

## Master in Management Course Selection \*

### Core Courses

Quarter 1	Quarter 2
Evidence-based Management*	Operations Management
Managerial Data Science	Financial Analysis and Performance Management***
Marketing**	

\*Evidence-based Management presentations day will be the first week of Quarter 2.

\*\*Marketing is scheduled across Q1 and Q2

\*\*\*Originally called Accounting

### Quarter Schedules for core courses:

Quarter 1:	Academic period:	30 August – 16 October 2021
	Exam Week:	18 October – 23 October 2021
Quarter 2:	Academic period:	25 October – 11 December 2021
	Exam Week:	13 December – 18 December 2021

### Concentration Courses

Quarter 1	Quarter 2
<b>Customer Insights &amp; Analytics</b>	
Consumer Behaviour	Marketing Analytics
Marketing Strategy	
<b>Technology &amp; Operations</b>	
Predictive Analytics	Operations Strategy
Supply Chain Strategy	Prescriptive Analytics
<b>Strategy &amp; Organisation</b>	
Scaling Digital Business	Resource Allocation Strategy
	Strategic Mgt Control

### Quarter Schedules for concentrations courses:

Quarter 1:	Academic period:	30 August – 23 October 2021
	Exam Week:	25 October – 30 October 2021
Quarter 2:	Academic period:	01 November – 11 December 2021
	Exam Week:	13 December – 18 December 2021

**Evidence-based & Responsible Management  
[MGT71583]**

Module Coordinator		Atalay, Selin					
Programme(s)		Master in Management					
Term		3. Semester/Q1					
Module Duration		1 Semester					
Compulsory/Elective Module		Compulsory Module					
Credits:		6					
Frequency		Annually					
Language		English					
Workload:	150 h	Teaching hours:	37 Acade	Preparation for classes:	90 h	Preparation for assessments:	32 h
Prerequisites		Business Statistics					
Content		<p>Our world has become increasingly data-driven. While intuition and isolated anecdotes remain an integral part of leadership and managerial decision-making, the rapidly increasing availability of (big) data and technologies has fostered a strong push towards evidence-based decision-making in practice. As a result, a successful career in consulting or management requires substantive knowledge and skills in a variety of empirical research methods to make evidence-based decisions that have merit. Thus, students in management need to develop strong competencies as creators, recipients, and applicants of scientific studies.</p> <p>This course focuses on the design and implementation of high- quality empirical studies in the areas of management. The course serves a dual purpose:</p> <ol style="list-style-type: none"> <li>1) The overarching goal is to prepare students for increasingly “evidence-driven” (i.e., scientific) decision making in management and consulting practice.</li> <li>2) The added goal is we provide students with the methodological toolkit for any research project such as their MSc theses.</li> </ol>					

<p>Intended Learning Outcomes</p>	<p>The course introduces principles and tools designed to understand the utility of evidence-based management, and its relevance for managerial decision-making.</p> <p><b>Knowledge</b>  Students will acquire fundamental knowledge of the key concepts of evidence-based management, i.e. they can</p> <ul style="list-style-type: none"> <li>• read and understand scientific literature,</li> <li>• identify and select the appropriate qualitative or quantitative methods to answer specific research questions,</li> <li>• point out potential ethical problems of various research designs,</li> <li>• evaluate and apply scientific knowledge to solve business problems,</li> <li>• structure and write research reports.</li> </ul> <p><b>Skills</b>  Students will be able to apply a variety of research methods to business research problems and draw conclusions from the results, i.e. they can</p> <ul style="list-style-type: none"> <li>• create a research proposal,</li> <li>• develop strategies on how to obtain data,</li> <li>• assess ethical pitfalls of research methods,</li> <li>• critically evaluate various types of research designs.</li> </ul> <p><b>Competencies</b>  In a business environment students will be able to apply the skills and knowledge, i.e. they can</p> <ul style="list-style-type: none"> <li>• define a relevant research question,</li> <li>• select a method for answering it,</li> <li>• draw the appropriate conclusions from the results,</li> <li>• act responsibly while implementing management practices or making managerial decisions.</li> </ul>																				
<p>Forms of teaching, methods and support</p>	<p>The course is taught interactively. A variety of exercises and discussion questions are used to train participants. Participants are expected to cover the course contents by preparation, follow-up work, and self-study.</p>																				
<p>Type of Assessment(s) and performance</p>	<table border="1"> <thead> <tr> <th>Type of examination</th> <th>Duration or length</th> <th>Performance Points</th> <th>Due date or date of exam</th> </tr> </thead> <tbody> <tr> <td>In class exercises &amp; participation</td> <td>during the course</td> <td>30</td> <td>tbd</td> </tr> <tr> <td>individual reflection paper</td> <td>to be announced in class</td> <td>15</td> <td>25 October 2021</td> </tr> <tr> <td>Research proposal - presentation</td> <td>to be announced in class</td> <td>25</td> <td>last day of class, all online</td> </tr> <tr> <td>Research proposal - write-up</td> <td>to be announced in class</td> <td>50</td> <td>26 November 2021</td> </tr> </tbody> </table>	Type of examination	Duration or length	Performance Points	Due date or date of exam	In class exercises & participation	during the course	30	tbd	individual reflection paper	to be announced in class	15	25 October 2021	Research proposal - presentation	to be announced in class	25	last day of class, all online	Research proposal - write-up	to be announced in class	50	26 November 2021
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Recommended Literature	<p><u>General readings</u></p> <ul style="list-style-type: none"> <li>• Cooper, D. R. &amp; P. S. Schindler (2013). Business research methods (12th edition). New York: McGraw-Hill Irwin.</li> <li>• Rousseau, D. M. (2006). Is there such a thing as “evidence-based management”? <i>Academy of Management Review</i>, 31, 256-269.</li> <li>• Pfeffer, J., &amp; Sutton, R. I. (2006). Evidence-based management. <i>Harvard Business Review</i>, 84, 62-72.</li> </ul> <p><u>Additional readings</u></p> <p>Students will be required to read additional literature for most class sessions. These readings will be made available prior to the specific sessions.</p>
Module Structure	<p>Session 1 introduces the fundamentals of the scientific method. The module focusses on important steps that need to be taken before collecting and analyzing data. These steps include research design, construct measurement, and sampling. We also cover ethical boundaries for evidence-based management.</p> <p>Sessions 2-10 cover the main methods for collecting high-quality data to rigorously test research questions (or explore new ones).</p> <p>Part 1. Survey Research  Part 2. Experimental Research  Part 3. Qualitative Research</p> <p>Session 11 is group project presentations.</p> <p>A more detailed break-down will follow at the beginning of the course.</p>
Usability in other Modules/Programmes	Master?s Thesis
Last Approval Date	2021/07/09

**Managerial Data Science [QUM71412]**

Module Coordinator		Bleier, Alexander					
Programme(s)		Master in Management					
Term		Semester 1 Q1					
Module Duration		1 Semester					
Compulsory/Elective Module		Compulsory Module					
Credits:		6					
Frequency		Annually					
Language		English					
Workload:	-	Teaching hours:	37 Acade	Preparation for classes:	90 h	Preparation for assessments:	32 h
Prerequisites		Understanding of basic mathematical concepts (basic calculus, algebra, and probability).					
Content		<p>In today's rapidly moving business world, data and its inherent value gain more and more importance. While the sheer amount, complexity, and frequency of data evolve at unprecedented speeds, so do the statistical methods available for its analysis. The primary goal of this course is therefore to equip students with the necessary statistical foundation to navigate their future roles as managers that base decisions on solid data and analyses. To achieve this goal, the course will introduce students to relevant vocabulary as well as statistical concepts and tools, drawing on descriptive and inferential statistics. In essence, the course will focus on ways to assess, comprehend, and exploit data to produce well-informed business decisions.</p>					

<p>Intended Learning Outcomes</p>	<p><i>Knowledge:</i> Successfully completing this course will enable students to comfortably navigate fundamental statistical concepts and their application in business. In particular, they will be able to</p> <ul style="list-style-type: none"> <li>• assess and evaluate outcomes of statistical analyses</li> <li>• describe the strengths and weaknesses of relevant procedures</li> <li>• explain the value of data and exploit it to inform business decisions</li> </ul> <p><i>Skills:</i> Upon successful completion of this course, students will know how to apply statistical tools and concepts to identify and extract potential gains from available data. In particular, they will be able to</p> <ul style="list-style-type: none"> <li>• collect, access, and structure data</li> <li>• select adequate statistical methods in particular business situations</li> <li>• derive reasonable business decisions based on appropriate statistical analyses</li> </ul> <p><i>Competencies:</i> Having successfully completed this course, students will be capable of assessing, structuring, and solving statistical problems based on their analytical and logical problem solving capacities. In particular, they will be able to</p> <ul style="list-style-type: none"> <li>• handle, assess, and analyze data sets</li> <li>• develop and organize concepts and projects with a focus on data analysis</li> <li>• derive and defend business decisions based on their statistical knowledge and reasoning</li> </ul>												
<p>Forms of teaching, methods and support</p>	<p>This course may contain traditional lecturing, discussions, projects, homework, team work, and applications.</p>												
<p>Type of Assessment(s) and performance</p>	<table border="1"> <thead> <tr> <th>Type of examination</th> <th>Duration or length</th> <th>Performance Points</th> <th>Due date or date of exam</th> </tr> </thead> <tbody> <tr> <td>Written exam</td> <td>80 minutes</td> <td>80</td> <td>Exam week</td> </tr> <tr> <td>Quizzes</td> <td>40 minutes</td> <td>40</td> <td>During the module</td> </tr> </tbody> </table>	Type of examination	Duration or length	Performance Points	Due date or date of exam	Written exam	80 minutes	80	Exam week	Quizzes	40 minutes	40	During the module
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Written exam	80 minutes	80	Exam week										
Quizzes	40 minutes	40	During the module										

Recommended Literature	<p>Introductory statistical and data science literature (also recommended as pre-reading), e.g.</p> <ul style="list-style-type: none"> <li>• Bruce L. Bowerman, Richard T. O'Connell, and Emily S. Murphree, Business Statistics in Practice - Using Data, Modeling, and Analytics, McGraw-Hill, 2017</li> <li>• Gareth James, Daniela Witten, Trevor Hastie, and Robert Tibshirani, An Introduction to Statistical Learning - with Applications in R, Springer, 2017</li> <li>• Alan Anderson, Business statistics for dummies, Wiley, 2013</li> <li>• Deborah J. Rumsey, Statistics for dummies, Wiley, 2016</li> <li>• Deborah J. Rumsey, Statistics Essentials for dummies, Wiley, 2010</li> <li>• Richard A. DeFusco, Dennis W. McLeavey, Jerald E. Pinto, and David E. Runkle, Quantitative Methods for Investment Analysis, Second Edition, CFA Institute</li> </ul>
Module Structure	This module comprises an introduction to basic statistical techniques as well as applications to specific business problems to help managers arrive at better-informed decisions based on data.
Usability in other Modules/Programmes	Subsequent modules of the programme, Master's Thesis.
Last Approval Date	2021/06/30

**Marketing [MGT71422]**

Module Coordinator		Meinert, Britta					
Programme(s)		Master in Management					
Term		Semester 1 Q1					
Module Duration		1 Semester					
Compulsory/Elective Module		Compulsory Module					
Credits:		6					
Frequency		Annually					
Language		English					
Workload:	150 h	Teaching hours:	37 Acade	Preparation for classes:	90 h	Preparation for assessments:	32 h
Prerequisites		Basic Math Skills					
Content		<p><b>1. Strategic Marketing</b>  1.1 Market Analysis  1.2 Segmenting, Targeting, Positioning  1.3 Marketing Strategic Concepts</p> <p><b>2. Marketing Instruments</b></p> <p><b>2.1 Product Management</b>  2.1.1 Innovation Management  2.1.2 Management of Established Products  2.1.3 Brand Management</p> <p><b>2.2. Price Management</b>  2.2.1 Fundamentals of Classical Pricing Theory  2.2.2 Price Determination and Discrimination  2.2.3 Principles of Behavioral Pricing</p> <p><b>2.3. Sales Management</b>  2.3.1 Design and Structure of the Sales System  2.3.2 Customer Relationship Management  2.3.3 Managing Relationships with Sales Partners</p> <p><b>2.4. Communications Management</b>  2.4.1 Communication Planning and Budgeting  2.4.2 Design of Communication Measures  2.4.3 Monitoring the Impact of Communication</p>					

<p>Intended Learning Outcomes</p>	<p><i>Knowledge:</i> On successful completion of this module, students will have a thorough comprehension of Marketing, i.e. they can</p> <ul style="list-style-type: none"> <li>• Understand the terminology, concepts and tools of modern marketing practice</li> <li>• Thoroughly comprehend strategic marketing and the elements of the marketing mix and the importance of integrating these elements</li> <li>• Explain the key aspects of each of the four marketing instruments (product management, price management, sales management and communications management)</li> </ul> <p><i>Skills:</i> On successful completion of this module, students will have the proven ability to apply advanced knowledge in Marketing and to solve marketing managerial problems, i.e. they can</p> <ul style="list-style-type: none"> <li>• Apply the key tools that marketers use to analyse market situations</li> <li>• Use the marketing instruments to react accordingly to these situations</li> <li>• Demonstrate effective presentation skills</li> </ul> <p><i>Competences:</i> On successful completion of this module, students can solve a real life marketing case, i.e. they can</p> <ul style="list-style-type: none"> <li>• Analyse a real life market situation correctly</li> <li>• Apply key marketing principles to real marketing issues</li> <li>• Coordinate decisions between team members</li> <li>• Develop solutions to specific issues in teams and present their results</li> </ul>															
<p>Forms of teaching, methods and support</p>	<p>Lecture, discussion, exercises, quizzes, group work, case studies</p>															
<p>Type of Assessment(s) and performance</p>	<table border="1" data-bbox="480 1379 1378 1597"> <thead> <tr> <th>Type of examination</th> <th>Duration or length</th> <th>Performance Points</th> <th>Due date or date of exam</th> </tr> </thead> <tbody> <tr> <td>Case Study</td> <td>15 minutes</td> <td>60</td> <td>Quarter 2</td> </tr> <tr> <td>Written Exam</td> <td>60 minutes</td> <td>60</td> <td>Exam week of Quarter 1</td> </tr> </tbody> </table>				Type of examination	Duration or length	Performance Points	Due date or date of exam	Case Study	15 minutes	60	Quarter 2	Written Exam	60 minutes	60	Exam week of Quarter 1
Type of examination	Duration or length	Performance Points	Due date or date of exam													
Case Study	15 minutes	60	Quarter 2													
Written Exam	60 minutes	60	Exam week of Quarter 1													
<p>Recommended Literature</p>	<p>Textbook:</p> <ul style="list-style-type: none"> <li>• Christian Homburg, Sabine Kuester and Harley Krohmer (2013), Marketing Management: A Contemporary Perspective, Second Edition, McGraw-Hill</li> </ul> <p>Case study: In cooperation with Procter &amp; Gamble</p>															

Module Structure	This course provides an introduction to strategic marketing and a detailed overview of the four marketing instruments (product management, price management, sales management and communications management). A close cooperation with Procter & Gamble provides students with the opportunity to apply the key concepts to practical business situations.
Usability in other Modules/Programmes	Marketing modules in the concentrations
Last Approval Date	2021/06/15

**Operations Management [MGT71594]**

Module Coordinator		Kremer, Mirko					
Programme(s)		MSc MiM					
Term		Semester 1 Q2					
Module Duration		1 Semester					
Compulsory/Elective Module		Compulsory Module					
Credits:		6					
Frequency		Annually					
Language		English					
Workload:	150 h	Teaching hours:	37 acade	Preparation for classes:	90 h	Preparation for assessments:	32 h
Prerequisites		Basic Statistics (in particular, probability distributions), elementary calculus and algebra, basic spreadsheet engineering skills (i.e., working knowledge of Microsoft Excel).					
Content		<p>Firms can create substantial value and competitive advantage if they manage to properly structure their operating system (people, technology, processes). This course introduces principles, technologies, and tools designed to increase organizational performance by better matching supply with demand in an uncertain world. A key objective is the acquisition of a set of key methods you can use as a manager to control and improve operations and understand and solve the fundamental inherent strategic trade-offs to align with the strategic goals of the firm. Besides illustrating the underlying principles of these tools, the course will illustrate how the operations view (via measures such as capacity utilization, or inventory turnover) link with the financial view (via measures such as EVA or ROI). Generally, the course will challenge your managerial skills and ask you to apply them in realistic settings.</p>					

<p>Intended Learning Outcomes</p>	<p><i>Knowledge:</i> On successful completion of the module, the participants will have knowledge of a wide range of operations management tools, i.e. they</p> <ul style="list-style-type: none"> <li>• understand the fundamental concepts of any business process: throughput, throughput time, work in process and the relationship between the three.</li> <li>• can explain and operate the toolset introduced in this module</li> <li>• can evaluate the tools and discuss their strengths and weaknesses</li> <li>• can articulate the link between Operations and Finance</li> </ul> <p><i>Skills:</i> On successful completion of the module, students will have the proven ability to apply advanced knowledge in Operations Management and to solve practice-oriented challenges, i.e. they can</p> <ul style="list-style-type: none"> <li>• analyse, structure and classify operations management challenges in practice and theory</li> <li>• identify the problem adequate quantitative model or qualitative strategy</li> <li>• use spreadsheets to support quantitative modeling, and spot a banana from distance</li> <li>• apply the adequate quantitative model or qualitative strategy to solve an operations management challenge</li> </ul> <p><i>Competencies:</i> Successful module participants develop the requisite know-how to provide responsible contributions in establishing concepts and processes in operations management. They acquire the ability to further develop and adapt to the needs in practice. They can</p> <ul style="list-style-type: none"> <li>• articulate the operational rationale behind a successful business process</li> <li>• present operations management challenges to a broad audience</li> <li>• argue competently about problem solution strategies</li> <li>• develop the links between Operations and Strategy</li> </ul>
<p>Forms of teaching, methods and support</p>	<p>The course is a combination of case study discussions, lectures, tutorials, technical exercises, and games. The course is based on the text book shown under recommended literature.</p> <p>Essentially, the class instructional format will be a dialogue between the students and the instructor. It is important to note that strong class participation is founded on adequate preparation. Students are expected to thoroughly review the material on every case or reading prior to its discussion in class. It is expected that students do a thorough analysis of the case based on specific questions that will be provided, and prepare a plan of action appropriate to the circumstances. When students are prepared, the class discussion is greatly enhanced and everyone learns far more than otherwise.</p>

Type of Assessment(s) and performance

Type of examination	Duration or length	Performance points	Due date or date of exam
Class participation	ongoing	30	Throughout the module
Assignments (Group)	4-8h each	40	During the module
Final Exam	50 minutes	50	Exam week

### 1. Class participation (Individual)

You can earn credit towards your class participation score by a) contributing to our in-class discussion (of case studies etc.) and b) engaging in an online discussion forum on contemporary topics. In order to contribute to in-class discussion, of course, you must show up. Please arrange your other activities to permit you to attend class; drop me a note if you cannot come. Mostly, our discussions will be free form: anyone who has something to contribute can and should. If you have worked in the industry of the case study or come across a similar issue to the one discussed in the case, I encourage you to share your experience. The greatest learning experience often comes from comparing the learning points of a case to industry practice. Students will be evaluated on the quality of the contributions (not the quantity).

To ensure a rich discussion, you are expected to read and analyse all cases before class. For all cases, you may be called on in class to provide your top two recommendations related to the case with a concise but compelling justification for each - imagine you have 30 seconds in the elevator with the CEO (or whoever the case protagonist is), during which time you need to spark his or her interest enough to get you a follow-up appointment to go into more detail.

### 2. Assignments (Group)

There will be a number of group assignments in which you will be asked to solve quantitative and qualitative problems based on the material covered in and outside of class. Assignment can comprise small-scale technical exercises, simulation-based exercises, and case-related questions. The exercises are designed to further the students' intuition for some of the concepts discussed in class.

### 3. Final exam

Exam preparation is based on mandatory assignments, optional exercise tasks, and a mock exam. More details will be given during the course.

<p>Recommended Literature</p>	<p>The course relies heavily on case study discussions, and I will provide self-paced online tutorials that cover some of the methodological foundations required to have in-depth case discussions. The class is not structured around a particular textbook, but the following provides most of the methodological backbone for this class:</p> <p>Cachon and Terwiesch. Matching Supply With Demand - An Introduction to Operations Management. 3rd edition. McGraw Hill.</p> <p>The textbook can be found in the FS library in reasonable numbers.</p> <p>All other course materials (slides, quizzes, assignments, tutorials, case studies) will be distributed electronically on the Learning Management System.</p>
<p>Module Structure</p>	<p>Sessions 1-5 cover the fundamentals of designing and managing the operational system (people, technology, processes) to align with the firm's competitive priorities (cost, flexibility, speed, and quality), and develops important links between operations and finance. Building on the fundamentals, Sessions 6–11 deal in more detail with matching supply with demand in uncertain, highly variable environments. Managing variability is a key underlying theme across the course, and many business model innovations revolve around it.</p> <p>A detailed break-down follows at the beginning of class, and on the course page on the Canvas Learning Management platform.</p>
<p>Usability in other Modules/Programmes</p>	<p>All concentrations; some electives.</p>
<p>Last Approval Date</p>	<p>2021/06/21</p>

**Financial Analysis and Performance  
Management [ACC72212]**

Module Coordinator		Ramasubramanian, Hari			
Programme(s)		Master in Management			
Term		Semester 1 Q2			
Module Duration		1 Semester			
Compulsory/Elective Module		Compulsory Module			
Credits:		6			
Frequency		Annually			
Language		English			
Total Workload	150 h	Academic Teaching Hours:	44 h	Remaining Workload:	Self-study
		One acadmic teaching hour corresponds to 40 minutes.			
		Self-study includes lesson preparation and follow-up activities, reading assignments, assessment preparation, take-home assignments, etc.			
Prerequisites		1. Pre course on book-keeping 2. Middle-high school algebra 3. Basic knowledge of Microsoft Excel 4. Any course in accounting is not required but will be useful			
Content		<ol style="list-style-type: none"> <li>1. Preparing and understanding Financial Statements</li> <li>2. Corporate Performance Measurement</li> <li>3. Analyzing Corporate and Divisional Performance</li> <li>4. Designing Accounting Systems to Measure Performance</li> <li>5. Role of Governance and Incentives in Accounting Choices</li> </ol> <p><i>More detailed break-down of what is exactly covered in these broad areas will follow at the beginning of class.</i></p>			

<p>Intended Learning Outcomes</p>	<p>On completion of the module, the student</p> <ul style="list-style-type: none"> <li>• Be able to understand and process the information provided in financial statements</li> <li>• Can interpret and communicate accounting information to improve strategic outcomes</li> <li>• Enhance your decision-making skills through acritical evaluation of costs and benefits of each possibility and convincingly supporting your evaluations and conclusions</li> <li>• Be familiar with accounting systems used in most large organizations</li> <li>• Understand the role of corporate governance in the design of accounting and management control systems</li> <li>• Understand the underpinning theories behind the design of performance measurement systems</li> <li>• Understand the interdependencies among various sub-fields of accounting such as financial and managerial accounting</li> </ul>
<p>Forms of teaching, methods and support</p>	<p>The course is a combination of <b>case study discussions, lectures, problem solving, and games.</b></p> <p>The class instructional format will be discussion based. Adequate preparation is a foundation for strong class participation and enhanced understanding of the course content. A thorough reading of the case and review of material is expected before the class discussion. A thorough analysis based on specific questions is expected. It cannot be overstressed that when students are prepared, everyone benefits as the class discussions are greatly enhanced.</p>

Type of Assessment(s)  
and performance

Type of Assessment	Duration	Performance Points	Due Date or Date of Exam
Class Participation		15	Throughout the course
Case Quizzes	20 mins	15	10:00pm the evening before class
Case Analyses and Assignments		20	10:00pm the evening before the class
Mid-term Exam	60 mins	30	During the semester
Final Exam	80 mins	40	End of semester

### 1. Class Participation (Individual)

It is only possible to participate in class discussion if you show up. If you are unable to attend on reasonable grounds, please drop me an email. The discussions will be free flowing, and anyone has something worthwhile to say is encouraged and should contribute. Everyone can benefit if you know of a similar issue to the one discussed in the class/case or have encountered while working in industry. Comparing the learning points of a class to practice is often a fantastic learning experience. The evaluation will be based on the quality of the contributions and not quantity.

**Case Quizzes (Individual)** To prepare for the quiz, the case should be carefully read. The quiz will consist of a series of multiple-choice questions and will have a time limit of 20 mins. Late quiz cases will be graded zero.

**Case Analyses and Assignments (Group)** There will be total eight group assignments (to be done in a group of 3 or 4) in which you will be asked to solve quantitative and qualitative problems or write case analyses. Exact number of students in a group will be decided based on class size.

**Mid-term and Final Exam** The exam will be in class. You will have 60 minutes (80 minutes for final exam) to complete the exam. The exam is closed book and closed notes. A practice mid-term and final exam will be provided.

<b>Recommended Literature</b>	<p>Assigned chapters of J. R. Dyson, Accounting for Non-Accounting Students (10th Edition 2020), Pearson Prentice Hall. ISBN: 9781292286938</p> <p>The textbook can be found in the FS library in reasonable numbers. You may choose to use the 9th or 8th edition of this book for reading.</p> <p>All other course materials (slides, quizzes, assignments, case studies) will be distributed electronically through the Learning Management System (Canvas)</p>
<b>Module Structure</b>	<p>Sessions 1-3 deal with the measurement of corporate performance. Building on these sessions 4-7 will focus on analyzing performance (financial analysis, divisional and customer profitability, and variance analysis).</p> <p>Sessions 8-9 discuss the role of accounting systems in coordinating economic activities within organizations.</p> <p>Sessions 10-11 deal with how corporate governance influence incentives and accounting choices.</p> <p>More detailed break-down will follow at the beginning of class.</p> <p>We will focus on key ideas to capture important tradeoffs in each setting, leaving some of the ideas to self-study. While the course is not intended to make you an accounting professional but often you will be a user of accounting information as future managers, and hence the course is designed to provide you a working knowledge of essential managerial and financial accounting concepts.</p>
<b>Usability in other Modules/Programmes</b>	All concentrations; some electives
<b>Last Approval Date</b>	2021/08/25

**Consumer Behaviour [MGT71563]**

Modulkoordinator		Atalay, Selin					
Studiengang		MSc MiM					
Studienabschnitt		Semester 3 Q1					
Moduldauer		1 Semester					
Pflicht- /Wahlpflichtmodul		Wahlpflicht					
Credits:		6					
Häufigkeit des Angebots		Jährlich					
Sprache		Englisch					
Workload:	150 h	Präsenz- unterricht:	37 Acade	Vorlesungs- vorbereitung:	90 h	Prüfungs- vorbereitung:	32 h
Voraussetzungen für die Teilnahme		Marketing					
Kurzbeschreibung / Lerninhalte		<ul style="list-style-type: none"> <li>• Scientific Approach to Consumer Behavior</li> <li>• How Consumers Acquire, Remember and Use Knowledge</li> <li>• How Consumers Make Decisions</li> <li>• Influence and Persuasion</li> </ul>					
Qualifikationsziele / Lernergebnisse		<p>Upon completion of this course, students:</p> <ul style="list-style-type: none"> <li>• Will have learned the key behavioral and psychological concepts and will have developed the intellectual ability to apply them in analyzing marketing situations.</li> <li>• Will be able to understand consumers' consumption-related behaviors.</li> <li>• Will be able to understand consumer trends.</li> <li>• Will be able to develop and evaluate marketing strategies intended to influence consumption-related behaviors.</li> <li>• Will be able to develop successful products, retail environments and marketing communications.</li> </ul>					
Lernformen, Methodik und Betreuung		Lectures, Case studies, Projects					

Art der Prüfungsleistungen im Modul und Akkumulationspunkte	Type of examination	Duration or length	Performance Points	Due date or date of exam
	Individual Assignments & In class work and participation	ongoing	60	During the module
	Group Project		60	
Literaturhinweise				
Modulstruktur	The goal of this course is not to simply learn the material, but rather it is to integrate and apply it. Therefore, in class exercises, cases and real life implementations will be at the core of the course. By the end of this course, you should not only be familiar with a large body of consumer behavior knowledge, but you should also be able to apply this information to create and evaluate effective strategies and tactics.			
Verwendbarkeit für andere Module und Programme	Other electives, Master's Thesis			
Letztes Freigabedatum	15.02.2021			

**Marketing Strategy [MGT73721]**

Modulkoordinator		Worm, Stefan					
Studiengang		MSc MiM					
Studienabschnitt		Semester 3 Q1					
Moduldauer		1 Semester					
Pflicht- /Wahlpflichtmodul		Wahlpflicht					
Credits:		6					
Häufigkeit des Angebots		Jährlich					
Sprache		Englisch					
Workload:	150 h	Präsenz- unterricht:	37 Acade	Vorlesungs- vorbereitung:	90 h	Prüfungs- vorbereitung:	32 h
Voraussetzungen für die Teilnahme		Marketing and Statistics.					
Kurzbeschreibung / Lerninhalte		<p><b>Marketing Strategy Formulation</b></p> <ul style="list-style-type: none"> <li>• Foundations of marketing strategy</li> <li>• Analysing the market</li> <li>• Challenges of marketing analytics</li> <li>• Segmentation, targeting, and positioning</li> <li>• Formulating, evaluating, and selecting marketing strategies</li> </ul> <p><b>Marketing Strategy Implementation</b></p> <ul style="list-style-type: none"> <li>• Innovation management</li> <li>• Customer relationship management</li> <li>• Brand management</li> <li>• Managing distributor relationships</li> </ul>					

Qualifikationsziele / Lernergebnisse	<p>When you successfully complete this course, you should be able to understand and be able to apply data-driven decision-making for marketing strategy formulation and implementation. In particular, you should:</p> <p><i>Knowledge</i>  <b>Understand</b> the key marketing concepts and frameworks: Customer-perceived value, competitive advantage, brand equity, customer relationships (customer satisfaction, customer equity, CLV), distribution network, market orientation, market intelligence, marketing capabilities, innovation, communication, market performance.  <b>Understand</b> the marketing-value chain, linking marketing actions and assets to financial performance.  <b>Understand</b> the function of the key instruments available to marketers: STP, customer relationship management, branding, innovation, marketing intelligence.</p> <p><i>Skills</i>  <b>Structure</b> marketing problems and business decisions using the key marketing concepts and frameworks.  <b>Describe and analyse</b> the characteristics of a specific market using data on environment, customers, and competitors (Marketing Intelligence)  <b>Develop and formulate</b> a marketing strategy based on a consideration of firm resources and market opportunities using the STP approach.  <b>Establish</b> chains of effect linking actions, causes, and outcomes in marketing management.  <b>Develop a basic command</b> of the most common marketing metrics used to quantify and measure marketing concepts and actions.  <b>Estimate</b> the potential financial consequences of strategic marketing decisions by quantifying the links among the various marketing actions and concepts.</p>																				
Lernformen, Methodik und Betreuung	The present course combines lectures, numerical online tutorials, and a consulting class project. Classroom sessions will comprise a mix of lecture, case discussion, mini-breakout exercises, and tutorials. In addition, we will have time in the classroom for the consulting project.																				
Art der Prüfungsleistungen im Modul und Akkumulationspunkte	<table border="1" data-bbox="480 1552 1378 1946"> <thead> <tr> <th>Type of examination</th> <th>Duration or length</th> <th>Performance Points</th> <th>Due date or date of exam</th> </tr> </thead> <tbody> <tr> <td>Class project</td> <td>Approx. 10 + 15 mins. presentation</td> <td>50</td> <td>During the module</td> </tr> <tr> <td>Online tutorials</td> <td>3 x 150 mins.</td> <td>15</td> <td>During the module</td> </tr> <tr> <td>Class participation</td> <td>In class</td> <td>20</td> <td>During the module</td> </tr> <tr> <td>Final exam</td> <td>35 mins.</td> <td>35</td> <td>End of module</td> </tr> </tbody> </table>	Type of examination	Duration or length	Performance Points	Due date or date of exam	Class project	Approx. 10 + 15 mins. presentation	50	During the module	Online tutorials	3 x 150 mins.	15	During the module	Class participation	In class	20	During the module	Final exam	35 mins.	35	End of module
Type of examination	Duration or length	Performance Points	Due date or date of exam																		
Class project	Approx. 10 + 15 mins. presentation	50	During the module																		
Online tutorials	3 x 150 mins.	15	During the module																		
Class participation	In class	20	During the module																		
Final exam	35 mins.	35	End of module																		

Literaturhinweise	<p><i>Marketing Strategy: Based on First Principles and Data Analytics.</i> Palmatier and Shridhar. <i>Key Marketing Metrics: The 50+ metrics every manager needs to know.</i> Farris, Bendle, Pfeifer, Reibstein. Other readings for each topic will be provided.</p>
Modulstruktur	<p>Classroom sessions and online tutorials are scheduled throughout the semester. The consulting project will kick off with a briefing when the course starts and concludes with the final presentation towards the end of the course.</p>
Verwendbarkeit für andere Module und Programme	<p>Other marketing modules; Strategy Concentration; Marketing Concentration.</p>
Letztes Freigabedatum	<p>01.03.2021</p>

### Marketing Analytics [MGT73731]

Modulkoordinator		Bleier, Alexander					
Studiengang		MSc MiM					
Studienabschnitt		Semester 3 Q2					
Moduldauer		1 Semester					
Pflicht- /Wahlpflichtmodul		Wahlpflicht					
Credits:		6					
Häufigkeit des Angebots		Jährlich					
Sprache		Englisch					
Workload:	150 h	Präsenz- unterricht:	37 Acade	Vorlesungs- vorbereitung:	90 h	Prüfungs- vorbereitung:	32 h
Voraussetzungen für die Teilnahme		Students should master basic mathematical and statistical concepts.					
Kurzbeschreibung / Lerninhalte		<p>Firms rely increasingly on vast amounts of data to inform marketing decisions. The goal of this course is to provide students with key skills that will equip them for a career where analytics and data-driven decision making replace management by intuition. Primary techniques that may be covered are:</p> <ul style="list-style-type: none"> <li>• Advanced linear regression</li> <li>• Logistic regression</li> <li>• Hierarchical and nonhierarchical cluster analysis</li> <li>• Conjoint Analysis</li> </ul>					
Qualifikationsziele / Lernergebnisse		<p>Upon completion of this course students should be able to:</p> <ul style="list-style-type: none"> <li>• Apply appropriate quantitative analyses to solve managerial problems with available data</li> <li>• Measure and assess the effectiveness of marketing strategies and tactics</li> <li>• Understand, interpret, and discuss the outputs and procedures of statistical analysis software</li> <li>• Leverage advanced skills in Excel and basic skills in R</li> </ul>					
Lernformen, Methodik und Betreuung		This course may include traditional lectures and discussions as well as homework assignments, group work, case studies, guest lectures, and individual applications.					

Art der Prüfungsleistungen im Modul und Akkumulationspunkte	Type of examination	Duration	Performance Points	Due date or date of exam
	Class participation	Throughout the module	10	Throughout the module
	Written exam	60 minutes	80	Exam week
	Group project	TBA	30	During the module
Literaturhinweise	<ul style="list-style-type: none"> <li>John W. Foreman, Data Smart: Using Data Science to Transform Information into Insight, Wiley 2013.</li> </ul>			
Modulstruktur	<p>In this course, the learning process will typically encompass three phases: In phase one, the theoretical concepts of a specific quantitative method will be introduced, allowing students to understand the corresponding foundational mechanisms and relationships. In phase two, students will learn how these concepts translate into actual models and build them in Excel. Having successfully mastered the knowledge transfer from concepts to actual models, in phase three, students will use R to leverage the specific methods in empirical applications. The goal of this three-phase design is to help students gain a solid understanding of important quantitative methods and equip them with the necessary knowledge for their strategic employment and evaluation.</p>			
Verwendbarkeit für andere Module und Programme	Digital Marketing and Master's Thesis			
Letztes Freigabedatum	25.02.2021			

# **Technology and Operations Concentration**

**- MiM-ConTO-20 -**

**Predictive Analytics [MGT73771]**

Modulkoordinator		Strohhecker, Jürgen					
Studiengang		MSc MiM					
Studienabschnitt		Semester 3 Q1					
Moduldauer		1 Semester					
Pflicht- /Wahlpflichtmodul		Wahlpflicht					
Credits:		6					
Häufigkeit des Angebots		Jährlich					
Sprache		Englisch					
Workload:	150 h	Präsenz- unterricht:	37 Acade	Vorlesungs- vorbereitung:	90 h	Prüfungs- vorbereitung:	32 h
Voraussetzungen für die Teilnahme		Operations Management, Statistics					
Kurzbeschreibung / Lerninhalte		<p>In this module, students will learn discrete event modelling and simulation techniques DES (as one important tool in the predictive analytics toolbox) to solve a range of management challenges, specifically in operations. These challenges are drawn from various areas including process design, supply chain management, scheduling, supply and demand planning, and project management.</p> <p>Students will learn how to develop stochastic models, analyse and provide empirical data, simulate their models, conducting Monte Carlo and “what if” simulations, analyse and interpret the stochastic results and communicate their findings to a management audience. Both general software packages (for example Microsoft Excel) and specific simulation software are used.</p> <p>By successfully passing this module participants will have the knowledge and tools at hand to conduct discrete event simulation based consulting projects.</p>					

Qualifikationsziele / Lernergebnisse	<p><b>Knowledge:</b>  On successful completion of the module, the participants will have knowledge of the discrete event simulation technique as an important tool in the predictive analytics toolbox. They can</p> <ul style="list-style-type: none"> <li>• describe this technique</li> <li>• explain and operate it</li> <li>• evaluate it and discuss strength and weaknesses</li> </ul> <p><b>Skills:</b>  On successful completion of the module, students will have the proven ability to apply DES to practice-oriented challenges, i.e. they can</p> <ul style="list-style-type: none"> <li>• analyse, structure and classify a range of management challenges in practice and theory</li> <li>• develop an adequate DES model and test it</li> <li>• analyse the model to solve a management challenge</li> <li>• use general software packages (for example Microsoft Excel) and specific simulation software (for example Arena) to support quantitative modelling</li> </ul> <p><b>Competencies:</b>  Successful module participants develop the competence to provide responsible contributions addressing management challenges. Specifically, they can</p> <ul style="list-style-type: none"> <li>• present management challenges and models to a management audience</li> <li>• present model based results and scenarios to a management audience</li> <li>• argue competently about adequate problem solution strategies</li> <li>• present a structured project plan</li> </ul>												
Lernformen, Methodik und Betreuung	Teaching format consists of interactive lectures, workshop-style lectures, self-study elements, exercises, modelling challenges and a small-scale practice project. Participants will often work in small groups with close interaction with the lecturer. Teaching builds on the idea that discrete event modelling is best acquired through learning by doing, i.e. through applying it to various hands-on challenges.												
Art der Prüfungsleistungen im Modul und Akkumulationspunkte	<table border="1" data-bbox="480 1485 1378 1715"> <thead> <tr> <th>Type of Assessment</th> <th>Duration</th> <th>Performance Points</th> <th>Due Date</th> </tr> </thead> <tbody> <tr> <td>Modelling and simulation exam</td> <td>90 min</td> <td>60</td> <td>Exam week</td> </tr> <tr> <td>Practice case study</td> <td>30 min (20 h workload)</td> <td>60</td> <td>Last lecture</td> </tr> </tbody> </table> <p><b>Examination requirements:</b>  For the modelling and simulation exam a computer is required (Windows or Mac). Discrete event simulation software will be provided. The modelling and simulation exam is an individual examination. The practice case study is a group work including a management-oriented presentation of the findings.</p>	Type of Assessment	Duration	Performance Points	Due Date	Modelling and simulation exam	90 min	60	Exam week	Practice case study	30 min (20 h workload)	60	Last lecture
Type of Assessment	Duration	Performance Points	Due Date										
Modelling and simulation exam	90 min	60	Exam week										
Practice case study	30 min (20 h workload)	60	Last lecture										

Literaturhinweise	Kelton, W. David; Sadowski, Randall P.; Zupick, Nancy B.: Simulations with Arena, 6th ed: McGraw-Hill, 2014 Kelton, W. David; Smith, Jeffrey S.; Sturrock, David T.: Simio & Simulations, Modeling, Analysis, Applications, 2nd ed., McGraw-Hill, 2011
Modulstruktur	Session    Content 1    The process of modelling and simulation 2    Constructing and testing models – basics 3    Modelling processes and resources 4    Modelling interruptions 5    Data analysis and model parameterisation 6    Designing and conducting simulation experiments 7    Introduction to the practice case study 8    Analysing model output 9    Advanced concepts 10   Model testing 11   Practice case study presentation
Verwendbarkeit für andere Module und Programme	Master's Thesis, Prescriptive Analytics, Electives
Letztes Freigabedatum	01.03.2021

### Supply Chain Strategy [MGT73751]

Modulkoordinator		Kremer, Mirko					
Studiengang		MSc MiM					
Studienabschnitt		Semester 3 Q1					
Moduldauer		1 Semester					
Pflicht- /Wahlpflichtmodul		Wahlpflicht					
Credits:		6					
Häufigkeit des Angebots		Jährlich					
Sprache		Englisch					
Workload:	150 h	Präsenz- unterricht:	37 Acade	Vorlesungs- vorbereitung:	90 h	Prüfungs- vorbereitung:	32 h
Voraussetzungen für die Teilnahme		Business Statistics; Operations Management					
Kurzbeschreibung / Lerninhalte		<p>Supply chains are networks of organizations (suppliers, manufacturers, distributors, retailers) that jointly supply and transform materials, and distribute products and services to consumers. If designed and managed properly, these networks are a crucial source of competitive advantage for both manufacturing and service enterprises. Each day, world-class companies such as Amazon, Apple, Dell, and Zara try to leverage their supply chain management (SCM) capabilities to achieve profitable growth far ahead of their competition. This module develops a framework of Supply Chain drivers, that helps students understand the implications of a firm's supply chain strategy on its financial performance.</p> <p>Importantly, this module addresses the idea of Supply Chain tailoring: what is the right supply chain strategy for one product (say, diapers), may well be the wrong strategy for another (say, fashionable shoes).</p>					

Qualifikationsziele / Lernergebnisse	<p><b>Knowledge:</b>  On successful completion of this module, students will have an in-depth understanding of supply chain strategy and financial performance, e.g. they can:</p> <ul style="list-style-type: none"> <li>• Describe how Supply Chain Strategy contributes to the financial performance of companies across a wide range of industries</li> <li>• Understand the importance of aligning business strategy and supply chain design</li> <li>• Realize the value and limitations of key concepts such as quick response, risk pooling, and risk sharing via contracts.</li> </ul> <p><b>Skills:</b>  On successful completion of this module, students will have the proven ability to apply knowledge and concepts learned to the supply chain strategy and financial performance context, e.g. they can:</p> <ul style="list-style-type: none"> <li>• Develop and advance spreadsheet modeling</li> <li>• Support qualitative arguments with solid quantitative analysis through these spreadsheet modeling skills</li> <li>• Apply basic models to make decisions regarding distribution strategies or</li> <li>• Evaluate the performance of different means for coordinating and sharing risk across company borders.</li> </ul> <p><b>Competencies:</b>  On successful completion of this module, students can take responsibility to transfer the learned concepts to real world situations pertaining to typical supply chain strategy and financial performance, e.g. they can:</p> <ul style="list-style-type: none"> <li>• Use a structural framework of key performance drivers that explain and predict the success and failure of modern supply chains</li> <li>• Present supply chain management challenges to a broad audience</li> <li>• Argue competently about problem solution strategies</li> </ul>
Lernformen, Methodik und Betreuung	The course is taught interactively. A considerable number of exercise tasks and discussion questions are used to train participants. Case studies and simulation games help to improve the learning experience. Participants are expected to cover the course contents by preparation and follow-up work as well as undertaking a number of the tasks in their own study time.

Art der  
Prüfungsleistungen im  
Modul und  
Akkumulationspunkte

Type of Examination	Duration or length	Performance Points	Due date or date of exam
Class participation	Continuous	20	Continuous
Corporate project - presentation & write-up	TBA	80	TBA
Written exam	20 mins.	20	Exam week

**Class participation.**

You can earn credit towards your class participation score by a) contributing to our in-class discussion (of case studies etc.) and b) engaging in an online discussion forum on contemporary topics. In order to contribute to in-class discussion, of course, you must show up. Please arrange your other activities to permit you to attend class; drop me a note if you cannot come. Mostly, our discussions will be free form: anyone who has something to contribute can and should. If you have worked in the industry of the case study or come across a similar issue to the one discussed in the case, I encourage you to share your experience. The greatest learning experience often comes from comparing the learning points of a case to industry practice. Students will be evaluated on the quality of the contributions (not the quantity).

**Corporate Project**

In collaboration with an industry partner, we will organise a “corporate challenge” that requires students to apply the concepts and tools learned in class towards a real-world problem. The main deliverables are a group presentation and a short “executive” write-up of the main conclusions and recommendations.

More details will be given at the beginning of the course.

**Final Exam**

More details will be given at the beginning of the course.

Literaturhinweise	<p>The following textbook provides most of the methodological backbone of this class:</p> <p>Chopra and Meindl: Supply Chain Management: Strategy, Planning, and Operation, 6th edition, McGrawHill, 2014 (only selected chapters)</p> <p>The textbook can be found in the FS library in reasonable numbers.</p> <p>All other course materials (slides, quizzes, assignments, tutorials, case studies) will be distributed electronically on Canvas.</p>
Modulstruktur	<p>With a more detailed break-down to follow at the beginning of class, the contents of the module are built up as follows:</p> <ul style="list-style-type: none"> <li>A. Developing a Framework of Supply Chain Performance Drivers</li> <li>B. Mitigating Demand Risk in Supply Chains</li> <li>C. Mitigating Supply (Disruption) Risk in Supply Chains</li> <li>D. Designing Supply Chain Networks</li> <li>E. Coordinating and Sharing Risk across the Supply Chain</li> </ul>
Verwendbarkeit für andere Module und Programme	Master's Thesis
Letztes Freigabedatum	03.03.2021

**Operations Strategy [MGT73761]**

Modulkoordinator		Schlapp, Jochen					
Studiengang		MSc MiM					
Studienabschnitt		Semester 3 Q2					
Moduldauer		1 Semester					
Pflicht- /Wahlpflichtmodul		Wahlpflicht					
Credits:		6					
Häufigkeit des Angebots		Jährlich					
Sprache		Englisch					
Workload:	150 h	Präsenz- unterricht:	37 Acade	Vorlesungs- vorbereitung:	90 h	Prüfungs- vorbereitung:	32 h
Voraussetzungen für die Teilnahme		No specific prerequisite is requested					
Kurzbeschreibung / Lerninhalte		<p>In today's fast-paced markets, firms continuously have to improve and reinvent their value creation process to stay ahead of their competitors. To achieve this, it is crucial for a firm to derive and implement an operations strategy that supports the firm's unique value proposition and that is well synchronized with other supporting functions such as, e.g., human resources, finance, and sales.</p> <p>This course provides a broad coverage of the many different facets of operations strategy. The topics include the historical sources of operations strategy, its link to other strategic decisions, procurement, the role of organizational learning and forgetting, the integration of new technologies, search theory, new business models, environmental considerations, revenue management, and the question of how to manage the implementation of a new strategic initiative.</p>					

Qualifikationsziele / Lernergebnisse	<p><i>Knowledge:</i>  On successful completion of this module, students will have a thorough comprehension of principal concepts and theories in operations; i.e., they can:</p> <ul style="list-style-type: none"> <li>• explain the main concepts and theories of operations strategy,</li> <li>• identify the key challenges in designing efficient value creation processes,</li> <li>• understand the impact of operational decisions on firm performance.</li> </ul> <p><i>Skills:</i>  On successful completion of this module, students will have the proven ability to apply advanced knowledge in operations strategy and to solve complex managerial problems; i.e., they can:</p> <ul style="list-style-type: none"> <li>• apply theories and concepts to analyse and optimise real-world problems,</li> <li>• evaluate the interactions between different strategic decisions and create strategic alignment,</li> <li>• evaluate the benefits and shortcomings of different value creation processes.</li> </ul> <p><i>Competencies:</i>  On successful completion of this module, students can:</p> <ul style="list-style-type: none"> <li>• develop a coherent operations strategy,</li> <li>• structure value creation processes,</li> <li>• evaluate the impact of operations on firm performance.</li> </ul>																
Lernformen, Methodik und Betreuung	Lectures, classroom discussions, classroom experiments, case presentations																
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Class Participation	ongoing	20	During the module														
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Literaturhinweise	<ul style="list-style-type: none"> <li>• J. van Mieghem, G. Allon. 2015. Operations Strategy: Principles and Practice. Dynamic Ideas, Massachusetts, USA.</li> <li>• N. Slack, M. Lewis. 2015. Operations Strategy. Pearson, UK.</li> <li>• R. Hayes, G. Pisano, D. Upton, S. Wheelwright. 2005. Pursuing the Competitive Edge. John Wiley &amp; Sons, USA.</li> <li>• G. Pisano, D. Upton, R. Hayes. 1996. Strategic Operations: Competing through Capabilities. Free Press, USA.</li> </ul>																

Modulstruktur	Topic 1: Foundations of Operations Strategy and the VCAP Framework Topic 2: Capabilities, Competition and Operations Topic 3: Investing in Real Assets: The Make Decision Topic 4: Procurement: The Buy Decision Topic 5: Managing Demand Topic 6: Operational Complexity and Regulation
Verwendbarkeit für andere Module und Programme	Master's Thesis
Letztes Freigabedatum	15.02.2021

**Prescriptive Analytics [MGT73741]**

Modulkoordinator		Francas, David					
Studiengang		MSc MiM					
Studienabschnitt		Semester 3 Q2					
Moduldauer		1 Semester					
Pflicht- /Wahlpflichtmodul		Wahlpflicht					
Credits:		6					
Häufigkeit des Angebots		Jährlich					
Sprache		Englisch					
Workload:	150 h	Präsenz- unterricht:	37 Acade	Vorlesungs- vorbereitung:	90 h	Prüfungs- vorbereitung:	32 h
Voraussetzungen für die Teilnahme		Basic knowledge of linear algebra and calculus, probability distributions, basic spreadsheet engineering skills (i.e.: working knowledge of Microsoft Excel).					
Kurzbeschreibung / Lerninhalte		Prescriptive analytics enable companies to transform descriptive data into business-critical, actionable insights. This course introduces prescriptive analytics using operations research models applied to a wide range of business problems. This will include an introduction to operations research methods (linear programming, mixed integer programming, heuristics and stochastic extensions). The key objective is to acquire the skills and knowledge necessary to apply prescriptive analytics in companies. To this end, a strong emphasis will be given to modelling and solving business problems and case studies from practice.					

Qualifikationsziele / Lernergebnisse	<p><i>Knowledge:</i>  On successful completion of this module, students will have a thorough comprehension of Operations Research and Prescriptive Analytics, i.e. they gain the knowledge necessary to</p> <ul style="list-style-type: none"> <li>analyze and model problems in operations, supply chain management, and other business areas</li> <li>identify and apply appropriate mathematical optimization methods</li> </ul> <p><i>Skills:</i>  On successful completion of this module, students will have the proven ability to build their own model formulations, i.e. they can</p> <ul style="list-style-type: none"> <li>carry out a formal analysis and planning of problems in operations, supply chain management, and other business areas using operations research techniques</li> <li>expand existing formal models</li> <li>use model formulation and appropriate software for solving business problems in practice</li> </ul> <p><i>Competencies:</i>  On successful completion of this module, students can take responsibility for solving real-world problems in industry and consulting and implementing their solutions by using appropriate optimization and modelling tools, i.e. they can</p> <ul style="list-style-type: none"> <li>critically evaluate the impact of model assumptions</li> <li>choose an appropriate solution technique for a given problem and transfer it to a formal model</li> </ul>												
Lernformen, Methodik und Betreuung	Teaching, discussions, formal and practical exercises (using Excel), case studies												
Art der Prüfungsleistungen im Modul und Akkumulationspunkte	<table border="1"> <thead> <tr> <th>Type of examination</th> <th>Duration or length</th> <th>Performance Points</th> <th>Due date or date of exam</th> </tr> </thead> <tbody> <tr> <td>Project/Case study</td> <td></td> <td>90</td> <td>During the module</td> </tr> <tr> <td>Exam</td> <td></td> <td>30</td> <td>Exam week</td> </tr> </tbody> </table>	Type of examination	Duration or length	Performance Points	Due date or date of exam	Project/Case study		90	During the module	Exam		30	Exam week
Type of examination	Duration or length	Performance Points	Due date or date of exam										
Project/Case study		90	During the module										
Exam		30	Exam week										
Literaturhinweise	<ul style="list-style-type: none"> <li>Hillier, F. S. and G. J. Lieberman (2001), Introduction to Operations Research, McGraw-Hill, New York, 7th edition</li> <li>Winston, W. L. (2004), Operations Research: Applications and Algorithms, Duxbury Press, Philadelphia, 4th edition</li> </ul>												
Modulstruktur	<ul style="list-style-type: none"> <li>Introduction to linear programming</li> <li>Simplex method and duality theory</li> <li>Fundamentals of mixed-integer programming</li> <li>Branch and bound algorithm</li> <li>Mixed-integer problems in production, logistics, and other business areas</li> <li>Heuristics for combinatorial problems</li> <li>Case study</li> </ul>												
Verwendbarkeit für andere Module und Programme	Master's Thesis; the module is part of the concentrations 'Technology & Operations' and 'Business Analytics'. The content will be helpful for other modules in these concentrations.												

Letztes Freigabedatum	23.02.2021
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# **Strategy and Organisation Concentration**

**- MiM-ConSO-20 -**

**Scaling Digital Business [MGT71779]**

Modulkoordinator		Giustiziero, Gianluigi					
Studiengang		MSc MiM					
Studienabschnitt		Semester 3 Q2					
Moduldauer		1 Semester					
Pflicht- /Wahlpflichtmodul		Wahlpflicht					
Credits:		6					
Häufigkeit des Angebots		Jährlich					
Sprache		Englisch					
Workload:	150 h	Präsenz- unterricht:	37 Acade	Vorlesungs- vorbereitung:	90 h	Prüfungs- vorbereitung:	32 h
Voraussetzungen für die Teilnahme		None					
Kurzbeschreibung / Lerninhalte		<p>In 1965, Gordon Moore proposed that the number of transistors on a silicon chip would double every year. Since then, Moore's Law has been delineating the superlinear scaling of technological development, an exponential progress so spectacular as to lead to a radical transformation of the economy and to the emergence of hyperscalers such as Google, Uber, Microsoft, and Amazon. The Scaling course sheds light on these trends, examining some of the different and far-reaching ways technology is shaping the modern organization. It provides a unique blend of theory and practice, applying concepts from the world of technology, where venture capitalists, entrepreneurs, and managers alike discuss the strategies of technology firms in terms of scaling laws (such as Moore's Law). At the end of the course, you will be brought up to speed with the "Silicon Valley way" of doing business and with the novel techniques for strategic decision-making that are necessary to navigate the modern economy.</p>					

<p>Qualifikationsziele / Lernergebnisse</p>	<p>The objectives for the course are as follows:</p> <ol style="list-style-type: none"> <li>1. Understand the implications of digital technologies on strategy.</li> <li>2. Understand how digital technologies affect environmental forces and strategic interactions between firms and their competitors.</li> <li>3. Become proficient in analytical and critical thinking; develop skills in reporting conclusions effectively in written and oral form.</li> </ol> <p><i>Knowledge:</i> Apply the principles of strategic decision-making to the digital economy.</p> <p><i>Skills:</i> Expand and elaborate on traditional tools to examine the new business models of the digital economy.</p> <p><i>Competence:</i> Critical, creative, and data-driven thinking; ability to understand and use novel strategies in the digital economy.</p>																
<p>Art der Prüfungsleistungen im Modul und Akkumulationspunkte</p>	<table border="1"> <thead> <tr> <th>Type of examination</th> <th>Duration or length</th> <th>Performance Points</th> <th>Due date or date of exam</th> </tr> </thead> <tbody> <tr> <td>Class participation</td> <td></td> <td>24</td> <td>During the semester</td> </tr> <tr> <td>Assignments (Strategy)</td> <td>Tbd</td> <td>36</td> <td>During the semester</td> </tr> <tr> <td>Written exam</td> <td>Tbd</td> <td>60</td> <td>During the exam week</td> </tr> </tbody> </table>	Type of examination	Duration or length	Performance Points	Due date or date of exam	Class participation		24	During the semester	Assignments (Strategy)	Tbd	36	During the semester	Written exam	Tbd	60	During the exam week
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Assignments (Strategy)	Tbd	36	During the semester														
Written exam	Tbd	60	During the exam week														
<p>Literaturhinweise</p>	<ul style="list-style-type: none"> <li>• The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies   by E. Brynjolfsson and A. McAfee</li> <li>• Platform Revolution: How Networked Markets are Transforming the Economy - and How to Make Them Work for You   G. Parker, M.W. van Alstyne, and S.P. Choudary</li> <li>• Blitzscaling: The Lightning-Fast Path to Building Massively Valuable</li> </ul>																
<p>Modulstruktur</p>																	
<p>Verwendbarkeit für andere Module und Programme</p>	-																
<p>Letztes Freigabedatum</p>	03.03.2021																

**Resource Allocation Strategy [MGT71781]**

Modulkoordinator		Klingebiel, Ronald																					
Studiengang		MSc MiM																					
Studienabschnitt		Semester 3 Q2																					
Moduldauer		1 Semester																					
Pflicht- /Wahlpflichtmodul		Wahlpflicht																					
Credits:		6																					
Häufigkeit des Angebots		Jährlich																					
Sprache		Englisch																					
Workload:	150 h	Präsenz- unterricht:	37 Acade	Vorlesungs- vorbereitung:	90 h	Prüfungs- vorbereitung:	32 h																
Voraussetzungen für die Teilnahme		Foundational strategy knowledge																					
Kurzbeschreibung / Lerninhalte		The course examines performance consequences of strategic decisions under uncertainty and showcases firms' heuristics for managing their probability of making strategic mistakes. The course explores unique configurations of strategy that permit equifinal success in competitive markets. The strategy configurations address trade-offs made by early and late movers, specialists and generalists, and pure players and integrators make, for example. The course also covers fundamental laws of probability and behaviour that underpin resource-allocation strategy.																					
Qualifikationsziele / Lernergebnisse		Upon completion, students ought to be able to <ul style="list-style-type: none"> <li>• Negotiate the trade-offs involved in allocating resources to strategic initiatives</li> <li>• Manage the uncertainty inherent in strategic decision making</li> <li>• Apply strategic foresight to anticipate competitive market dynamics</li> </ul>																					
Lernformen, Methodik und Betreuung		The format includes lecturing as well as interactive exercises and case work.																					
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Literaturhinweise	Each session comes with a list of references. Since this course is at the frontier of knowledge, no single text yet contains all relevant elements. For a foundational overview of strategy, see Grant, R.M. (2016) <i>Contemporary Strategy Analysis</i> , 9th ed For background on resource-allocation challenges, see Bower, J.L., Gilbert, C.G. (2005) <i>From Resource Allocation to Strategy</i> , OUP
Modulstruktur	Sessions are organized around specific trade-offs and challenges in resource allocation strategy.
Verwendbarkeit für andere Module und Programme	Master?s Thesis, Strategic Management Control
Letztes Freigabedatum	15.02.2021

**Strategic Management Control [MGT74912]**

Modulkoordinator		Mahlendorf, Matthias					
Studiengang		MSc MiM					
Studienabschnitt		Semester 3 Q2					
Moduldauer		1 Semester					
Pflicht- /Wahlpflichtmodul		Wahlpflicht					
Credits:		6					
Häufigkeit des Angebots		Jährlich					
Sprache		Englisch					
Workload:	150 h	Präsenz- unterricht:	37 Acade	Vorlesungs- vorbereitung:	90 h	Prüfungs- vorbereitung:	32 h
Voraussetzungen für die Teilnahme		None					
Kurzbeschreibung / Lerninhalte		<p>Every successful business needs to develop a strategy and manage its performance. Strategy defines the potential sources for future corporate success and performance management helps companies to successfully implement strategy and to monitor its success. To be able to make the right decisions, managers need to understand the drivers of their strategic advantage, revenues, costs, and the profitability of different services, products, and customers. To achieve this goal, this course provides you with the latest insights, tools and recent examples from corporate practice on strategic decisions, monitoring strategy execution and managing performance. This course covers all important steps of managing the performance within the companies. Starting with strategic investment decisions, followed by implementing and communicating the strategy, measuring the achieved performance and closing the learning loop by adjusting future investment decisions based on prior performance.</p> <p>Throughout the course, we will aim for both, understanding business concepts (“How do executives think?”) as well as analysing business data (“How can data analytics help the organization to be successful?”).</p>					

**Qualifikationsziele /  
Lernergebnisse**
**Knowledge:**

Having taken the course, students can:

- Illustrate how a company develops and sustains competitive advantage,
- Specify how structure supports strategy implementation,
- Recognize how leadership contributes strategy implementation,
- Improve decision making by conducting suitable analyses of financial and non-financial data for a variety of business decisions
- Utilize various methods that help to analyze the successes of strategy implementation.

**Skills:**

With successful completion of the course managerial accounting, you will be able to

- Analyze the strategic positioning of a company,
- Select performance indicators which support the achievement of short and long-term objectives,
- Use statistical methods to understand performance drivers within an organization improve decision making by conducting suitable analyses of financial and non-financial data for a variety of business decisions
- Design and implement an adequate performance management system to implement the company's strategy
- Judge in real business cases how managerial decision making is shaped by using performance measures for decision-making and control.
  - Discuss with top executives, people in the finance function as well as other employees information, ideas, problems, and solutions according to their respective area using appropriate terms and economic language.

**Competence:**

On successful completion you become qualified to:

- Moderate strategic processes
- Develop solutions in challenging strategic situations
- Reposition the strategy of a firm based on the analysis of financial and nonfinancial data

The content of this course will be useful for the following career paths:

- General management (being responsible for strategy development and execution, as well as managing the performance of a business function, a business unit, or a non-profit organization and understanding the pitfalls of using incentives)
- Entrepreneurs and consultants (identifying strategic niches, making investment decisions, analyzing and improving profitability)
- Analysts, investors and board members (understanding financial and non-financial performance measures for monitoring strategy execution by company management)
- Anyone who is interested in understanding how analyzing data from different sources such as accounting, employees and customers can help to run organizations better

Lernformen, Methodik und Betreuung	<ul style="list-style-type: none"> <li>• Lecture with integrated Excel exercises</li> <li>• In class discussions</li> <li>• Case studies</li> <li>• Student presentations</li> <li>• Simulation games (e.g. Sony's Battle for Video Game Supremacy; Salt Seller - Competing in a Commodity Market; Balanced Scorecard Simulation)</li> <li>• Practitioner guest lectures</li> </ul>															
Art der Prüfungsleistungen im Modul und Akkumulationspunkte	<table border="1" data-bbox="480 636 1378 958"> <thead> <tr> <th>Type of Assessment</th> <th>Duration</th> <th>Performance Points</th> <th>Due Date oder Date of Exam</th> </tr> </thead> <tbody> <tr> <td>Simulation, assignments, quizzes, presentations</td> <td>180 minutes</td> <td>60</td> <td>During the course</td> </tr> <tr> <td>Final exam</td> <td>60 minutes</td> <td>60</td> <td>During the exam week</td> </tr> </tbody> </table>				Type of Assessment	Duration	Performance Points	Due Date oder Date of Exam	Simulation, assignments, quizzes, presentations	180 minutes	60	During the course	Final exam	60 minutes	60	During the exam week
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Simulation, assignments, quizzes, presentations	180 minutes	60	During the course													
Final exam	60 minutes	60	During the exam week													
Literaturhinweise	<p>Note: A comprehensive reading list will be provided in the course syllabus.</p> <p>Besanko, D. Dranove, D., Shanley, M., Schaefer (2017). Economics of Strategy. 7th edition, Wiley.</p> <p>March, J. G. (2010). The ambiguities of experience. Cornell University Press.</p> <p>Rumelt, R. (2011). Good Strategy Bad Strategy. Random House.</p> <p>Wouters et al. (2012). Cost Management: Strategies for Business Decisions.</p>															

Modulstruktur	<p><b>Topic Cases and Exercises</b></p> <ol style="list-style-type: none"> <li>1 Strategic risks and digital disruption: analyzing the competitive environment Suntech Power Holdings Product portfolio decisions: product lifecycle, BCG matrix, and product portfolio cash flows Futureviews: BCG matrix &amp; cash flows (Canvas)</li> <li>2 Strategic investment decisions: discounted cash flows, scenarios, real options, Monte Carlo Treeshade Case (on the slides) Growing a Platform Business: MIT Simulation Game: Platform Wars Sony's Battle for Video Game Supremacy</li> <li>3 Student Presentation Team 1, 2 Scaling up: break-even analysis and operating leverage St. Petersburg Manufacturing (Canvas)</li> <li>3b Break-even under price competition: MIT Simulation Game: Salt Seller Ventures in Salt: Compass Minerals</li> <li>4 Student Presentation Team 3, 4 Service, product, &amp; customer profitability: activity-based costing Buckeye National (Canvas)</li> <li>4b Lower price limits; Transfer pricing Goliath: Role playing exercise (Canvas)</li> <li>11 Solution/Discussion Transfer pricing Student Presentation Team 5, 6</li> <li>12 Measuring strategy execution: balanced scorecard, strategy map Exercise drawing strategy map</li> <li>13 Value based management: DuPont value drivers, ROI, economic value added Mini Case Goal incongruence of ROI</li> <li>14 Executive Guest Lecture</li> <li>15 Student Presentation Team 7, 8, 9 Forecasting, resource allocation, decentralization, delegation, budgeting Svenska Handelsbanken</li> <li>16 Strategic profitability analysis Strategic profitability analysis (Canvas)</li> <li>17 Applying the balanced scorecard for strategy execution: Harvard strategy simulation Delta/Signal (Harvard)</li> <li>18 Harvard strategy simulation (cont.)</li> <li>19 Student Presentation Team 10, 11, 12</li> <li>20 Debriefing Simulation; Analyzing performance drivers</li> <li>21 Strategic goals: Objectives and key results (OKR) Henkel: Building a Winning Culture (Harvard)</li> <li>22 Exam questions, Evaluation</li> </ol> <p style="text-align: center;">Note: The structure can be subject to change</p>
Verwendbarkeit für andere Module und Programme	Thesis module. The content will be also helpful for other modules/programmes related to consulting, corporate performance, management accounting, and strategy execution.
Letztes Freigabedatum	15.02.2021