

Business and Management
CORE Modules in ENGLISH
Academic Year 2005/6

[2nd academic year, winter term](#)

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Accounting ACCE3

Ort / Building	St. Georgenplatz 2, Winterthur
Kontakt-Stunden/ Contact Hours	
Status/ Semester/Term	Winter term
Verantwortung	SG B0

Ziele/Objectives	<ul style="list-style-type: none"> • Know and be able to evaluate the possible impact of investment and financing activities • Know the risks entailed in using modern financial instruments and have the ability to record these appropriately in the accounts • Ability to recognize inadequate capital base and know how to deal with it. • Ability to determine a company's value using a variety of different methods • Understand the effects of mergers on the annual results
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Inhalt/Curriculum	<ul style="list-style-type: none"> • Investment management (including the process of evaluating investments) • Equity financing (establishing a public company, share capital increase, IPOs) • Raising external debt • Financial leasing and its impact on the balance sheet • Mixed financing (convertible bonds, options, derivatives) • Restructuring, demerging • Raising equity • Corporate valuation (companies and shares) • Mergers and acquisitions
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Voraussetzungen	
Workload	
ECTS Credits	3

Lehrmittel/Bibliography	<ul style="list-style-type: none"> • Carlen F., Gianini F., Riniker A., Finanzbuchhaltung 3 (Höhere Finanzbuchhaltung), SKV, Zürich • Carlen F., Gianini F., Riniker A., Finanzbuchhaltung 2 (Sonderdruck mit Leasing und Derivate), SKV, Zürich • Bertschinger P., Gianini F., Zenhäusern M., Finanzbuchhaltung 4 (Ergänzende Bereiche), SKV, Zürich • Annual results of various Swiss companies • Boemle M., Unternehmungsfinanzierung, Zürich, SKV • Thommen, Jean-Paul, Managementorientierte Betriebswirtschaftslehre, Zürich, Versus
Ergänzende Unterrichtsmittel/Documentation	Exercises, handouts on leasing and company valuations

Informatics 2 InBoE2

Ort / Building	St. Georgenplatz 2, Winterthur
Kontakt-Stunden/ Contact Hours	
Status/ Semester/Term	Winter term
Verantwortung	SG B0

Ziele/Objectives	<p>Enable participants to:</p> <ul style="list-style-type: none"> ▪ evaluate, structure and model data for database processing ▪ evaluate and improve database models. ▪ implement data models in database management systems ▪ manage databases with suitable processes (using masks, reports, macros etc).
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Inhalt/Curriculum	<ul style="list-style-type: none"> ▪ Data modelling (entity relationship modelling), Evaluation of data models, performance ▪ Data implementation with MS-Access (tables, data queries, forms, reports, modules, macros), technical implementation of company data ▪ Project related group work
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Condition	Assessment in BA degree course at ZHW
Workload	
ECTS Credits	2

Lehrmittel/Bibliography	
Ergänzende Unterrichtsmittel/ Documentation	Handout

Macroeconomics MaÖkE 1

Ort / Building	St. Georgenplatz 2, Winterthur
Kontakt-Stunden/ Contact Hours	
Status/ Semester/Term	Winter term
Verantwortung	SG B0

Ziele/Objectives	<ul style="list-style-type: none"> • Determining wage rates and cost of capital as well as the development of functional income distribution • Understanding key indicators of the national accounts • Know the determining factors of growth, interest rates and the natural rate of unemployment • Ability to explain cash flows and their impact on inflation see these results to identify promising strategic opportunities.
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Inhalt/Curriculum	<ul style="list-style-type: none"> • Factor markets • National accounts • Growth theory and growth policies • Long-term macro-economic equilibrium • Money supply and price levels in the long term
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Voraussetzungen	
Workload	
ECTS Credits	3

Lehrmittel/Bibliography	Mankiw, N. Gregory, Principles of Economics
Ergänzende Unterrichtsmittel/ Documentation	Own papers and exercises

Operations Management OPME1

Ort / Building	St. Georgenplatz 2, Winterthur
Kontakt-Stunden/ Contact Hours	
Status/	
Semester/Term	Winter term
Verantwortung	SG B0

Ziele/Objectives	<p>Students:</p> <ul style="list-style-type: none"> • Know the meaning of operations in an enterprise and its relationship to customer relationship management as well as general management and support processes • Understand the fundamental relationships between operations management, supply chain management, logistics, lean management and organization (overlaps and differences) • Know the key concepts of operations management in trade & commerce, industry and services (excluding banks): ECR, SCM, JIT etc. • Ability to analyze, evaluate and develop realistic material and information flow (charts) • Know the meaning of operations processes and understand how to compile and apply them • Know and understand the systematic fundamentals for assessing the economic viability of a solution
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Inhalt/Curriculum	<ol style="list-style-type: none"> 1. Introduction to Operations Management (OM) <ol style="list-style-type: none"> 1.1 Operations Management explained 1.2 A road map for OM training 2. From the enterprise model to processes <ol style="list-style-type: none"> 2.1 Business models 2.2 Models for operations in enterprises 3. Basic material flow control 4. Analysis and design methods <ol style="list-style-type: none"> 4.1 Technical analysis <ol style="list-style-type: none"> 4.1.1 Circle diagram 4.1.2 Structured analysis SADT 4.1.3 ABC and XYZ analysis 4.1.4 Ishikawa-diagram 4.2 Development and design techniques <ol style="list-style-type: none"> 4.2.1 brainstorming 4.2.2 Mind map 4.2.3 Morphological box 4.2.4 Material flow diagrams 4.2.5 Sankey diagrams 4.2.6 Flow diagrams 4.3 Methods of evaluation <ol style="list-style-type: none"> 4.3.1 Cost comparison 4.3.2 Benefit analysis 4.4 Simulation <ol style="list-style-type: none"> 4.4.1 Aims and benefits of simulation
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Strategic Management STME1

Ort / Building	St. Georgenplatz 2, Winterthur
Kontakt-Stunden/ Contact Hours	
Status/ Semester/Term	Winter term
Verantwortung	SG B0

Ziele/Objectives	Students <ul style="list-style-type: none"> • Can independently perform internal and external analysis • Use these results to identify promising strategic opportunities.
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Inhalt/Curriculum	<ul style="list-style-type: none"> • Environment (economic environment, segments, organizations, markets, opportunities/ threats) • Strategic competencies (critical success factors, core competencies, value creation, competitiveness, resilience) • Expectations and purpose (corporate governance, stakeholder, ethic, culture, communication within an organization)
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Voraussetzungen	
Workload	30 contact hours
ECTS Credits	2

Lehrmittel/Bibliography	JOHNSON, G./SCHOLES, K.: Exploring Corporate Strategy. Prentice Hall, 2003. ISBN 0 273 65112 9
Ergänzende Unterrichtsmittel/ Documentation	Transparencies

Accounting ACCE4

Ort / Building	St. Georgenplatz 2, Winterthur
Kontakt-Stunden/ Contact Hours	
Status/ Semester/Term	Summer term
Verantwortung	SG B0

Ziele/Objectives	<ul style="list-style-type: none"> • Know the controlling functions (planning, coordination, communication) • Understand and be in a position to interpret deviation analysis (comparison of targeted/actual figures) • Ability to coordinate corporate segments
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Inhalt/Curriculum	<ul style="list-style-type: none"> • Fundamentals of strategic and operational controlling • Fundamentals of deviation analysis (between targeted and actual figures) • Process analysis and activity based costing • IT-supported controlling (SAP) • Performance Measurement (Balanced Scorecard) • Financial controlling (financial planning and management) • Business plan
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Voraussetzungen	
Workload	
ECTS Credits	3

Lehrmittel/Bibliography	<ul style="list-style-type: none"> • Controlling (various authors) handouts ZHW • Annual results of various Swiss companies • Boemle M., Unternehmungsfiananzierung, Zürich, SKV • Thommen, Jean-Paul, Managementorientierte Betriebswirtschaftslehre, Zürich, Versus
Ergänzende Unterrichtsmittel/ Documentation	Exercises

Business and Management Colloquium Seminar BMCE2

Ort / Building	St. Georgenplatz 2, Winterthur
Kontakt-Stunden/ Contact Hours	
Status/ Semester/Term	Summer term
Verantwortung	SG B0

Ziele/Objectives

Inhalt/Curriculum

Voraussetzungen Workload ECTS Credits

Lehrmittel/Bibliography Ergänzende Unterrichtsmittel/ Documentation

Human Performance Management 1 HPME1

Ort / Building	St. Georgenplatz 2, Winterthur
Kontakt-Stunden/ Contact Hours	
Status/	
Semester/Term	Summer term
Verantwortung	SG B0

Ziele/Objectives	<p>Students:</p> <ul style="list-style-type: none"> • Know what is expected of personnel managers, what leadership roles they need to assume and what aids they have at their disposal • Can distinguish between various leadership styles and know the special characteristics of each style • Learn how to prepare and execute discussions with employees • Understand why personnel management/leadership has to be in line with the corporate strategy and values and they know the various ways of implementing a leadership concept • Know the various ways of motivating employees • Can better evaluate their own personality and leadership potential • Are capable of developing teamwork
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Inhalt/Curriculum	<ul style="list-style-type: none"> • Expectations of a leader – roles and responsibilities • Leadership styles and their implications (relationship-oriented leadership, authoritative/ cooperative/laissez-faire, charismatic/transactional/transformational) • Communications psychology: how can I lead successful employee discussions? Types of employee discussions and their characteristics • Leading oneself and others: evaluating own personality, leadership potential and the impact on others • Target oriented leadership and performance management elements (management by objectives, balanced scorecard) • Motivating and de-motivating employees: examples, tools and know-how transfer • Aspects of teamwork: how do teams function and how can teamwork be developed?
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Voraussetzungen	
Workload	30 contact hours
ECTS Credits	2

Lehrmittel/Bibliography	Announced at the beginning of the course
Ergänzende Unterrichtsmittel/ Documentation	<ul style="list-style-type: none"> • Handouts with subject-specific texts, exercises/case studies and transparencies • For the practical part of the course, the venue must meet the standard leadership training facilities; i.e. chairs in a 'U' shaped formation, moderating material and flip charts, video camera and monitor for 'live' exercises and feedback. Course emphasis is on active participation.

Informatics3 InBoE3

Ort / Building	St. Georgenplatz 2, Winterthur
Kontakt-Stunden/ Contact Hours	
Status/ Semester/Term	Summer term
Verantwortung	SG B0

Ziele/Objectives	<p>Enable participants to:</p> <ul style="list-style-type: none"> ▪ Know the basic IT models and have the ability to apply these to practical examples and identify/classify current EDP trends and future developments. ▪ Have an overview of software categories and their application in business processes. ▪ Have the competence to develop software ▪ Evaluate costs and required resources for software development ▪ Manage complex IT projects according to process models ▪ Have in-depth knowledge of a special IT topic
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Inhalt/Curriculum	<ul style="list-style-type: none"> ▪ History and trends of information and communication technologies ▪ Software development ▪ Process models for managing IT projects ▪ Cost estimates of IT projects
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Condition Workload ECTS Credits	2
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Lehrmittel/Bibliography Ergänzende Unterrichtsmittel/ Documentation	<ul style="list-style-type: none"> • HANSEN ROBERT, NEUMANN, GUSTAF, Wirtschaftsinformatik 1, 8. Auflage, Lucius & Lucius Verlagsgesellschaft mbH, Stuttgart, 2002 • Visiting lecturer; excursion, group teaching, exercises in small groups • Handout, press articles
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Macroeconomics MaÖkE 2

Ort / Building	St. Georgenplatz 2, Winterthur
Kontakt-Stunden/ Contact Hours	
Status/ Semester/Term	Summer term
Verantwortung	SG B0

Ziele/Objectives	<ul style="list-style-type: none"> • Know the macro-economic concepts of an open economy and their influencing factors • Ability to explain short-term macro-economic fluctuations • Ability to discuss the pros and cons of various short-term economic measures
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Inhalt/Curriculum	<ul style="list-style-type: none"> • Balance of payments • Macro-economics in an open economy • Aggregate demand and aggregate supply • Impact of money and fiscal policy on aggregated demand • Short-term trade off between inflation and unemployment
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Voraussetzungen	
Workload	
ECTS Credits	3

Lehrmittel/Bibliography	Mankiw, N. Gregory, Principles of Economics
Ergänzende Unterrichtsmittel/ Documentation	Own papers and exercises

Marketing Management 1 MAME1

Ort / Building	St. Georgenplatz 2, Winterthur
Kontakt-Stunden/ Contact Hours	
Status/ Semester/Term	Summer term
Verantwortung	SG B0

Ziele/Objectives	<ul style="list-style-type: none"> • Students understand the fundamental relationships of marketing • Participants can develop realistic marketing concepts (targets, strategy, measures) based on systematically compiled market information <ul style="list-style-type: none"> • Participants understand the relationships and interaction between the various marketing tools
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Inhalt/Curriculum	<ul style="list-style-type: none"> • Fundamentals of marketing • Building a structured marketing concept. The marketing process largely comprises the following steps: <ul style="list-style-type: none"> ○ See and understand marketing activities as a system ○ Situation analysis: recording relevant strengths/weaknesses of a company relative to its competitors and market related opportunities and threats ○ Determining marketing objectives based on corporate aims ○ Developing longer-term marketing strategies, particularly with regard to submarkets, market segments, positioning and market development ○ Determining the implementation process of operational measures (marketing mix: product, place, price and promotion) • Know the most important requirements for developing individual marketing tools
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Voraussetzungen	
Workload	30 contact hours
ECTS Credits	2

Lehrmittel/Bibliography	<p>Philip Kotler, Gary Armstrong, John Saunders, Veronica Wong: Grundlagen des Marketing, 3. Auflage, 2003, ISBN 3-8273-7024-8</p> <p>Prof. Dr. Richard Kühn, Marketing, Analyse und Strategie, überarbeitete Auflage, Werd Verlag Zürich, 2003, ISBN 3-85932-458-6</p> <p>Marketing, vom klassischen Marketing zu Customer Management und EBusiness, Rudolf Ergenzinger, Jean-Paul Thommen, Versus Verlag AG Zürich, 2001, ISBN 3-908143-81-0</p> <p>Philip Kotler, Marketing Management, Eleventh International Edition, 2003, ISBN 0-13-0497150</p>
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Ergänzende Unterrichtsmittel/ Documentation	<ul style="list-style-type: none"> • Presentation, trade articles, exercises and case studies • External marketing professionals as guest speakers
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Project Management PMAE1

Ort / Building	St. Georgenplatz 2, Winterthur
Kontakt-Stunden/ Contact Hours	
Status/ Semester/Term	Summer term
Verantwortung	SG B0

Ziele/Objectives	<p>Students</p> <ul style="list-style-type: none"> • Understand the basic aims of project management • Know the most important project management tools and methods • Can define, structure and implement projects, which are selected according to students' course program • Have the basic skills to analyze, plan and manage projects • Have a more in-depth understanding of project requirements, whereby the type of projects will depend on their course program •
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Inhalt/Curriculum	<ul style="list-style-type: none"> • Establishing a project • Project management planning; leading and monitoring projects • Responsibilities of project leader and employees • Responsibilities of the contracting party • Structure of a project into sub-projects, coordination of sub-projects • Project organization: 'pure' project organization, matrix organization, management and line organization • Methods <ul style="list-style-type: none"> ○ Mind map ○ Brainstorming ○ Bar charts ○ Critical path analysis • Working through case studies, which address concrete problems encountered in students' course program (content, methods, success factors) <ul style="list-style-type: none"> - The material taught is based on the methods used by the Project Management Institute (USA), providing the course international credibility. - Project management methods are practiced using case studies, parallel to the e-learning process. Larger cases are worked through during the final weeks of the course. - Feasibility calculations are dealt with in other lectures: Investment calculations, BAB etc. - The case studies listed above are worked through in groups and presented to the class. Emphasis is on group work.
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Voraussetzungen	
Workload	30 contact hours
ECTS Credits	2

Lehrmittel/Bibliography	E-Learning Tool: STS PM eLearning
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**Ergänzende
Unterrichtsmittel/
Documentation**

- Schmidli, A. / Schnüriger, W., 2001: 'Projektmanagement: Planung – Führung – Kontrolle', Lichtenhahn, Basel, ISBN 3-7190-1983-7
Schmidli / Schnüriger: Programmierter Lehrgang 'Projektmanagement MS Project 2002'

E-learning. This means:

- a) complementary to classroom instruction
- b) individual e-learning stages with coaching
- c) accompanied by close observation through coaching to ensure students meet course requirements.

“Coaching” means that each participant receives at least one e-mail based assessment of his/her performance during the e-learning stage. Our system can monitor individual performances and conducts deviation analyses

Operations Management OPME2

Ort / Building	St. Georgenplatz 2, Winterthur
Kontakt-Stunden/ Contact Hours	
Status/	
Semester/Term	Summer term
Verantwortung	SG B0

Ziele/Objectives	<p>Participants gain more in-depth understanding of enterprise processes in the following areas:</p> <ul style="list-style-type: none"> • Trade • Industry • Services (excluding banks and public services) <p>In addition, students are familiarized with the meaning of R&D and technology management with regard to operations management.</p> <p>Trade: Participants</p> <ul style="list-style-type: none"> • Know the actual logistics concepts: ECR (Efficient Consumer Response), SCM (Supply Chain Management), SCOR (Supply Chain Operations Reference Model), Continuous Replenishment, VMI (Vendor Managed Inventory). • Know the meaning of IT in the retail trade: barcode, scanning, EDI • Know the various e-commerce options (B2B, B2C) <p>Industry: Participants</p> <ul style="list-style-type: none"> • Know basic production processes (according to the SCOR model) <ul style="list-style-type: none"> ○ Make to stock ○ Assemble to order ○ Make to order ○ Engineer to order • Know the basic control principles in production: procurement, inventories (Kanban, procurement point procedure) planning and understand how to apply them • Know the fundamentals of production: MRP, MRPII, BOA, OPT, and JIT as well as the meaning of retrofitting (conversions?), lot sizes and throughput time. <p>Services: Participants</p> <ul style="list-style-type: none"> • Know what role of logistics companies play in the today's economic environment in the service industry • Know the service industry processes, e.g. airports, restaurants, commerce etc. • Know the value of high standard service in the services industry <ul style="list-style-type: none"> ○ Delivery deadlines ○ Service level ○ Delivery quality
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Inhalt/Curriculum

1. Processes and concepts in industry
 - 1.5. Types of production according to the SCOR model
 - 1.5.1. Make to stock – mass production
 - 1.5.2. Assemble to order – mass customizing
 - 1.5.3. Make to order – customized production
 - 1.5.4. Engineer to order – plant construction
 - 1.6. Push concept
 - 1.6.1. MRP and MRPII
 - 1.6.2. BOA
 - 1.6.3. OPT
 - 1.7. Pull concept of lean management
 - 1.7.1. Just in time JIT
 - 1.7.2. Just in sequence JIS
 - 1.7.3. Kanaban
 - 1.8. Layout planning in industry
 - 1.9. IT applications in production
 - 1.9.1. Business administration standard software
 - 1.9.2. PPS systems
 - 1.9.3. Material flow control systems
- 2 Processes and concepts in trading
 - 2.1 Standard product line versus sales and seasonal goods
 - 2.2 Supply chain management: the SCOR model
 - 2.3 Efficient Consumer Response ECR
 - 2.3.1 Demand side
 - 2.3.2 Supply side: CRP, CD, EUL
 - 2.3.3 Enablers: barcode, scanning, EDI, Internet B2B
 - 2.4 Distribution centers as material flow hub
 - 2.4.1 Basic processes in a distribution center
 - 2.4.2 Layout in a distribution center
 - 2.5 IT applications in trading
 - 2.5.1 Business administration standard software
 - 2.5.2 Enterprise resource planning systems
 - 2.5.3 Inventory management systems
3. Logistics service providers
 - 3.1 Means of shipping (transportation)
 - 3.2 Service providers in shipping
 - 3.3 Planning systems for shipping
 - 3.4 INCOTERMS
4. Service provider companies
 - 4.1 Commerce and catering
 - 4.2 Carriers
 - Operations management is concerned with procurement, processing and distribution of services and goods worldwide (e.g. global sourcing). For example Smart factory in Hambach, Germany
 - The methods of analysis, evaluation and planning are practiced using case studies
 - Feasibility calculations are dealt with in other lectures: Investment calculations, BAB etc.
 - The case studies listed above are worked through in groups and presented to the class. Emphasis is on group work.

Voraussetzungen

Workload

ECTS Credits 2

Lehrmittel/Bibliography

Ergänzende

Unterrichtsmittel/

Documentation

Documentation in English and German
Handouts from lecturers with own examples

Strategic Management STME2

Ort / Building	St. Georgenplatz 2, Winterthur
Kontakt-Stunden/ Contact Hours	
Status/ Semester/Term	Summer term
Verantwortung	SG B0

Ziele/Objectives	Students can <ul style="list-style-type: none"> • differentiate between corporate, business and functional strategies • understand which method to apply at each level e results to identify promising strategic opportunities.
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Inhalt/Curriculum	<ul style="list-style-type: none"> • Corporate strategy (purpose and legitimization of the enterprise as a whole, portfolio, dealing with diversity, corporate management, competition at the corporate level) • Strategy of a corporate segment (influencing factors, competitive advantages, competition and cooperation, game theory, competition strategy in a hyper-competitive environment) • Development of a strategy (direction, methods, success factors)
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Voraussetzungen	
Workload	30 contact hours
ECTS Credits	2

Lehrmittel/Bibliography	JOHNSON, G./SCHOLES, K.: Exploring Corporate Strategy. Prentice Hall, 2003. ISBN 0 273 65112 9
Ergänzende Unterrichtsmittel/ Documentation	Transparencies

Accounting 5 ACCE5

Ort / Building	St. Georgenplatz 2, Winterthur
Kontakt-Stunden/ Contact Hours	
Status/ Semester/Term	Winter term
Verantwortung	SG B0

Ziele/Objectives	<ul style="list-style-type: none"> • ability to read, understand and interpret financial statements
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Inhalt/Curriculum	<ul style="list-style-type: none"> • corporate mergers (legal, accounting and economic aspects) • company accounts, presenting accounts, legal requirements and accounting regulations • consolidation (balance sheet, profit and loss account, capital consolidation, first and subsequent consolidation, consolidation methods, goodwill accounting), corporate cash flow statement, foreign currencies in consolidated accounts, deferred taxes, analysis of consolidated accounts • due diligence • integrated merger and acquisition case study
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Requirements	Pass mark in the assessment
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Workload	Approximately 120 hours of which 30 are classroom instruction; one written test at the end of the semester
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ECTS Credits	4
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Lehrmittel/Bibliography	<p>BERTSCHINGER P./GIANINI F./ ZEHNHAEUSERN M; Konzernrechnung und Konzernrechnungslegung mit Lösungsband; TRI Verlag/ Handelskunde Verlag, Dübendorf und Wetzikon, 2001</p> <p>Annual reports of various Swiss companies ZEHNHAEUSERN Markus, BERTSCHINGER Peter, Konzernrechnungslegung, SKV, Zürich, 1995 BERTSCHINGER Peter, ZEHNHAEUSERN Markus, Konzernabschlüsse verstehen, SKV Zürich, 1996</p>
Ergänzende Unterrichtsmittel/ Documentation	Exercises, case studies

Case Studies CAS

Ort / Building	St. Georgenplatz 2, Winterthur
Kontakt-Stunden/ Contact Hours	
Status/	
Semester/Term	Winter term
Verantwortung	SG B0

Ziele/Objectives	Participants can <ul style="list-style-type: none"> • methodically solve complex case studies with a business administration background • prepare consistent and logical solutions • present their solutions in an interesting and convincing way
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Inhalt/Curriculum	<ul style="list-style-type: none"> • application of business knowledge to complex case studies from international business schools • methodology of working through case studies • short repetition of presentation techniques • class exercise in solving a sample case • solving a case study in a small group • presenting and defending case study solution • evaluation of other case study solutions
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Requirements	Completion of compulsory module in second year of Business Administration degree program (General Management, Finance, Informatics)
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Workload	Approximately 120 hours of which 30 are classroom instruction 75% group presentation 25% co-presentation(s)
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ECTS Credits	4
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Lehrmittel/Bibliography	
Ergänzende	<ul style="list-style-type: none"> • Small group lectures
Unterrichtsmittel/	<ul style="list-style-type: none"> • Case studies (against a fee)
Documentation	<ul style="list-style-type: none"> • Lecture notes as transparencies

Human Performance Management 2 HPME2

Ort / Building	St. Georgenplatz 2, Winterthur
Kontakt-Stunden/ Contact Hours	
Status/ Semester/Term	Winter term
Verantwortung	SG B0
Ziele/Objectives	
	<p>Participants</p> <ul style="list-style-type: none"> • know all the main aspects of HRM, from hiring to retiring employees • can apply and explain key HR success factors • can draw a link between HRM and a company's strategy and discuss these points with senior management • know how a corporate culture can be developed and strengthened • become familiar with major HRM development tools • can draw on the human resources function to support management
Inhalt/Curriculum	
	<ul style="list-style-type: none"> • HRM as part of the corporate strategy, culture and structure triangle • HRM success factors • corporate culture and personnel policies • determining employee demand, strategic employee development and future potential needs • performance and means of communication in HR marketing • approaches to employee selection and implementation of selection processes • introducing new employees to their workplace • employee assessment • basic requirements of a state-of-the-art salary concept and pay scale • work practices and job design • giving notice, redundancies and out placement
Requirements	
	Assessment (Business Administration program)
Workload	Approximately 60 hours of which 30 are in the form of classroom instruction
ECTS Credits	<p>2</p> <p>50% written test</p> <p>50% active participation and seminar assignments</p>
Lehrmittel/Bibliography	
	<p>Lectures in small groups</p> <p>Exercises, case studies</p> <p>RUGMAN A./ HODGETTS, R; International Business, Prentice Hall</p>
Ergänzende Unterrichtsmittel/ Documentation	<p>Lectures and interactive exercises in small groups. Active class participation is prerequisite for participating in group exercises</p> <p>Center for Human Capital Management: Human Resources Management, Reader, Winterthur, 2005</p>

International Management INM

Ort / Building	St. Georgenplatz 2, Winterthur
Kontakt-Stunden/ Contact Hours	
Status/ Semester/Term	Winter term
Verantwortung	SG B0

Ziele/Objectives	Participants <ul style="list-style-type: none"> • can appreciate the significance of international business in general and in particular within triad nations • can align the activities of international companies within the framework of strategic management • appreciate and can explain the significance of the environment (trade, investments, culture etc.) in international business
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Inhalt/Curriculum	<ul style="list-style-type: none"> • overview of international business (regional and global strategy, multinational companies, triad and international business activities) • environment of international business (politics, culture, trade and finance) • international business strategies (multinational strategy, organization, functional strategies) • implementation of strategies in an international context (corporate strategy and a company's ability to compete nationally, EU, Japan, USA, non-triad nations)
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Requirements	STM2 Module Approximately 60 hours, of which 30 are in the form of classroom instruction
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Workload	66% written test at the end of the semester 33% active classroom participation
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ECTS Credits	2
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Lehrmittel/Bibliography	Lectures in small groups Exercises, case studies RUGMAN A./ HODGETTS, R; International Business, Prentice Hall
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Ergänzende Unterrichtsmittel/ Documentation	Lecture notes on transparencies
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Marketing Management 2 MAME2

Ort / Building	St. Georgenplatz 2, Winterthur
Kontakt-Stunden/ Contact Hours	
Status/ Semester/Term	Winter term
Verantwortung	SG B0
Ziele/Objectives	<p>Participants:</p> <ul style="list-style-type: none"> • recognize changes in market and consumer behavior • understand the fundamentals of customer behavior and use the results of market analyses to adapt their marketing strategy • understand the importance of strategic customer retention marketing • know the various effects of customer retention from a company and customer's point of view • can plan, manage and evaluate the success of their marketing measures
Inhalt/Curriculum	<ul style="list-style-type: none"> • the psychology of buying • methodological aspects of research into customer behavior • motivation and emotions of end customers • how customers process information • fundamentals of customer retention • the meaning of customer retention for companies • customers' retention behavior and the influencing factors • types of customer retention and retention tools • marketing controlling to ensure efficient and effective marketing management • introduction to tools which provide evidence of marketing success (balanced scorecard)
Requirement	Successful completion of Module MAM1
Workload	Approximately 120 hours of which 50 are in the form of classroom instruction
ECTS Credits	4, one written test at the end of semester
Lehrmittel/Bibliography	<p>Seminars, group work and presentations</p> <p>KOTLER, Philip, ARMSTRONG Gary, SAUNDERS John, WONG Veronica: Grundlagen des Marketing, 3. Auflage, 2003, ISBN 3-8273-7024-8</p> <p>BRUHN Manfred, Kundenorientierung. Bausteine für ein exzellentes Customer Relationship Management</p> <p>ERGENZINGER Rudolf, THOMMEN Jean-Paul, Marketing, vom klassischen Marketing zu Customer Management and Ebusiness, Versus Verlag AG Zurich, 2001</p> <p>KOTLER, Philip, Marketing Management, 11th International Edition, 2003</p>
Ergänzende Unterrichtsmittel/ Documentation	Presentations, papers, exercises and case studies

Strategic Management 3 STME3

Ort / Building	St. Georgenplatz 2, Winterthur
Kontakt-Stunden/ Contact Hours	
Status/ Semester/Term	Winter term
Verantwortung	SG B0

Ziele/Objectives	<p>Participants</p> <ul style="list-style-type: none"> • can assess the most important organizational structures • can integrate leadership, value creation and support processes in the overall strategy • are in a position to develop and evaluate business processes • have the ability to initiate and manage change processes
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Inhalt/Curriculum	<ul style="list-style-type: none"> • theory of organization (types of structures, processes, relationships) • change management (analysis, style and roles, instruments) • influencing factors on the functional strategy in the implementation process
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Requirements	<p>STM1 Module Approximately 60 hours, 30 of which consist of classroom instruction</p>
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Workload	<p>66% written test at the end of the semester 33% continuous assessment</p>
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ECTS Credits	2
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Lehrmittel/Bibliography	<p>Lectures in small groups Exercises, case studies JOHNSON, G/SCHOLES, K: Exploring Corporate Strategy. Prentice Hall</p>
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Ergänzende Unterrichtsmittel/ Documentation	Lecture notes on transparencies
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