning outcomes/Skills</b>	<p>On completion of the course, participants will be able to:</p> <ul style="list-style-type: none"> <li>• Explain why Human Resource Management (HRM) is an essential component of a successful corporate strategy</li> <li>• Understand the importance of Human Resource Management as a key aspect of business leaders' jobs</li> <li>• Understand how latest megatrends such as remote working, digitalization, demographic change and increased talent shortage affect Human Resource Management</li> <li>• Characterize the key aspects of a successful performance management system</li> <li>• Give reasons for HR Management practices vary by sector and business</li> <li>• Analyze the distribution of decision-making rights within an organization</li> <li>• Relate the latest research findings to practical issues in HR management</li> </ul>
<b>Module duration</b> (according to course sequence plan)	Third semester, two three-day weekend courses (Friday 2:00 p.m. to 7:00 p.m., Saturday 9:00 a.m. to 6:30 p.m., Sunday 9:00 a.m. to 1:30 p.m.)
<b>Frequency of course offering</b>	Annually
<b>Weighting of module grade in relation to overall final grade; Grading</b>	6/90; graded
<b>Credit points (CP) and workload</b>	Classroom attendance time: 36 hours; Independent study: 144 hours; Workload: 180 hours; 6 CP
<b>Compulsory or elective module</b>	Compulsory module
<b>Applicability of the module</b>	<ul style="list-style-type: none"> <li>• Study Project</li> <li>• Operations</li> <li>• Project Management</li> </ul>
<b>Module supervisor</b>	Dr. Daniel Herbold
<b>Language(s) of instruction and examination language(s)</b>	English
<b>Teaching and learning methods of the module</b>	Lecture, exercise



<b>Module examination</b>	Paper (15-20 pages, processing deadline seven weeks after completion of the module)
<b>Recommended requirement(s) for participation in the module or for individual module course</b>	The module "Opening Week" should have been successfully completed. Recommended reading: <ul style="list-style-type: none"> <li>• Baron, J. N., Kreps, D. M. (1999). Strategic Human Resources: Frameworks for General Managers. John Wiley &amp; Son Ltd.</li> <li>• Selected research papers on the topic of HRM</li> </ul>

## MODULE: STUDY WEEK ABROAD

<b>Module</b>	Study Abroad
<b>Module name</b>	Study Abroad at Warsaw School of Economics (SGH)
<b>Content</b>	<p>The courses cover the following subjects:</p> <ul style="list-style-type: none"> <li>• Specifics of international marketing</li> <li>• International marketing environment (political, legal, economic, technological and cultural factors)</li> <li>• Cross-cultural marketing</li> <li>• Market entry strategies (e.g. direct and indirect export, mergers, acquisitions, joint ventures, establishment of sales outlets and subsidiaries)</li> <li>• International market selection process (market attractiveness, market access restrictions)</li> <li>• Product decisions (product life cycle, product strategies: extension, adaptation, invention; branding decisions)</li> <li>• International pricing decision (price escalation, standardization and adaptation of prices, grey marketing)</li> <li>• Distribution decisions (market coverage, channel length, control/cost, integration)</li> <li>• International communication process (advertising, Public Relations, sales promotion, direct marketing, personal selling)</li> </ul> <p>In marketing it is particularly important that managers are able to understand other cultures, analyze foreign markets and develop internationally-oriented strategies and put these into operation. During the module of study abroad at SGH Warsaw, this knowledge and these skills will be taught in a targeted selection of courses. Teaching will take the form of lectures by teaching staff, group discussions of the material and analysis of case studies. The participants will also gain an insight into intercultural differences.</p>
<b>Qualification targets/ Learning outcomes/ Skills</b>	<p>On completion of the course, participants will be able to:</p> <ul style="list-style-type: none"> <li>• Explain the fundamentals of strategic and operational marketing and apply these to the international situation</li> <li>• Develop an internationally-oriented marketing concept (market analysis, goal-setting, strategy development and operational implementation, control)</li> <li>• Develop marketing strategies and tools (product, price, placement, promotion) for the development and processing of foreign markets</li> <li>• Assess the impact of intercultural developments on marketing</li> </ul>
<b>Module duration</b> (according to course sequence plan)	First semester, one 5-hour day for preparation, one 40-hour week at the SGH (Monday-Friday), two 8-hour days for follow-up
<b>Frequency of course offering</b>	Annually
<b>Weighting of module grade in relation to overall grade; Grading</b>	7/90; graded
<b>Credit points (CP) and workload</b>	Classroom attendance time: 61 hours; Independent study: 149 hours; Workload: 210 hours
<b>Compulsory or elective module</b>	Compulsory module
<b>Applicability of the module</b>	<ul style="list-style-type: none"> <li>• Opening Week</li> <li>• Bulletpoint Strategy</li> </ul>
<b>Module supervisor</b>	Prof. Jürgen Wandel, Prof. Lidia Danik
<b>Teaching and learning methods of the module</b>	Lecture, seminar
<b>Module examination</b>	Paper (15-20 pages, processing deadline seven weeks after completion of the module) with presentation (15-30 min)
<b>Recommended requirement(s) for participation in the module or for individual module course</b>	The module "Opening Week" should have been successfully completed. Recommended reading: <ul style="list-style-type: none"> <li>• Hollensen, S. (2020). Global Marketing, 8th ed., Harlow: Pearson Education Limited.</li> <li>• Czinkota M.R., Ronkainen I. A. (2007): International Marketing, 8th ed., Mason; Thomas Higher Education.</li> </ul>

## MODULE: STUDY PROJECT

<b>Module</b>	Study Project
<b>Module name</b>	Study Project
<b>Content</b>	<p>The courses cover the following subjects:</p> <ul style="list-style-type: none"> <li>• Introduction to the methodology and use of case studies</li> <li>• Analysis of real-life business issues using case studies and industry/sector-specific background materials</li> <li>• Development of solutions by teams</li> <li>• Presentation/critical review of developed strategies</li> <li>• Development of a business model and implementation of the business, particularly covering aspects around product/technology, marketing, finance</li> <li>• Development and presentation of a business pitch and financial plan</li> </ul> <p>This module uses the case study method to analyze and deal with real-life business problems from the international corporate world. Participants will assume the role of decision-makers and try to make the best possible decision for their organization from their perspective. After familiarizing themselves with the methods and their application, the participants will work together in teams to analyze various cases from different perspectives and to present their results. They will be required to take strategic and operational business decisions and political and ethical issues into account. Based on learning from case studies, participants will develop their own business ideas and implement it across several stages covering product/technology, marketing and finance. The course culminates in the pitch presentation of the businesses developed by participants.</p>
<b>Qualification targets/Learning outcomes/Skills</b>	<p>On completion of the course, participants will be able to:</p> <ul style="list-style-type: none"> <li>• Analyze real-life business models</li> <li>• Explain the similarities and differences between various business models and the associated challenges</li> <li>• Deduce industry/sector/function-specific challenges</li> <li>• Select effective decision-making tools, make strategic and operational business decisions and assess their impact</li> <li>• Develop and implement a business model</li> <li>• Develop a product, marketing and financial strategy for a new business</li> <li>• Evaluate options and take decisions under uncertainty, react to changing business environments, pivot business models</li> <li>• Evaluate political and ethical issues in business decisions</li> </ul>
<b>Module duration</b> (according to course sequence plan)	Second semester, one 8-hour day, two 5-hour days, one three-day weekend (Friday 2:00 p.m. to 7:00 p.m., Saturday 9:00 a.m. to 6:30 p.m., Sunday 9:00 a.m. to 3:30 p.m.)
<b>Frequency of course offering</b>	Annually
<b>Weighting of module grade in relation to overall final grade; Grading</b>	15/9; graded
<b>Credit points (CP) and workload</b>	Classroom attendance time: 36 hours; Independent study: 414 hours; Workload: 450 hour; 15 CP
<b>Compulsory or elective module</b>	Compulsory module
<b>Applicability of the module</b>	<ul style="list-style-type: none"> <li>• Opening Week</li> <li>• Strategy</li> <li>• Accounting</li> <li>• Finance</li> </ul>

	<ul style="list-style-type: none"> <li>• Soft Skills</li> <li>• Study week abroad</li> <li>• Operations Data Science and Empirical Studies</li> <li>• Project Management</li> <li>• Human Resource Management</li> </ul>
<b>Module supervisor</b>	Dr. Josef Korte
<b>Language(s) of instruction and examination language(s)</b>	English
<b>Teaching and learning methods of the module</b>	Lecture, exercise
<b>Module examination</b>	Presentation (15-30 min)
<b>Recommended requirement(s) for participation in the module or for individual module course</b>	The module "Opening Week" should have been successfully completed.

## MODULE: MASTER`S THESIS

<b>Module</b>	MT
<b>Module name</b>	Master`s Thesis
<b>Content</b>	Individual practice-relevant topics with content related to the MBA course program
<b>Qualification targets/Learning outcomes/Skills</b>	On completion of the module, participants will be able to: <ul style="list-style-type: none"> <li>• approach business problems in a scientific manner,</li> <li>• understand the interrelation of subjects taught and use the combined knowledge to current and future challenges,</li> <li>• work scientifically,</li> <li>• apply analytical skills to current and future challenges of businesses.</li> </ul>
<b>Module duration</b>	Fourth semester, 20 weeks (31.8.-22.1.)
<b>Frequency of course offering</b>	Annually
<b>Weighting of module grade in relation to overall final grade; Grading</b>	15/90; graded
<b>Credit points (CP) and workload</b>	Independent Study: 450 hours; workload: 450 hours; 15 CP
<b>Compulsory or elective module</b>	Compulsory module
<b>Applicability of the module</b>	<ul style="list-style-type: none"> <li>• Opening Week</li> <li>• Strategy</li> <li>• Accounting</li> <li>• Finance</li> <li>• Study week abroad</li> <li>• Study Project</li> <li>• Operations</li> <li>• Data Science and Empirical Studies</li> <li>• Project Management</li> <li>• Human Resource Management</li> </ul>
<b>Module supervisor</b>	Univ.-Prof. Dr. Andrej Gill
<b>Lecturers of the module</b>	Lecturers of the MBA program
<b>Language(s) of instruction and examination language(s)</b>	English
<b>Teaching and learning methods of the module</b>	Scientific treatment of an individual problem with practical reference in self-study
<b>Module examination</b>	Scientific thesis (50 – 60 pages, processing deadline 20 weeks) with presentation (15-30 min)
<b>Recommended requirement(s) for participation in the module or for individual module course</b>	<ul style="list-style-type: none"> <li>• The module "Opening Week" should have been successfully completed.</li> <li>• Depending on the individual topic</li> </ul>

## ADDITIONAL MODULE: SCIENTIFIC WORK AND SCIENTIFIC METHODS

<b>Module</b>	Scientific Work and Scientific Methods
<b>Module name</b>	Scientific Work and Scientific Methods
<b>Content</b>	<ul style="list-style-type: none"> <li>• The course covers the following subjects:</li> <li>• Methods for finding topics and defining questions</li> <li>• Formalities and structure of written work</li> <li>• Source material and citation</li> <li>• Types of plagiarism</li> <li>• Literature research in practice</li> <li>• Tools: Reference management, Word, Latex, draw.io</li> <li>• Case studies for academic work</li> <li>• Practical exercises in source citation and for online literature research on a laptop</li> <li>• Fundamentals of selected academic methods: Quantitative literature research, interviews, questionnaire design, randomization strategies, approaches to descriptive data analysis in R.</li> </ul> <p>After the presentation and introduction of individual academic methods, the participants will work on practical exercises.</p>
<b>Qualification targets/Learning outcomes/Skills</b>	<ul style="list-style-type: none"> <li>• On completion of the course, participants will be able to:</li> <li>• Independently define an academic issue</li> <li>• Produce an academic paper taking into account all formal requirements</li> <li>• Create a well-organized and well-structured academic paper</li> <li>• Correctly quote from academic publications and present information correctly in a bibliography</li> <li>• Identify various forms of plagiarism</li> <li>• Identify different source types and label these correctly</li> <li>• Carry out an efficient literature search using a library catalog and other academic search engines</li> <li>• Identify high-quality literature sources</li> <li>• Use literature management software and link it to its respective text editing program</li> <li>• Distinguish between various selected academic methods and identify their methodological basis</li> </ul>
<b>Module duration (according to course sequence plan)</b>	First semester, one three-day weekend course (Friday 2:00 p.m. to 7:00 p.m., Saturday 9:00 a.m. to 6:30 p.m., Sunday 9:00 a.m. to 1:30 p.m.)
<b>Frequency of course offering</b>	Annually
<b>Credit points (CP) and workload</b>	Classroom attendance time: 18 hours; 0 CP
<b>Compulsory or elective module</b>	Voluntary participation
<b>Applicability of the module</b>	<ul style="list-style-type: none"> <li>• Strategy</li> <li>• Accounting</li> <li>• Finance</li> <li>• Soft Skills</li> <li>• Study week abroad</li> <li>• Study Project</li> <li>• Operations</li> <li>• Data Science and Empirical Studies</li> <li>• Project Management</li> <li>• Human Resource Management</li> </ul>

<b>Module supervisor</b>	Prof. Martin Huschens
<b>Language(s) of instruction and examination language(s)</b>	English
<b>Teaching and learning methods of the module</b>	Lecture, exercise
<b>Module examination</b>	None
<b>Recommended requirement(s) for participation in the module or for individual module course</b>	The module "Opening Week" should have been successfully completed.

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## WARSAW SCHOOL OF ECONOMICS (SGH)

Warsaw is both the capital and the largest city in Poland. With a population of almost two million, Warsaw is one of the fastest growing cities in Europe – the current economic boom is apparent everywhere. The city is the primary hub of tertiary level education and research in the country and is thus the place of employment of many academic staff with outstanding qualifications in their particular fields.

As Poland's most important academic center, Warsaw is home to almost 300,000 national and international students. Warsaw also offers a wide variety of recreational opportunities for its residents and for tourists.

### Warsaw School of Economics (SGH)

Warsaw School of Economics (SGH) is one of the most prestigious universities in Warsaw and is Poland's oldest and most renowned institute of higher business and management education. It was founded in 1906. Its purpose is to provide continuous education to economists and business leaders. SGH is celebrated for its long tradition, the flexibility of its programs to suit the needs of students, its educational standards, and the success of its graduates.

Johannes Gutenberg University Mainz and SGH have enjoyed a long association. This relationship forms the basis for the partnership of GSB and SGH. SGH offers a tailor-made study week for participants on our MBA courses, offering modules dealing with the subjects of marketing and sales. In addition to the academic program, participants will have the opportunity to gain intercultural skills.



## NORWEGIAN SCHOOL OF ECONOMICS (NHH)

### Bergen, Norway

Bergen is Norway's second-largest city and the largest city at the west coast. The city is at the heart of the Norwegian seafood and aquaculture industry. It is one of the hubs for the oil and gas industry, the center of the shipping industry, and a popular tourist destination.

The city hosts several universities and colleges and is home to around 34,000 national and international students.

### Norwegian School of Economics (NHH)

NHH Norwegian School of Economics is the number one choice among Norwegian students and the leading business school in Norway. It was founded in 1936, and has around 3,500 full-time students and 400 employees. NHH is celebrated for its long tradition, its educational standards, the success of its graduates, and the active student union. The latter organizes several events of national importance. The school has strong international ties and maintains collaborations with 190 institutions in more than 50 countries around the globe.

NHH offers a tailor-made study week for participants in our MBA courses, offering modules dealing with the subjects of marketing and innovation. In addition to the academic program, participants will have the opportunity to gain insights into Nordic leadership and intercultural experiences.





## MEETINGS, EXCHANGE - PROFIT



**Stefan LEIST** · participant of the 2<sup>nd</sup> cohort of the Executive MBA

*„The ongoing exchange with former and active participants of GSB Mainz is an enriching experience for me. Over the years, this has resulted in many helpful contacts from which I benefit both professionally and personally. MBA Alumni Mainz e.V. offers the right platform for this through its commitment.“*

The graduates of the MBA degree programs remain connected to each other and with the GSB Mainz. The graduate association MBA Alumni Mainz e.V. maintains a network of useful relationships through a continuously updated personal file and with regular events: Regulars' tables, workshops, discussion forums, training weekends for members. The current participants benefit from a lively exchange with the graduates, their knowledge, experiences, and relationships. Most of them become members during their time of studies. The Board of MBA Alumni Mainz e.V. advises the GSB management in curricular and organizational matters. And the management regards the association of graduates and participants with their lasting commitment as the best recommendation of the degree programs.

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Alumni Executive MBA Mainz



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