MANNHEIM
BUSINESS SCHOOL

Mannheim MBA Program 2014
Course Catalogue for Term 2

Course Short Description and Lecturer Information

As of 25 September 2013
Welcome to Mannheim Business School!

This catalogue will provide you with the most important information (e.g. course content, pre-requisites, examination modalities and required reading) on the courses offered in the Mannheim MBA program 2014 (Term 2). Please note that all courses and dates are subject to change and are based on last year's curriculum. Thank you. More detailed information on each course will be communicated in the course syllabus available together with all the other material for each course on the course management system “Blackboard” four weeks before the course start. All the way through your studies the staff of the Mannheim MBA will be available to support and to advise you. Please feel free to come to the office whenever you have questions or problems.

The Mannheim MBA Team

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Term 2 Course Offer: Core Courses

Ethics and Corporate Social Responsibility

Prof. Andrew Kakabadse, PhD
Professor of Governance and Leadership, Henley Business School, UK

Prof. Nada Kakabadse, PhD
Professor of Policy, Governance and Ethics, Henley Business School, UK

January 6 – 10, 2014 (Mon-Fri)

Course Rationale
A full examination of ethics will be undertaken. The history of ethical thought, as well as the different philosophical positions of ethical theory will be matched by an analysis of the adoption of ethics to guide the behaviour of individuals and organisations today. Full discussion of the dilemmas managers face today in just simply doing their job will take place.

Course Content
The one-week course will cover an overview of ethics, the varying interpretations of ethical understanding, the emergence of ethical concerns in the leadership of organisations and the ethical underpinnings of the various governance codes and practices in the world today.

Learning Outcomes
Attendance of this programme will enable:

- an understanding of the topic of ethics
- the historical development of various strands of ethical thinking
- the strengths and weaknesses of governance codes and practices
- the ethical underpinnings of Corporate Social Responsibility (CSR) thinking and practice
- exposure to the dilemmas managers face
Pre-Requisites
Not indicated.

Learning and Teaching Methods
The pedagogical approaches adopted will include

- lectures
- case study
- learning group discussion and feedback
- library searches
- students’ participation in case presentations.

Examination Modalities
Examination question on Day Five in the afternoon will be required to be completed before the program ends. Exchange students from Warwick Business School will need to hand in this examination question in a form of assignment by Monday four weeks after the end of the module.

Mandatory Reading
Readings are shown for each day in the syllabus

Complementary reading(s)

Additional Information – Professor’s CV
Prof. Andrew Kakabadse, PhD
Current position: Professor of Governance and Leadership at Henley Business School;
Professor Emeritus of International Management
Development at Cranfield University, School of Management, UK

Researched / taught previously at: Australian National University, Hangzhou University, Babson College, Curtin University of Technology, University of Ulster, Thunderbird School of Global Management, Macquarie Graduate School of Management, Centre for Creative Leadership North Carolina

Fields of interests / research areas: Improving the performance of top executives and top executive teams, excellence in consultancy practice, corporate governance, conflict resolution, international relations


University, Canberra
Visiting Professor at Hangzhou University, China
Visiting Fellow at Babson College, Boston, USA
Honorary Professorial Fellow, Curtin University of Technology, Perth, Australia
Visiting Professor at Macquarie Graduate School of Management, Australia

Prof. Nada Kakabadse, PhD

Current position: Professor of Policy, Governance and Ethics, Henley Business School, UK.

Researched / taught previously at: Professor of Management and Business Research at the University of Northampton, Business School, UK; Senior Research Fellow at the Cranfield School of Management.

Fields of interests / research areas: Current areas of interest focus on the governance, CSR, leadership and boardroom effectiveness, leadership and governance of governments, addictive effect of ICT and strategic sourcing.


Other positions: Visiting Professor, Macquarie Graduate School of Management (MGSM), Macquarie University, Australia, 2005 – present day.
Visiting Scholar in Residence, Thunderbird, The Garvin School of International Management, Glendale, Arizona, USA, 2006 - present day.
Visiting Professor, Ulster University Business School (UUBS), Ireland, 2006 - present day, Doctoral Advisor - Capital University of Economics and Business, Beijing (China), 2009 – present day.
Managerial Accounting

Prof. Naomi Soderstrom
Professor of Accounting, University of Melbourne

January 15 - 21, 2014 (Wed–Tue)

Course Rationale
An organization’s long-term competitive success is critically dependent on:
1. Information about its products, services, processes, organizational units, suppliers, and customers;
2. Its ability to act logically on that information; and
3. Its ability to rely on this information to motivate employees and control performance.

This course introduces managerial accounting, which includes the concepts, models, and systems that provide this information and control.

Course Content
The course will familiarize participants with the terminology and basic concepts of managerial accounting, touching on topics ranging from development and use of cost information for decision-making to development and use of management control systems. Specific areas addressed include:

- Measurement of costs for different types of cost objects (products, services, organizational units, etc.)
- Use of cost information for short and long-term decision-making
- Implications of cost allocation for coordination within divisionalized firms
- Design of management control systems to coordinate and control operations
- Evaluation of different financial performance metrics

Learning Outcomes
Participants should develop the following skills:

- An understanding of cost components and behaviour
- The ability to identify costs relevant for decision-making
Use of financial information for short- and long-term decisions

- The ability to identify non-quantitative aspects of decisions and their impact on decision-making.

- The ability to develop and use budgets to communicate strategy and goals, coordinate operations and evaluate performance

- An understanding of the impact of organizational structure on the design of management control systems

- The ability to evaluate different financial performance metrics.

Pre-requisites
Participants need to have had an introductory financial accounting class.

Learning and Teaching Methods
Class sessions will be a combination of lecture, short problems, and case discussion. Participants will be encouraged to work in small groups to increase learning. Due to the condensed nature of the course, course material will be addressed through a combination of in-class and out-of-class assignments. Participants should be prepared to actively participate during class sessions, particularly during problem and case discussions.

Examination Modalities
Grading will be based upon the following activities and weights:

- Group Presentation for MultiPaint Case 20%
- Individual, in-class Final Exam 70%
- Class participation* 10%

* Class participation is based upon student attendance, in-class participation, and peer evaluation. The participation grade will focus on contributions to class discussion, willingness to lead class discussion in solving in-class problems, participation in group work, etc.

Required Book(s) / Required Reading
Mandatory reading(s)
Additional Information – Professor’s CV

Prof. Dr. Naomi Soderstrom

Current position: University of Melbourne: Professor of Accounting

Researched / taught previously at: Universität Mannheim, Instituto de Empresa, University of Colorado at Boulder, Stuttgart Institute of Management and Technology, University of Colorado at Denver, University of Washington

Fields of interests / research areas: Major focus is on empirical managerial accounting with an emphasis on health care and environmental accounting issues.


Awards: Grant: ARC Linkage Grant, 2013
Grant: Research Grant for Corporate Governance and Risk Management, 2013
Grant: Research Grant, University of Melbourne, 2012
Grant: Sustainability Research Grant, Leeds School of Business, University of Colorado, 2011
Teaching Excellence Award, Instituto de Empresa, 2009, 2010
Fulbright Scholar (Germany), 2003-2004
Grant: Colorado Society of Certified Public Accountants, 1998, 1999
Grant: Environmental Protection Agency, 1995
Grant: Western Network Partnership for Healthcare Management Research, 1991
Organizational Behavior and Change Management

Prof. Alan Jenkins
Professor of Management, ESSEC Business School

January 27- 31, 2014 (Mon-Fri)

Course Rationale
Modern companies need managers capable of understanding the complex mutual interactions between individuals, the groups they belong to, manage and often “use”, and the wider systems and structures that constitute organizations. This course begins the process of conceptual analysis that is necessary to reach a deeper understanding of these social and psychological interactions.

Course Content
The course will examine five broad central themes in management:

2. Coordination and structural adjustment – work system design and team working as coordination mechanisms.
3. Cooperation and confrontation – negotiation and conflict resolution processes in organizations.
4. Organizational learning and collective cultures; their mutual interaction and their influence on organizational change.
5. Change leadership challenges – what is specific to them in the light of the previous material on organizational processes? How can individuals and groups be prepared for them?

Learning Outcomes
The course presents material about management processes and behaviour designed to help the MBA to stand back from his or her work experiences and to re-analyze them using new frameworks. Essential analytical skills will thus be developed.
In addition modern companies need leaders who understand themselves and how their own resources and capabilities are tested and taxed by a diversity of challenges. Thus this course starts a process – one continued throughout the programme – of development of the *personal and inter-personal skills* which are vital for solid leadership.

**Pre-requisites**

*None*

**Learning and Teaching Methods**

The course will use lectures, case and film analyses and simulations. The teaching method will integrate the professional experiences of participants and promote the sharing of common perspectives and problems in the class.

**Examination Modalities:** Each participant will be required to submit either a “personal case” or a final paper analysing a specific leadership issue or problem.

**Required Book(s) / Required Reading(s)**

A set of articles (both mandatory and complementary) focused on the five main topics of the course will be distributed.

**Additional Information – Professor’s CV**

Prof. Alan Jenkins

**Current position:** Professor in Management at ESSEC Business School in France.

**Researched / taught previously at:** Visiting Professor at the University of Bocconi, Milan, Italy, the IAE of the University of Aix-en-Provence and the CNAM, Paris, both in France, and at Mannheim Business School in Germany.

**Fields of interests / research areas:** Research interests concern three wide areas: firstly, the broad implications of work reorganization for individual and collective performance and motivation, secondly, the links between leadership, management and inter-group relationships, and thirdly the contribution of the sociology of social movements to the understanding of organizational transitions.
Publications:
He has published 2 academic books (as sole author) and a number of articles in various academic journals: *Organization Studies, International Journal of Human Resources Management, Employee Relations, Sociology*, etc.

Other positions:
Academic Director of the ESSEC & Mannheim Executive MBA from 2006 to 2013. Also Academic Director of the ESSEC – Mauritius Advanced Management Program since 2012.
Course Rationale
Operations Management develops management and engineering approaches for an effective planning of resources and activities from the strategic down to the control level. It focuses on systematic planning, design, and operation of all supply chain activities and production processes in manufacturing and service systems.

Course Content
This course focuses on those systems and processes used to transform various inputs into finished goods and services. We will intensively study the design and operation of production and logistic systems within a hierarchical planning framework. This course provides an introduction in capacity planning in manufacturing and service organizations, reviews different organizational concepts of lean manufacturing systems, and discusses operational scheduling tasks. A discussion of operational performance measures will be included. Decision models will be developed on different levels of aggregation and solved with easy-to-use analytical tools.

Learning Outcomes
Participants of the course will be familiar with the key hierarchical planning tasks in manufacturing and service systems. They will understand the impact of strategic decisions in the design of production and logistic systems on several performance indicators. They are able to apply analytical tools to evaluate and to optimize operational decisions. Participants will understand economies of scale, the value of flexibility, and the impact of safety capacity on the performance of production systems with dynamic and random demand.
Pre-Requisites
There are no specific prerequisites for this course.

Learning and Teaching Methods
The course consists of two main components: a body of knowledge components which is disseminated through lecture material and a critical thinking component which is acquired through case analysis, group work, and discussion. Analytical tools are introduced and practiced within short cases. Guest lectures will highlight recent developments in operations management.

Examination Modalities
The final grade will be based on the following criteria:

- Group case assignments: 30%
- Individual closed book in-class exam: 60%*
- Class participation: 10%

*Exchange students from Warwick Business School will have to write a post-course assignment instead of the final exam which has to be submitted by Monday four weeks after the course end.

Required Book(s) / Required Reading
Detailed information will be included in the syllabus later.

Additional Information – Professor’s CV
Prof. Raik Stolletz

Current position: Raik Stolletz is a Professor and the Chair of Production Management at the Mannheim University since December 2010.

Researched / taught previously at: In his previous positions, Prof. Stolletz served as an Associate Professor for Operations Management at the Department of Management Engineering, Technical University of Denmark, Denmark and as an Assistant Professor at the Leibniz University at Hannover, Germany. He obtained his PhD from the Technical University of Clausthal and studied Mathematics, Business Administration, and Computer Science at the
Technical University of Berlin.

Fields of interests / research areas: His current research and teaching interests focus on performance analysis and robust optimization of manufacturing and service systems. Current research topics include the optimization of flow lines, performance analysis of dynamic systems, and workforce planning.

Publications: Prof. Stolletz’ work has been published in leading international academic journals, including Production and Operations Management, Manufacturing & Service Operations Management, and European Journal of Operational Research.
European Business Law

Prof. Dr. Thomas Fetzer, LL.M.
Professor of Public and Tax Law, University of Mannheim

Prof. (em.) Dr. Hans-Wolfgang Arndt
Professor of Law emeritus, University of Mannheim

Prof. Dr. Kristian Fischer
Attorney, SZA Schilling, Zutt & Anschütz Rechtsanwalts AG and Apl. Professor of Law, University of Mannheim

February 10 – 14, 2014 (Mon-Fri)

Course Rationale:
The importance of European Union Law for business entities has increased dramatically over the past years. This is especially true for companies that are primarily operating in Europe, yet as the famous Microsoft cases have demonstrated, the importance of European Union Law for non-EU based companies also cannot be overestimated. The general objective of this course is to give a comprehensive introduction to European Union Law as far as it affects business entities. The course will focus on the substantive EU Law and cover issues such as EU Competition Law, the four market freedoms (Free Movement of Goods, Free Movement of Workers, Freedom of Establishment and Freedom to Provide Services).

Course Content:
The course will be co-taught by Prof. Fetzer, Prof. Arndt, and Prof. Fischer. Prof. Arndt will give an introduction to European Union Law, focusing on the institutional design of the European Union as well as the legal order. Hereby, he will demonstrate the importance of European Union Law for companies and how it can influence business strategies.
Prof. Fischer will then discuss leading cases of the European Court of Justice that have had a major impact on companies doing business in Europe. He will, for example, discuss the consequences of the Court’s decisions concerning the Freedom of Establishment on the structure of multinational companies. He will also discuss what consequences arise from moving the headquarters or a permanent establishment of a company to another country.

Leverage on the first two parts of this course, Prof. Fetzer will elaborate on EU competition law. His lecture will cover the substantive competition law rules (Abuse of a dominant position, Art. 102 Treaty on the Functioning of the European Union; horizontal and vertical restraints under Art. 101 of the Treaty on the Functioning of the European Union; Merger Regulation; state subsidies) as well as the procedural aspects (enforcement of EU competition law). The course will be ended by an overview on the impact of the European Union Law on the taxation of companies that are subject to multiple tax jurisdictions.

**Learning Outcomes:**

1. Acquisition of basic understanding of the importance of EU Law within multinational businesses
2. Awareness for economically relevant legal issues
3. Development of norm identification capabilities and legal application techniques

**Pre-requisites:**

No legal background required for the course.

**Learning and Teaching Methods:**

Prof. Arndt will lay the necessary foundation in European Union Law, and Prof. Fischer and Prof. Fetzer will incorporate several case studies in their teaching. Prof. Fischer will use several smaller cases that participants will have to prepare in class. Depending on the number of enrolled participants, Prof. Fetzer will prepare four to five case studies on EU competition law. In a team of 4 to 5, participants will be working on those case studies for about 90 minutes. They are expected to prepare a Powerpoint presentation that will be presented and discussed in class.
Examination Modalities:

Grading will be based on the class presentation (30%) and on the final exam (test/assignment; 70%). The class participation will be measured based on the case studies provided by Prof. Fischer and Prof. Fetzer as well as the oral class participation. The written test will be on Friday afternoon, 14th Feb 2014. Students of Warwick Business School will be evaluated based on an assignment handed out at the end of the course. The assignment must be submitted within 4 weeks after by uploading it on Blackboard and send it via email to Professor Fetzer (lsfetzer@jura.uni-mannheim.de).

Required Book(s) / Required Reading(s)

Mandatory reading(s)
- Slides, provided in the course folders and the intranet.

Complementary reading(s)
- Foster, Nigel, Foster on EU Law;
- Craig/De Burca, EU Law

Additional Information – Professor’s CV

Prof. Dr. Thomas Fetzer, LL.M.

Current position: Professor of Law, University of Mannheim

Researched / taught previously at: University of Dresden; University of Pennsylvania School of Law; Vanderbilt University School of Law; University of Freiburg; University of Jena

Fields of interests / research areas: European Law, Public Economic Law, European Tax Law, Regulated Industries

Publications: Numerous books and articles on Competition Law, European Law and Telecommunications Law

Other positions: Adjunct Professor of Law at the University of Pennsylvania Law School
Prof. Dr. Hans-Wolfgang Arndt

Current position: Professor of Law emeritus

Researched / taught previously at: University of Mainz, University of Konstanz

Fields of interests / research areas: European Law, Tax Law, Public Economic Law

Publications: Numerous books and articles on Tax Law and European Union Law

Other positions: Member of the Law Faculty at the University of Mannheim

Prof. Dr. Kristian Fischer

Current position: Attorney at Law, Schilling, Zutt Anschütz, Mannheim

Researched / taught previously at: Durham University, University of Mannheim

Fields of interests / research areas: European Law, Environmental Law

Publications: Numerous books and articles on Environmental Law and European Union Law

Other positions: Member of the Law Faculty at the University of Mannheim
Course Rationale

More and more companies realize that cost advantages lead only for a short-term to competitiveness. In the long-run, companies must develop differentiated products or services to succeed in a global competition. The result of this development is a global race for creative solutions and innovations amongst companies. In this context, we find a head to head competition amongst European, American and Asian companies. The course will provide ways and tools how companies can improve their creativity and innovation management.

Course Content

The course will focus on two topics:

- How can companies increased their creativity
- How can the innovation process be improved

Especially the following issues will be presented and discussed:

- Creative Thinking Techniques
- Creativity and Human Resource Management
- How innovations and the success of a company are interrelated
- Which role innovations play in the development of a strategy of a company
- Identifying areas for innovations
- The Stage gate process for innovations
- How innovations can be judged by key performance measures
- Obstacles for Innovations
- How to improve the innovation climate for companies
Learning Outcomes
The participants will be able to understand and implement the following concepts:

- Different Creative Thinking Techniques - Pros and Cons
- Innovation Gap Analysis
- Innovation Portfolio Analysis
- Scenario Techniques for identifying innovation areas
- Performance Measurements Systems for Innovation
- Different ways to determine budgets for innovations

Pre-requisites
The participants should know about:

- Strategic Management
- Balanced Score Cards
- Financial Ratio Analysis

Learning and Teaching Methods
The course will use a mixture of different teaching methods. It will be based on lectures, case studies, participants and panel discussions. Company reports on how they gear the innovation process will also be presented in the course.

Examination Modalities
The evaluation will be based on a written exam (100%). Exchange students from Warwick Business School will have to write a post-course assignment which has to be submitted by Monday four weeks after the course end via the MBS intranet platform Blackboard.

Required Readings

Additional Information – Professor’s CV
Prof. (em.) Dr. Manfred Perlitz
19.3.1943 Born at Saarbrücken, Germany
1971 PhD in Business Administration (Dr. rer. oec), Ruhr-University Bochum, Germany
1972 – 1980 Director for general management-programmes at USW Management School, Erfstadt-Liblar, Germany
1978 Second PhD (Habilitationsschrift) in Business Administration at the Ruhr-University Bochum, Germany
1979 – 1980 Professor at the Ruhr-University of Bochum, Germany
1980 – 1988 Professor of Business Administration at the University of Bonn, Germany
1988 – 1991 Professor of Business Administration and Head of the Enterprise Group at the University of Lüneburg, Germany
1991–2008 Professor for Business Administration and International Management, University of Mannheim, Germany
1996 Founder of the consulting company: Perlitz Strategy Group
1995-1998 Vice President of the University of Mannheim, Germany
2006 Founder of the consulting company: Perlitz Strategy Group Americas Inc., Charlotte, USA
Since 2008 Professor emeritus University of Mannheim
Since 2011 EP-Professor Mannheim Business School

He has been a consultant to many companies and organizations e.g.: American Management Association, Allied Irish Bank (Ireland), BASF AG, Barcelays Bank (UK), Bosch GmbH, Cadbury (UK), CARDO (SWEDEN), Ciba (UK), Daimler AG, Dupont (USA), Deutsche Telekom, Esselte Meto, GM (Europe), Henkel KGaA, IBM (Germany, Europe and USA), ICI (Germany and UK), ITT (USA), Jungheinrich, Lucas (UK), Management Centre Europe (Belgium), Mannesmann AG (Germany, USA and Brasil), Marks & Spencer (UK), Merck, National Westminster Bank (UK), Nokia (Finland), Opel AG, Perstorp (Schweden), Parker Hanifin, Pfizer, PHILIPS (Netherlands), Rank Xerox (UK), Rolls Royce (UK), Royal Scottish Bank (Scotland), SAP, SFSintec (Switzerland), Shanghai Management Institut (VR CHINA), Shell Int. (Netherlands and UK), Siemens AG (Germany and
Japan), Standard Bank (South-Africa), Unigate (UK), Union Minière (Belgium), Universitätsemester der Wirtschaft, Volkswagen AG, Xerox Corp. (USA), 3M (Europe).

He is and was a visiting professor at: Pennsylvania State University, University of California Berkeley, Harvard Business School, Carnegie-Mellon University, Asian Institute of Management (Philippines), Jamaican Institute of Management, Universidad Federal Rio de Janeiro, London Business School, Ecole des Affaires de Paris, Shanghai Institute of Management, Cape Town University, Imperial College of Technology, Science and Medicine, London, Durham University, UK, Zentrum für Unternehmensführung (Switzerland).

As co-editor he works for: Prometeusz (Poland).

As an European Coordinator he was in charge of the „Company of the Future“-project, in which European and Japanese companies and universities were working together to develop a framework for successful companies in the 21st century. The project was sponsored in Europe by the European Commission and in Japan by MITI.

His areas of interests are: Business Policy and Strategy, International Management, Innovation Management and Global Scenarios. He has written 6 books and about 105 articles in German and international journals.

In the Manager-Magazin he was listed as the most important professor of International Management and Strategy in Germany.
Course Rationale
This course is designed to provide students with an opportunity to apply and extend the concepts and tools they have learned in other courses (e.g. Fundamentals of Financial Accounting, Corporate Finance from term 1). The main theme is the creation of shareholder value. Topics covered include financial analysis, capital budgeting, company valuation, the cost of capital, mergers and acquisitions, leveraged buyouts, capital structure decision and initial equity offerings.

Course Content
PART 1. FINANCIAL ANALYSIS AND COMPANY VALUATION
   Topic 1. Financial analysis
   Topic 2. Company Valuation
   Topic 3. Costs of Capital

PART 2. CORPORATE FINANCIAL POLICY AND M&A
   Topic 4. Capital Structure Decision
   Topic 5. Leveraged Buyouts
   Topic 6. Initial Public Offerings
   Topic 7. Mergers and Acquisitions

Learning Outcomes
Upon the completion of the course, participants are better prepared to:
   • Value firms in the context of M&A transactions
   • Help firms find an optimal form of financing
   • Understand the linkages between firms’ product market strategy and finance
Pre-requisites
The course assumes some basic knowledge in accounting (balance sheets, income statements, financial ratios) and finance (present value methods, portfolio theory, CAPM).

Learning and Teaching Methods
The course is taught with cases, as well as some lectures on topics like valuation and M&A. Lecture sessions will be devoted to the issues and concepts underlying the topics of the cases discussed later. Case sessions will be devoted to a discussion of the case assigned for that day. Participants will be organized into groups, and it is strongly recommended that participants prepare each class by discussing the material for that day with the members of their group. Each group is required to turn in two short 2-4 page case reports, with a summary of their analysis and recommendations. Supporting computations and tables can be included in an appendix, which should not exceed four pages. In the beginning of the case sessions, each participant must be prepared to give a short presentation of the case to open up the discussion. Lecturer will also randomly call upon other participants to criticise and comment the presentation.

Examination Modalities
Final grade consists of the following elements:

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<th>Element</th>
<th>Weight</th>
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<tbody>
<tr>
<td>1. Exam test</td>
<td>60 %</td>
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<tr>
<td>3. Class participation</td>
<td>20 %</td>
</tr>
<tr>
<td>4. Group project: case 1</td>
<td>10 %</td>
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<tr>
<td>5. Group project: case 2</td>
<td>10 %</td>
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<td>5. Group project: case 2</td>
<td>10 %</td>
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</tbody>
</table>

100 %

Required Book(s) / Reading(s)
Several cases which are distributed in the beginning of the course.

Additional Information – Professor’s CV
Matti Suominen is a Professor of Finance at the Aalto University, Helsinki. From 1997 until 2006 he was in the full time faculty at INSEAD, worked as an Assistant Professor and later as an Associate Professor of Finance. He continued working with INSEAD as an Adjunct Professor of Finance in 2006 – 2010, while working full time at the Aalto University.
Matti Suominen holds a PhD in Financial Economics from the University of Pennsylvania, where he has also worked as a Visiting Associate Professor at Wharton. His areas of research are Information Economics in Financial Markets, Market Microstructure and Corporate Finance. He has published articles in several leading academic journals such as the Journal of Financial Economics, Journal of Financial and Quantitative Analysis, International Economic Review and the Journal of Financial Markets (where he was given the Best Paper Award).

Matti Suominen has previously worked as a consultant at the European Corporate Finance Practice of McKinsey & Co. and as a Chief Dealer in the Options and Futures Markets in Finland.

Matti has taught extensively in the MBA, PhD and Executive Education Programmes at INSEAD and elsewhere. In particular, he was the Programme Director of the INSEAD "Finance for Executives" programme from 2002 until spring 2006. He has also taught in or directed several company specific programmes including those for Bertelsmann, China State Grid Corporation, CISCO, Dresdner Bank, Korea Electric Company, Haniel, Noble, Nordea, Mubadala, Schlumberger and Shell. In 2004, he was awarded the INSEAD MBA Best Core Course Teacher Award.
Entrepreneurship & Design Thinking

Prof. Dr. Michael Woywode
Professor for SME Research and Entrepreneurship,
University of Mannheim

Daniela Ernestus, M.B.A.
Lecturer at the Chair for SME research and entrepreneurship,
University of Mannheim

March 6 – 12, 2014 (Thu-Wed)

Course Rationale

Mark Zuckerberg (Facebook), Steve Jobs (Apple), or Dietmar Hopp (SAP) are all examples of successful entrepreneurs who have pursued new business opportunities in a way which is innovative, path-breaking and contributing to economic growth and employment generation. But who is the typical entrepreneur? What characteristics does a typical entrepreneur possess and need? Where does innovation come from? Does it come from a process that can be learned or does it come from minds of geniuses? These and more questions will be addressed in the course “Entrepreneurship and Design Thinking”. Further topics covered are business model creation and financing the start-up. The course consists of two parts: lectures and practical group work.

Course Content

Firstly, the lectures will introduce students to major theories of entrepreneurship. Different types of entrepreneurship will be discussed and their importance for economies will be highlighted. Additionally, guest speakers will give insights on specific topics of interest. The idea of design thinking will be introduced, a human–centered approach for innovation and growth that combines creative and analytical tools, and focuses on interdisciplinary teams working together will be also covered. Ultimately, we apply the design thinking process step by step in teams and run through its methodology: Empathize-Define-Ideate-Prototype-Test.
Learning Outcomes

The purpose of this course is to provide participants with both theoretical knowledge of entrepreneurship and practical skills for creating innovative products or services. On the one hand, participants will gain fundamental perspectives in theoretical entrepreneurial mechanisms:

- Understanding what constitutes entrepreneurs
- Personal characteristics of/ action motives for entrepreneurs
- Introduction to classical and modern economic, psychological and sociological theories of entrepreneurship
- Creating successful business models
- The role of innovation for entrepreneurship

On the other hand, we link entrepreneurship to innovation by providing our participants with:

- an efficient process for creating innovative products or services,
- enhanced problem solving skills,
- a better understanding of customer needs through an empathetic customer research,
- an ability to build and test prototypes

Participants can apply the design thinking process either as entrepreneurs when starting their own business or as intrapreneurs to help them and their companies to be more innovative.

Pre-requisites

The participants should be willing to think outside the box. Entrepreneurial experience is helpful and favoured.

Learning and Teaching Methods

The course will be performed by both class-room-style teaching and team work (approx. 40/60).

Examination Modalities

60% of the grading will be conducted by the final group project presentations, 40% by exam.
Required Book(s)


or


Additional Information – Professor’s CV

Prof. Dr. Michael Woywode

Current position: Professor of Business Administration, especially Small and Medium Sized Enterprises, and Director of the Centre for Small and Medium Sized Business Research (ifm), at the Mannheim University (since 9/2007)

Researched / taught previously at: Since 2008: Affiliated research professor at the Centre for European Economic Research (Zentrum für Europäische Wirtschaftsforschung, ZEW), Mannheim 2002-8/2007: Professor of Business Administration, especially International Management, Faculty of Business and Economics, RWTH Aachen University 2000-2002: Visiting Professor of Business Administration, especially Management, Faculty of Business and Economics, Karlsruhe University 1999-2000: Visiting Scholar, Faculty of Economics, Stanford University 1994-1995: Visiting Scholar, Graduate School of Business, Stanford University

schemes supporting the Mittelstand” in Cooperation with the Zentrum für Europäische Wirtschaftsförderung and Prognos (sponsor: Ministry of Science and Education (BmBF)).


2001–2004 Jointly with Walter Ganz and Thomas Meiren (Fraunhofer IAO): Project leader in a large scale BMBF project: Work and employment in fast growing companies: Innovation, human relations and organization related challenges (sponsor: Ministry of Science and Education (BmBF)).


Harhoff, Dietmar, Konrad Stahl and Michael Woywode (1998): “Legal Form, Growth and Exit of West German Firms - Empirical Results for Manufacturing, Construction, Trade and Service Industries”,
Additional Information – Lecturer’s Information

Daniela Ernestus

Since 2009 Daniela Ernestus is a lecturer and PhD Candidate at the Chair for SME Research & Entrepreneurship at the University of Mannheim (Germany), having designed and implemented the first practical oriented lecture on entrepreneurship. Since then, she has been involved in teaching lectures on entrepreneurship (such as Creativity & Entrepreneurship in Practice or Entrepreneurial Spirit – Launching the Venture) at the Master level and in organizing and implementing the yearly Entrepreneurship Bootcamp. Her research interest focuses on the area of innovation management. Besides research and teaching, she supervised various diploma and master theses on entrepreneurship topics. She is involved in consulting university spin-offs, is co-founder of the Mannheim Entrepreneurship Club (www.entrepreneurshipclub.de), and is acting as a faculty advisor in the student organization enactus (www.enactus.org; formerly SIFE, www.sife.org).

Prior to working at university, Daniela studied law at the University of Mannheim and completed a two-year practical at the Higher Regional Court in Frankfurt am Main. She holds the first and the second legal state examination and worked five years as a lawyer in the area of insolvency and bankruptcy law before she enrolled in a fulltime MBA program at the
Nottingham University Business School, UK. In 2008, she received her MBA degree with Distinction and was awarded with The Best Overall Performance prize in the MBA in Entrepreneurship program.
## Course Rationale
The course approaches the subject both from a strategic and management perspective, highlighting the importance of integrating human resource strategy into business strategy. Theoretical concepts are discussed and applied to human resource strategies and practices of different companies. The course is taught by Prof. Biemann in cooperation with high calibre guest speakers from different industries, thus combining theoretical analysis and practical application.

## Course Content
The course Human Resource Management approaches the subject from a strategic perspective, imparting what business leaders need to know about the most valuable resource in their organizations. The course also deals with HR-related competencies required by generalists in the line management of any organization, encompassing various themes related to leadership in the widest sense. Additionally, topical applications of HRM e.g. in the context of international HRM or performance management are featured. A distinctive feature of the course is its mix of theoretical foundation and practical application. Lively discussions among participants are encouraged. Case studies of exemplary companies complement the curriculum.

## Learning Outcomes
After the course, participants should be able to
- actively participate in strategic discussions and HRM decision making
- analyze problem sets with regards to HRM
- embrace their HRM accountability as future line managers
- apply state of the art SHRM frameworks and found their analyses upon theory
— act as competent contributor to HR relevant challenges in their workplaces
— acquire tools and methods for effective performance management and goal setting
— practice team work, foster communication and leadership skills

Pre-requisites
Courses in strategic management and organizational behavior are qualifying foundations but no pre-requisites for this course.

Learning and Teaching Methods
Professor Biemann will provide a theoretical foundation at the beginning of the course. He then, however, focuses very much on applying the theoretical frameworks to practical problems. Many practical examples are given, and participants are encouraged to become involved through class discussion and case studies. Participants are expected to read the literature before class to enable in-depth discussions and group work. The course, taught in cooperation with corporate guest speakers, complements HRM theory with valuable insights from business.

Examination Modalities
The course evaluates both individual and team performance. Individual performance will be assessed through an individual assignment and a final exam at the end of the week. Team-based performance consists of group presentations during the week and case study exercises. Hence the grade comprises the following items (weights):

- Individual Assignment (10%)
- Case study #1 (15%)
- Case study #2 (15%)
- Exam (60%)

Each group member needs to present at least once (individual assignment and/or group work). Based on his impression on your participation in class, the lecturer reserve the right to adjust the final grade to reflect both participants’ willingness and ability in class to contribute to the progress of the course. The presentation must be sent via email (biemann@bwl.uni-mannheim.de) before or handed in to me in electronic form in our first session. For both case studies, material will be given during the course. Case studies can be either take-home or in-class assignments.
Required Book(s)

Mandatory reading(s)


Additional Information – Professor’s CV

Contact Info: biemann@bwl.uni-mannheim.de

Professor Dr. Torsten Biemann was born in 1975 in Osnabrück, Germany. He holds a diploma in business administration and a diploma in psychology both from Justus Liebig University Giessen. He received his doctoral degree in 2008 from Kiel University and completed his habilitation in 2012 at the University of Cologne. Since March 2013, he represents the Chair for Human Resource Management and Leadership at the University of Mannheim. Professor Torsten Biemann is author of several articles in national and international journals, including Organization Studies, Leadership Quarterly, Organizational Research Methods, and Journal of Vocational Behavior.

Current position: Chair for Human Resource Management and Leadership at the University of Mannheim.

Researchers / taught previously at:

Kiel University; Jacobs University Bremen; University of Cologne

Fields of interests / research areas:

Successful Leadership
Career Paths
Effectiveness of HRM instruments
International HRM
Management Research Methods

Publications:

Selected Publications


Dipl.-Kffr. Irmela Koch was born in 1984 in Weinheim, Germany. She holds a diploma in business administration from University of Cologne. In September 2011, she started her doctoral studies at University of Mannheim. Under the academic supervision of Prof. Dr. Biemann her focus areas are Human Capital Management and Leadership.

Guest speaker Lorenz Freudenberg is freelance consultant for strategic succession planning and change management. His former experiences include head of Global HR and other leadership positions at Freudenberg & Co. He holds a diploma in business administration from Witten/Herdecke University.
Course Rationale
This course is designed to develop skills in creating, implementing, and evaluating marketing strategies and programs in an international context. The foundation for a successful international marketing program is a sound understanding of the marketing discipline. This course will build on this understanding and seek to broaden participants’ skill-set by emphasizing its application in an international environment.

Course Content
The contents of the course will be broken down into six modules:

1. Understanding the international marketing environment
2. Global strategy and market coverage
3. Global product management
4. Global pricing
5. Global brand and communication management

Lectures will be used to introduce frameworks and conceptual material for each module. The simulation and the case analyses will then amplify and expand this knowledge by applying concepts and frameworks to specific situations.

Learning Outcomes
This course will help participants to develop a greater appreciation for external forces shaping marketing decisions, e.g., various economic, cultural, legal, political, and competitive environments.
At the end of this course participants will be able to:

- identify and evaluate opportunities in international markets
- adapt marketing programs for specific markets
- develop and coordinate global marketing strategies

The course will put particular attention to marketing issues confronting executives in multi-report, multi-market, and multinational organizations.

Pre-requisites
Marketing Fundamentals

Learning and Teaching Methods
This course will use the following learning and teaching methods:

- Lecture sessions
- Group and individual work
- Case study presentation and discussion
- Country Manager computer simulation

Examination Modalities
Participants' grade will be composed of

- 40% simulation performance (team effort)
- 60% individual assignment (individual grade)

In addition, each group will have to answer specific questions with regard to a case study and present this analysis in the class setting.

Required Book(s)
There will be a selection of cases and articles with reference to concepts discussed in class (mandatory).

Recommended books:

Additional Information – Lecturer’s CV

Prof. Dr. Sabine Kuester

Current position: Since September 2005 Professor Dr. Sabine Kuester is chairperson of the Department of Marketing III at the University of Mannheim. She is also Director of the Institute of Market-Oriented Management at the University of Mannheim and Academic Director of the Mannheim MBA Program at the Mannheim Business School.

Fields of interests / research areas: Professor Kuester’s research interest is in competitive marketing strategy, marketing of innovations, marketing management, and international marketing.


"How to Overcome Customers’ Adoption Barriers?”, Advances in Consumer Research, 2009, 36 (1), 783–784. (with Silke C. Hess)


"Winning the Take-Off Battle,” European Business Forum,


Monographs


Publications in the Business Press

Other positions:
Review Activities
- Journal of Business Research
- Journal of International Marketing
- Journal of International Business Studies
- Journal für Betriebswirtschaftslehre
- Die Betriebswirtschaft
- Schmalenbach Business Review
- Co-Editor “Schriftenreihe des Instituts für Markorientierte Unternehmensführung“

Associations
- American Marketing Association (AMA)
- European Marketing Academy (EMAC)
- Informs / ORSA
- Verband der Hochschullehrer für Betriebswirtschaft e.V. (VHB)
- Schmalenbach-Gesellschaft für Betriebswirtschaft e.V.