

International Management (MBA)

This generalist and consistently internationally oriented management education in English prepares graduates of all disciplines with two years professional experience for a management career. Business graduates study only three semesters, non-business graduates study four semesters. The program combines classical management skills with the teaching of specific skills in the areas of innovation, sustainability and globalization. A semester abroad at a partner university is integrated into the program. The master thesis is done in cooperation with a company or an international institution.

Semester 1

AQM5011 - Statistics for Managers	
ID	AQM5011
Level	Advanced Level II
Credits	3 Credits
Hours per week	2
Frequency	Once a Year
Kind of Examination	PLK/PLM
Examination time	60 minutes
Language	English
category	Course
Discipline	Business Administration
Pedagogical Approach	Interactive approach
Key words	Qualitative analysis
Responsible:	Cleff, Thomas

Objectives	<p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> • applying simple statistical methods and advanced multivariate analysis, • operating with statistical software packages, • analyzing, contrasting and interpretation of statistical data and • demonstration of data analysis in the context of strategic decisions.
Catalog Entry	This course provides an introduction to current software for multivariate and econometric analysis, univariate, bivariate and multivariate statistics, data transformation and analysis.
Class Size	Class participation is limited to 25 students
Content	<ul style="list-style-type: none"> • Introduction to current software for multivariate and econometric analysis • Univariate, bivariate and multivariate statistics, • Data transformation and analysis • Interpretation of statistical data
Relationship with other courses	Classes are open to guest students on MBA level
Workload	<p>90 hours, thereof</p> <p>Contact time 30 hours (2 hours per week x 15)</p> <p>self-study 60 hours (for preparation of course and exam)</p>

BAE5201 - Supply Chain Management

BIS5015 - Information Management

ID	BIS5015
Level	Advanced Level II
Credits	3 Credits
Hours per week	2

Frequency	Once a Year
Kind of Examination	PLK/PLH/PLR
Examination time	60 minutes
Language	English
category	Course
Discipline	Business Information Systems
Pedagogical Approach	Interactive approach
Key words	Information Management
Responsible:	Johnston, Kevin
Objectives	<p>By the end of the course students should:</p> <ul style="list-style-type: none"> • understand challenges in designing, implementing, and managing companywide information systems infrastructure in global environments, • know specific business models and strategies used in IS, and how to transform existing business models and establish new business models, • have an in-depth understanding how to align business strategy and IT/IS strategy, • have experienced management issues (e.g. project management and change management) in implementing information systems in global environments, • have an in-depth understanding how to use IT/IS to establish new business models and to transform existing business models of companies • have used critical thinking and questioning in working on unstructured and complex problems integrating knowledge of business, strategy, psychology and information technologies, • have expressed ideas, findings, conclusions and questions clearly, logically, and persuasively in oral and written communication • have demonstrated interpersonal skills in co-operation and teamwork, and leadership

Catalog Entry	This course provides an introduction to Information Management and concentrates on real-life complex case-studies in selected areas of Management of Information Systems. This includes e.g. framework for Information Management, ERP- and e-Business-Technology and Analysis of Internet-based businesses.
Class Size	Class participation is limited up to 25 students.
Content	<ul style="list-style-type: none"> • The key information technology and management issues as highlighted in an international study • Case study analysis of IS/IT in companies.
Workload	90 hours: 30 Contact hours and 60 hours preparation time
Miscellaneous	<p>Prerequisites: There are no special pre-requisites for the course beyond basics in management and being interested in technological matters. Don't take the course if you expect to miss more than one class because attendance and active class participation is critical.</p>

ECO5011 - Foundations in Microeconomics	
ID	ECO5011
Level	Advanced Level II
Credits	3 Credits
Hours per week	2
Frequency	Once a Year
Kind of Examination	PLK/PLR
Examination time	90 minutes
Language	English
category	Course

Discipline	Economics
Pedagogical Approach	Interactive approach
Responsible:	Strotmann, Harald
Objectives	<p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> • knowing the methods and application fields of microeconomics and • interpreting and applying the basics of microeconomics to real world problems.
Catalog Entry	This course covers methodological foundations of microeconomics.
Class Size	Class participation is limited up to 25 students
Content	<ul style="list-style-type: none"> • Methodological foundations of microeconomics • cost functions • Incentive systems • Demand and supply • Economic systems and planning methods • Competition and monopoly • Market failures • Innovation • Networks • Game theory
Relationship with other courses	Classes are open to international guest students on MBA level. Sustainable Development and European Integration
Workload	90 hours, thereof Contact time 30 hours (2 hours per week x 15) self-study 60 hours (for preparation of course and exam)

ECO5012 - Foundations in Macroeconomics

ID	ECO5012
Level	Advanced Level II

Credits	3 Credits
Hours per week	2
Frequency	Once a Year
Kind of Examination	PLK/PLR
Examination time	90 minutes
Language	English
category	Course
Discipline	Economics
Pedagogical Approach	Interactive approach
Responsible:	Strotmann, Harald
Objectives	<p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> • knowing basic macroeconomic models and theories of macroeconomics and • interpreting and applying the basics of macroeconomic models and theories to real world macroeconomic issues and policies.
Catalog Entry	This course provides an introduction to the basics of macroeconomic models and theories.
Class Size	Class participation is limited up to 25 students
Content	<ul style="list-style-type: none"> • Macroeconomic goals: price stability, employment, economic growth • Economic growth and welfare • Long-run neoclassical approaches • Labor, capital, monetary and product market • Supply-side economics and long-run monetary policy • Business cycles • Short-run keynesian approaches • Demand-side fiscal and monetary policies to dampen

	business cycle
Relationship with other courses	Classes are open to international guest students on MBA level. Sustainable Globalization and European Integration
Workload	90 hours, thereof Contact time 30 hours (2 hours per week x 15) self-study 60 hours (for preparation of course and exam)

GMT5211 - Foundations in Financial Accounting

ID	GMT5211
Level	Advanced Level II
Credits	3 Credits
Hours per week	2
Frequency	Once a Year
Kind of Examination	PLK/PLM
Examination time	60 minutes
Language	English
category	Course
Discipline	Controlling, Finance and Accounting
Pedagogical Approach	Interactive approach
Objectives	<p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> • recognizing the content and nature of Financial Statement information, • understanding the way in which Financial Statement information is produced and used conventionally and • analyzing and evaluating the use of Financial Statement

	information critically.
Catalog Entry	This course introduces students to Financial Statements and the Accounting Information System.
Class Size	Class participation is limited up to 25 students
Content	<ul style="list-style-type: none"> • Introduction to Financial Statements • The Accounting Information System • Accrual Accounting concepts • Merchandising Operations • Reporting and analyzing Inventory; Receivables; Assets; Liabilities; Stockholders Equity and Investments
Usability in other courses	Classes are open to international guest students on MBA level
Workload	90 hours, thereof Contact time 30 hours (2 hours per week x 15) self-study 60 hours (for preparation of course and exam)

GMT5213 - Corporate Finance and Financial Analysis	
ID	GMT5213
Level	Advanced Level II
Credits	3 Credits
Hours per week	2
Frequency	Once a Year
Kind of Examination	PLK/PLM
Examination time	60 minutes
Language	English
category	Course

Discipline	Business Administration
Pedagogical Approach	Interactive approach
Objectives	<p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> • understanding the need for financial analysis and the tools, • recognizing the basic concepts of corporate finance, • applying different sources of equity and liability financing, • computing, analyzing and interpreting measures of a firm's liquidity and profitability
Catalog Entry	This course introduces students to corporate finance, long- and short term financing and to financial analysis.
Class Size	Class participation is limited up to 25 students
Content	<ul style="list-style-type: none"> • Introduction to Corporate Finance • Long-term Financing • Short-term Financing • Introduction to Financial Analysis • Financial Analysis: Liquidity Ratios • Financial Analysis: Solvency Ratios • Financial Analysis: Performance Ratios • Limitations to Financial Analysis
Relationship with other courses	<p>Connection to Foundations in Business Functions and finance modules in the 2nd and 3rd semester.</p> <p>Classes are open to international guest students on MBA level.</p>
Workload	<p>90 hours, thereof</p> <p>Contact time 30 hours (2 hours per week x 15)</p> <p>self-study 60 hours (Students have to prepare company comparisons)</p>

HRM5223 - Foundations in Human Resources Management

ID	HRM5223
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Level	Advanced Level II
Credits	3 Credits
Hours per week	2
Frequency	Once a Year
Kind of Examination	PLM/PLR
Language	English
category	Course
Discipline	Human Resource Management
Pedagogical Approach	Interactive approach
Objectives	<p>By the end of the course, the participants</p> <ul style="list-style-type: none"> • Have Knowledge of the basics and systems of human resources Management. • are aware of the central tasks of HR management that are important for the operational and strategic orientation of a company. • are familiar with tools for the development and operational improvement of an HR sector within a company and how the HR sector can be used in order to achieve the goals of the company
Catalog Entry	This course provides an introduction to HR Management as an applied science, HR Policies and Strategic Human Resources Management and Recruitment, administration and development.
Class Size	Class participation is limited up to 25 students
Content	<ul style="list-style-type: none"> • HR Management as an applied science • HR Policies and Strategic Human Resources Management • Recruitment, employee selection and induction • Organizational structures in HR management • HR planning and controlling • HR administration and information

	<ul style="list-style-type: none"> • HR development • Organizational behavior • Organizational development • New trends in HR
Relationship with other courses	Classes are open to international guest students on MBA level
Workload	90 hours, thereof Contact time 30 hours (2 hours per week x 15) self-study 60 hours (for preparation of course and exam)

MKT5221 - Foundations in Marketing	
ID	MKT5221
Level	Advanced Level II
Credits	3 Credits
Hours per week	2
Frequency	Once a Year
Kind of Examination	PLM/PLR
Language	English
category	Course
Discipline	Marketing
Pedagogical Approach	Interactive approach
Objectives	<p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> • reproducing core theories, explaining the market behavior, • understanding fundament and process of market research, • recognize, translate and apply the foundations of strategic marketing management and marketing mix,

	<ul style="list-style-type: none"> • putting together strategic and instrumental marketing elements against the background of specific business cases in order to appraise and argue marketing management decisions.
Catalog Entry	This course is designed to make students understand marketing and the marketing process including the marketing mix.
Class Size	Class participation is limited up to 25 students
Content	<ul style="list-style-type: none"> • Understanding marketing and the marketing process: Consumer needs as the source of marketing management • Theoretical foundations of marketing management • Creating the marketing mix • Product Management: The role of features and benefits -product development and product mix • Price Management: Optimizing profits - product pricing and pricing policies during the product cycle • Sales Management: Go where the shopper is – retail channels, customer management and developing new business opportunities • Product Promotion: Where and how to reach the customer - The levels and approaches of advertising
Relationship with other courses	Electives in Marketing (3rd semester) Classes are open to international guest students on MBA level
Workload	90 hours, thereof Contact time 30 hours (2 hours per week x 15) self-study 60 hours (for preparation of course and exam)

SIC5101 - Scientific Writing and Literature Research

SIC5102 - Presentation Skills

Semester 2

ACC5101 - Business Controlling in an International Context

ID	ACC5101
Level	Advanced Level II
Credits	6 Credits
Hours per week	4
Frequency	Once a Year
Kind of Examination	PLK/PLR
Language	English
category	Course
Prerequisites	Corporate Finance and Financial Analysis
Discipline	Controlling, Finance and Accounting
Pedagogical Approach	Interactive approach
Key words	Controlling
Responsible:	Paul, Joachim
Objectives	<p>By the end of the course, students should be able to</p> <ul style="list-style-type: none"> •Understand the concepts of accounting and controlling in a global business context •Apply basic managerial accounting concepts •Explain, operate and evaluate the usefulness of different controlling tools, •Apply major controlling instruments
Class Size	Class participation is limited to 25 students.
Content	<ul style="list-style-type: none"> •The controller's role in the organization •Anglo-Saxon and German concepts of (financial) controlling and managerial accounting •Cost-Volume Profit analysis (CVP) •Job costing •Activity based costing (ABC) •Flexible budgeting •Business Intelligence (BI) tools as a basis for financial

	controlling <ul style="list-style-type: none"> •Corporate planning and budgeting •Controlling and communication •Reporting tools and report design •Value based management (VBM) and shareholder value concept •Key performance indicators (KPI) and performance measurement systems •Strategic controlling
Relationship with other courses	Classes are open to international guest students on MBA level.
Workload	180 hours: 60 contact hours and 120 hours preparation time

ESR5021 - Global Economic Integration	
ID	ESR5021
Level	Advanced Level II
Credits	3 Credits
Hours per week	2
Frequency	Once a Year
Kind of Examination	PLK/PLM/PLR/PLH
Examination time	60 minutes
Language	English
category	Course
Discipline	Economics
Pedagogical Approach	Interactive approach
Responsible:	Strotmann, Harald

Objectives	<p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> • understanding main issues and mechanisms of economic globalization like liberalized global trade and capital markets as well as foreign exchange markets, • analyzing and identifying benefits of global economic integration, regarding economic efficiency, overall wealth and standards of living, • understanding the distributional consequences producing winners and losers in global economic integration and • analyzing and discussing critical issues of economic globalization (low wages, human rights and labor conditions, sweatshops etc.) – with respect to underlying economic mechanisms.
Catalog Entry	This course introduces students to main issues and mechanisms of economic globalization like liberalized global trade and capital markets as well as foreign exchange markets.
Class Size	Class participation is limited up to 25 students
Content	<ul style="list-style-type: none"> • Determinants and Effects of Free Trade • Winners and Losers in Economic Globalization • International Trade Policy and the WTO • International Factor Movements – FDI and Migration • Global Imbalances – Balance of Payment • Flexible and Fixed Exchange Rates • Financial Crises and the Role of the IMF • Globalization, Low Wages and Labor Rights
Relationship with other courses	Classes are open to international guest students on MBA level / Foundations in Economics and Business Law
Workload	90 hours, thereof Contact time 30 hours (2 hours per week x 15) self-study 60 hours

ESR5022 - Social Responsibilities for Sustainable Development

ID	ESR5022
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Level	Advanced Level II
Credits	3 Credits
Hours per week	2
Frequency	Once a Year
Kind of Examination	PLK/PLM/PLR/PLH
Examination time	60 minutes
Language	English
category	Course
Prerequisites	Foundations in Economics and Business Law
Discipline	Economics
Pedagogical Approach	Interactive approach
Responsible:	Strotmann, Harald
Objectives	<p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> • analyzing the nature of sustainable development and “Human Development’s” dimensions and impacts on the responsibility of companies and societies, • acquiring a clear perception of the social impacts, potentials and limits of companies as a global force in society and • understanding the decisive role of governments, NGOs and other stakeholders, as main drivers of the global corporate environment.
Class Size	Class participation is limited up to 25 students.
Content	<ul style="list-style-type: none"> • Modern perceptions of economic development • Ethics of globalization and development • Global poverty and corporate BoP-strategies • FDI impacts on economic and human development • Markets and states in development

	<ul style="list-style-type: none"> • “Good Governance”: Responsibility of the state • Corporate influence on politics and development • NGOs and Civil Society as corporate stakeholders • CSR standards: Global Compact, GRI Guidelines etc. • Challenges of human rights, and corruption
Relationship with other courses	Classes are open to international guest students on MBA level.
Workload	90 hours, thereof Contact time 30 hours (2 hours per week x 15) self-study 60 hours

GMT5701 - Decision Making

GMT5702 - Change Management

GMT5703 - Leadership

MKT5111 - Determinants of Innovation Performance

ID	MKT5111
Level	Advanced Level II
Credits	6 Credits
Hours per week	4
Frequency	Once a Year
Kind of Examination	PLR/PLH
Language	English

category	Course
Discipline	Marketing
Pedagogical Approach	Interactive approach
Objectives	<p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> • understanding the current relevance of Innovation Management, • developing the capability for drafting technology strategies and • achieving the know-how for adjusting the organization to an innovation-benign climate.
Catalog Entry	<p>This course provides an introductory overview on Innovation Management including alternatives for strategic technology management, characteristics of organizational structures favoring innovation, management of the market entry for innovations.</p>
Class Size	Class participation is limited up to 25 students
Content	<ul style="list-style-type: none"> • Introductory Overview on Innovation Management: Relevance and current challenges • Alternatives for Strategic Technology Management • Characteristics of organizational structures favoring innovation • Management of the market entry for innovations • Customer involvement in the innovation process • Options for reducing the product development time • Allocation of Venture Capital
Relationship with other courses	Classes are open to international guest students on MBA level.
Workload	<p>180 hours, thereof Contact time 60 hours (4 hours per week x 15) practical exercises, such as case studies, business simulations etc. self-study 120 hours</p>

MKT5301 - International Business Development

SIC5103 - Negotiation Skills**SIC5104 - Cross Cultural Communication****SIC6042 - Project Management**

ID	SIC6042
Level	Expert Level
Credits	3 Credits
Hours per week	2
Frequency	Once a Year
Kind of Examination	PLR/PLH
Language	English
category	Course
Prerequisites	Foundations in Business Functions
Discipline	Crossfunctional Subjects
Pedagogical Approach	Interactive approach
Responsible:	Hudak, Raimund
Objectives	<p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none">• knowing and conceiving fundamental elements of project management and• applying process and content management considering the project context, framework and knowledge areas to

	finally lead a group, project or company to success.
Catalog Entry	This course introduces to fundamental elements of project management.
Class Size	Class participation is limited up to 25 students
Content	<ul style="list-style-type: none"> • Fundamental terms of Project Management • The Project Management context • Project Life Cycle • Organizational Influences • Key General Management Skills • Interpersonal Relationship (GRPI) • Project Management Knowledge Areas • Project Planning, Development, Execution, Control and Change • Project Scope Management • Project Time Management • Project Human Resources Managing • Project Risk Management • The Project Management Process
Relationship with other courses	Classes are open to international guest students on MBA level.
Workload	90 hours, thereof Contact time 30 hours (2 hours per week x 15) self-study 60 hours

Semester 3

ACC5011 - International Financial Reporting Standards	
ID	ACC5011
Level	Advanced Level II
Credits	6 Credits
Hours per week	4
Frequency	Once a Year

Kind of Examination	PLK/PLM/PLR/PLH
Examination time	90 minutes
Language	English
category	Course
Discipline	Controlling, Finance and Accounting
Pedagogical Approach	Case Study Bases
Key words	international Financial accounting IFRS Corporate Governance
Responsible:	Kropp, Matthias
Objectives	<p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> • understanding, explaining and applying current International Financial Reporting Standards (IFRS) as provided by the International Accounting Standards Board (IASB), • recognizing the „Due Process“ of IASB standards and • developing and presenting „Exposure Drafts“, based on IFRS Accounting standards.
Catalog Entry	This course covers International Financial Reporting Standards (IFRS) as provided by the International Accounting Standards Board (IASB) as well as case studies.
Class Size	Class participation is limited up to 25 students
Content	<ul style="list-style-type: none"> • IFRS-Standards • IASB-Standards • Case studies
Relationship with other courses	<p>Classes are taught together with students from the Pforzheim Master in Controlling, Finance and Accounting.</p> <p>Classes are open to international guest students on MBA level. Foundations of Accounting and Finance (Module), Foundations of Business Functions(Module), Advanced Accounting and Finance (Module).</p>

Usability in other courses	Classes are taught together with students from the Pforzheim Master in Controlling, Finance and Accounting. Classes are open to international guest students on MBA level. Foundations of Accounting and Finance (Module), Foundations of Business Functions (Module), Advanced Accounting and Finance (Module).
Workload	180 hours, thereof Contact time 60 hours (4 hours per week x 15) self-study 120 hours (for preparation of case studies)

ECO5021 - Doing Business in Germany and Europe	
ID	ECO5021
Level	Advanced Level II
Credits	3 Credits
Hours per week	2
Frequency	Once a Year
Kind of Examination	PLR/PLH
Language	English
category	Course
Prerequisites	Foundations in Economics and Business Law
Discipline	Economics
Pedagogical Approach	Interactive approach
Responsible:	Strotmann, Harald
Objectives	By the end of the course, the participants shall be capable of:

	<ul style="list-style-type: none"> analyzing key elements of the fundamental framework for doing business in Germany and Europe, such as legal constraints, rules in order to deal with administrations as well as major cultural aspects of European markets and applying their knowledge for self-starting business in a selected country within the European Union.
Catalog Entry	This course provides an overview on Europe and focuses on the foundation of new businesses in Europe and European support programs.
Class Size	Class participation is limited up to 25 students
Content	<ul style="list-style-type: none"> Europe and the world market Founding new business in Europe European support programs Government agencies as a starting source for business in Germany and Europe Identifying and evaluating business data at the Chamber of Commerce and international organizations Case study
Relationship with other courses	Classes are open to international guest students on MBA level.
Workload	90 hours, thereof Contact time 30 hours (2 hours per week x 15) self-study 60 hours

ECO5022 - European Economics and Political Relations	
ID	ECO5022
Level	Advanced Level II
Credits	3 Credits
Hours per week	2
Frequency	Once a Year

Kind of Examination	PLR/PLH
Language	English
category	Course
Prerequisites	Foundations in Economics and Business Law
Discipline	Economics
Pedagogical Approach	Interactive approach
Responsible:	Strotmann, Harald
Objectives	<p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> • reproducing and explaining the institutional elements of the European Union, • recognizing historical and current milestones of the political integration process within in European Union, • labeling the theoretical economic foundations of an economic system (trade, integration and monetary policy) and • applying economic theories on current European economical and political issues.
Catalog Entry	This course focuses on institutional elements of the European Union, on historical and current milestones of the political integration process within the European Union and on economic theories on current European economical and political issues.
Class Size	Class participation is limited up to 25 students
Content	<ul style="list-style-type: none"> • European Economic History (Marshall Plan) • European Institutions • Common Market (“four basic liberties”) • Common Trade Policy • Economic integration theory • Economic and Monetary Union • EU-Enlargement • Field trip to the European Parliament in Strasbourg and/or the German Chamber of Commerce in Brussels

Relationship with other courses	Classes are open to international guest students on MBA level.
Workload	90 hours, thereof Contact time 30 hours (2 hours per week x 15) self-study 60 hours

ECO5023 - European Financial Markets	
ID	ECO5023
Level	Expert Level
Credits	3 Credits
Hours per week	2
Frequency	Once a Year
Kind of Examination	PLR/PLH
Language	English
category	Course
Prerequisites	Foundations in Economics and Business Law
Discipline	Economics
Pedagogical Approach	Interactive approach
Responsible:	Strotmann, Harald
Objectives	<p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> • naming and explaining the principles of financial markets, especially fiscal policy and its instruments, • discussing interrelations between stock markets and • evaluating currency performance against the background of interrelated markets.

Catalog Entry	This course intends to acquaint students to the principles of financial markets, especially fiscal policy and its instruments, to interrelations between stock markets and to currency performance against the background of interrelated markets.
Class Size	Class participation is limited up to 25 students
Content	<ul style="list-style-type: none"> • Behavioral Finance • Portfolio selection • Financial Service Action Plan • Stock exchanges and financial markets in Europe • Instruments and strategy of monetary policy • The performance of the EURO • Case study and field trip to Frankfurt Stock Exchange and/or to the European Central Bank
Relationship with other courses	Classes are open to international guest students on MBA level.
Workload	90 hours, thereof Contact time 30 hours (2 hours per week x 15) self-study 60 hours

ESR5111 - Corporate Responsibility and Sustainability Management

FIN6013 - Advanced Corporate Finance

ID	FIN6013
Level	Advanced Level II
Credits	3 Credits
Hours per week	2
Frequency	Once a Year
Kind of Examination	PLK/PLM/PLR/PLH

Examination time	60 minutes
Language	English
category	Course
Discipline	Controlling, Finance and Accounting
Pedagogical Approach	Interactive approach
Objectives	<p>The course addresses the interactions between the players on the global financial markets from the perspective of corporations and similar enterprises. At the end of the course, the participants shall</p> <ul style="list-style-type: none"> • understand the interlinks between the players on the financial markets (network of financial professionals) • understand the available financial instruments on capital markets.
Catalog Entry	<p>This course focuses on transactions between the participants of international financial markets from the perspective of companies, shareholders, creditors, banks, investors and tax authorities.</p>
Class Size	Class participation is limited up to 25 students
Content	<ul style="list-style-type: none"> • The roles of financial managers and other players in the global financial community • Company valuation • Investor Relations • Managing a Balance Sheet • Mezzanine-Financing • Corporate treasury and financial risk management • Interlinks between business strategies and financial markets • Corporate Governance • Mergers & Acquisitions • Exit strategies for shareholders • Start up and small business financing • Company's success stories from a corporate finance perspective • Life Sciences / Biotech and Capital Markets • Top management remuneration • Asset Management / Investment Banking / Portfolio Management

	<ul style="list-style-type: none"> • Conduits / Special Purpose Vehicle-SPV • The 2008/2009 crisis of the global Financial Markets • New rules for the capital market players
Relationship with other courses	Classes are open to international guest students on MBA level. Foundations of Accounting and Finance (Module), Advanced Accounting and Finance (Module).
Workload	90 hours, thereof Contact time 30 hours (2 hours per week x 15) self-study 60 hours

GMT6021 - Company Project / Project Work	
ID	GMT6021
Level	Expert Level
Credits	6 Credits
Hours per week	4
Frequency	Once a Year
Kind of Examination	PLP
Language	English
category	Course
Discipline	Business Administration
Pedagogical Approach	Lab
Objectives	<p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> • comprehending the character and complexity of business life, • analyzing and solving practical challenges in their field of study, • applying research methods on specific business case

	<p>studies,</p> <ul style="list-style-type: none"> • transferring theoretical knowledge to practice, • understanding and demonstrating process management, • working successfully in a cultural diverse team environment and • contrasting their future career plans with real-life business.
Class Size	Between 5 and 10 students (dependent on the size of the company and the relevant task)
Content	<ul style="list-style-type: none"> • Foundations of project management • The framework for project management • Goal Setting • Project Process • Case Study conjoined with company and academic advisor • Project Presentation • Project Review
Relationship with other courses	Classes are open to international guest students from our partner universities.
Workload	180 hours, thereof Contact time 60 hours (4 hours per week x 15) self-study 120 hours

GMT6031 - Strategic Management	
ID	GMT6031
Level	Advanced Level II
Credits	6 Credits
Hours per week	4
Frequency	Once a Year
Kind of Examination	PLK/PLM/PLR/PLH

Examination time	60 minutes
Language	English
category	Course
Discipline	Business Administration
Pedagogical Approach	Interactive approach
Objectives	<p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> • understand the process of strategic management, • consider the company with respect to its environment, • identifying and differentiating between strategic and operative issues and • using a number of the instruments most commonly used in strategic analysis.
Class Size	Class participation is limited up to 25 students
Content	<ul style="list-style-type: none"> • The role of Strategic Management • Basic concepts in strategic thinking • The strategic options and methods of implementation • The company audit • Definition and use of the value chain • Benchmarking as a strategic tool • The industry analysis • The competitor analysis • Forecasting and analyzing the future • Evaluating the strategic position
Relationship with other courses	Classes are open to international guest students on MBA level. Foundations in Business Functions.
Workload	180 hours, thereof Contact time 60 hours (4 hours per week x 15) self-study 120 hours

MCO6012 - Brand Management

ID	MCO6012
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Level	Advanced Level II
Credits	3 Credits
Hours per week	2
Frequency	Once a Year
Kind of Examination	PLR/PLH
Language	English
category	Course
Prerequisites	Foundations in Marketing
Discipline	Marketing
Pedagogical Approach	Interactive approach
Objectives	<p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> • increasing understanding of important issues in planning and evaluating brand strategies, • comprehending appropriate theories, models, and other tools to make better branding decisions, and • applying principles of marketing, such as psychological principles at the customer level that will improve managerial decision-making with respect to brands and • analyzing brands from a psychological perspective.
Catalog Entry	This course provides an introduction to Brand Management, including Brand Positioning, types of brand elements, design of marketing campaigns to build brand equity and communication for brands.
Class Size	Class participation is limited up to 25 students
Content	<ul style="list-style-type: none"> • Introduction to Brand Management • Building Customer-Based Brand Equity • Brand Positioning • Types of brand elements • Design of marketing campaigns to build brand equity • Communication for brands

	<ul style="list-style-type: none"> • Measurement of brand equity • Designing and implementing branding strategies
Relationship with other courses	Classes are open to international guest students on MBA level. Foundations in Marketing.
Workload	90 hours, thereof Contact time 30 hours (2 hours per week x 15) self-study 60 hours

MKT5112 - Product Development and Design	
ID	MKT5112
Level	Advanced Level II
Credits	6 Credits
Hours per week	4
Frequency	Once a Year
Kind of Examination	PLR/PLH
Language	English
category	Course
Discipline	Marketing
Pedagogical Approach	Interactive approach
Objectives	<p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> • increasing their innovativeness, • reducing their flop rate in innovation projects, • accelerating the product time development time, • improving the design of their products to international standards and • reducing the risks for the market launch.

Catalog Entry	This course covers the improvement of the project planning, the sourcing for innovation, the organization of the development process and the preparation of the market launch of new products.
Class Size	Class participation is limited up to 25 students
Content	<ul style="list-style-type: none"> • Improving the project planning: developing road-maps for innovation assignments that adjust organizational skills, technologies and capabilities to the requirements of the target markets and the overall technological challenges • Sourcing for innovation: <ul style="list-style-type: none"> a) streamlining in-house R&D, b) facilitating the acquisition of external technological know-how through in-licensing, joint-ventures, contracting-out etc., c) enhancing idea generation and knowledge management (incl. creativity techniques) • Organizing the development process: <ul style="list-style-type: none"> a) reorganizing the valuechain for technical development through simultaneous engineering, outsourcing, the integration of suppliers, the dissociation between precompetitive research and innovation projects; b) strengthening the design standards • Preparing the market launch: <ul style="list-style-type: none"> a) ensuring customer involvement; b) improving the analysis of customer preferences through customer value and conjoint analyses; c) establishing distribution networks • Review of the existing academic state-of-the art knowledge • Comparative study of national innovation patterns • Analysis of the success factors for companies distinguished for a high innovation performance • The Status Quo of technological development and the aspect of eco-innovation • Case Study: Product Development within the Design Sector
Relationship with other courses	Classes are open to international guest students on MBA level. The course will represent an integrated contribution for the faculties of Design, Engineering and Business of Pforzheim University.
Workload	180 hours, thereof Contact time 60 hours (4 hours per week x 15) practical

	<p>exercises, such as case studies, business simulations etc. self-study 120 hours</p>
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MKT6101 - Integrated Marketing Communication

MKT6102 - Sales and Distribution Management

MKT6103 - Service Marketing

MKT6104 - B2B - Marketing

Semester 4

COL6995 - Master Thesis Colloquium

ID	COL6995
Level	Expert Level
Credits	3 Credits
Hours per week	2
Frequency	Every Semester
Kind of Examination	PLR
Language	English
category	Course

Discipline	Crossfunctional Subjects
Pedagogical Approach	Interactive approach
Objectives	In addition to methodological expertise, this course prepares for the presentation of research results in companies and / or organizations.
Catalog Entry	In the colloquium students will present and discuss their projects in front of their fellow students and faculty interested in research.
Class Size	Class participation is limited up to 25 students
Content	Students should write their thesis in a company or an international organization. Students should present and discuss their projects in front of their fellow students and faculty interested in research.
Relationship with other courses	Basically, this course is open to presentations of Master theses of other degree courses as well as to Ph. D. students
Workload	90 hours, thereof Contact time 30 hours (2 hours per week x 15) self-study 60 hours

GMT6141 - Management Simulation

THE6996 - Master Thesis