

Course title	Code No.
<b>Advanced planning &amp; Control</b>	--

Semester	Course status (mandatory or optional)
III.	elective

Lecturer(s)	E-Mail
Prof. Dr. rer. pol. Thorsten Kümper, MBA	Thorsten.kuemper@hs-flensburg.de

Contact hours per week	Credit Points	Workload (hours per semester)	
		Presence	Self-study
4	6		
		<b>Lecture</b>	60
		<b>Seminar</b>	-
		<b>Practice</b>	-
		<b>Laboratory</b>	-
		<b>Other</b>	-

Media (equipment)	Teaching aids (literature, group work ...)
<ul style="list-style-type: none"> <li>- computer</li> <li>- projector</li> <li>- board</li> </ul>	<ul style="list-style-type: none"> <li>- literature</li> <li>- presentations</li> <li>- Transition between different teaching forms such as tutorials, exercises, project work in groups.</li> </ul>

Enrolment requirements and entry competences required for the course
<ul style="list-style-type: none"> <li>- proficiency in English</li> </ul>

Conditions for permission to take the exam
-

Assessment methods and criteria
Seminar paper & assignment

Learning outcomes at the program level to which the course contributes
<p>On completing this module, students will have an understanding of</p> <ul style="list-style-type: none"> <li>• controlling as feedback-oriented planning, control and management of a company;</li> <li>• application of controlling concepts and instruments and the respective assessment;</li> <li>• develop an own controlling conception for an enterprise using system theoretical projections;</li> <li>• establishment of simulation models and analysis and assessment of various scenarios;</li> <li>• joined-up thinking;</li> </ul>

- practical application of scientific methods of simulation;
- compilation of team oriented solutions;
- convincing presentation of work results in English.

### Learning Outcomes

#### Professional competence

The student has the ability to develop appropriate simulation models, analyze and evaluate results for different scenarios in a business case.

#### Key skills

The student has the ability to master business cases in a team-orientated way, to communicate and to present work results.

#### Applicability in other courses/programs

This module is suitable for study programs in economic fields of study.

### Content

1. Controlling Concepts and Instruments
  - a) Creation of a Mindmap for Controlling
  - b) Scenario Analysis
  - c) Strategy Map
  - d) Balanced Scorecard
2. Methods of System Analysis
  - a) Introduction to System Thinking
  - b) History of Foundations of System Dynamics
  - c) Causal Loop Diagramming
3. Simulation Models
  - a) Introduction to Vensim (Simulation Language)
  - b) Modelling Use Case with Vensim
  - c) Project (model a real-life company and simulate different scenarios using a balanced scorecard approach)

### Literature

Hill/Jones/Schilling: Strategic Management, Stamford, CT, 2016 (12<sup>th</sup> ed.).  
 Horvath/Gleich/Seiter: Controlling, Munich, 2019 (14<sup>th</sup> ed.).  
 Kaplan/Norton: The Balanced Scorecard, Boston, MA, 1996.  
 Morecroft, John: Strategic Modelling and Business Dynamics, Chichester, 2015 (2<sup>nd</sup> ed.).

Sterman, John: Business Dynamics, Boston, 2017.

Script Prof. Dr. Thorsten Kümper.

<b>Amendment Log</b>			
<b>Version No.:</b>	<b>Date:</b>	<b>Changes:</b>	<b>Name:</b>
<b>1</b>	24/06/2020		<b>Kümper</b>