

2018.HS

<b>Module Name: Management of Financial Institutions</b>	
Module Code	w.MA.XX.MVF-M2-PiE.18HS
Module Description	After completing the MSc program in Banking and Finance, graduates will be able to manage a company in the financial services industry strategically. Module 2 covers the following general topics: strategy identification processes, strategic positioning, value-added management, and change management. Marketing for banks and financial service providers as well as the challenges of digital transformation will be studied in greater detail.
Program and Specialization	Banking and Finance (PiE)
Legal Framework	Academic Regulations MSc in Banking and Finance dated 29.09.2011, Appendix to the Academic Regulations for the degree program in Banking and Finance, first adopted on 28.08.2012
Module Category	<b>Module Type:</b> Compulsory
ECTS	6
Organizational Unit	W Abt. Banking, Finance, Insurance Ltg.
Module Coordinator	Marion Pester (pesr)
Deputy Module Coordinator	Holger Hohgardt (hohg)
Prerequisite Knowledge	Students have a Bachelor's degree in Business Administration with a specialization in Banking and Finance, or a similar degree. Prior to starting this module, they have the following knowledge and competencies: <ul style="list-style-type: none"> <li>• Elements and flow of an ideal-typical leadership process</li> <li>• Understanding the basic principles underlying the relationships between an enterprise, its environment, and the market</li> <li>• The concepts of the St. Gallen management model</li> <li>• Basic knowledge of business models</li> <li>• Fundamental principles of marketing and the 4Ps principle</li> <li>• Characteristics of business models in retail banking, private banking, and investment banking</li> </ul>
Contribution to Program Learning Goals (Affected by Module)	§ Professional Competence § Methodological Competence § Social Competence § Self-Competence
Contribution to Program Learning Objectives	Professional Competence § Knowing and Understanding Content of Theoretical and Practical Relevance § Apply, Analyze, and Synthesize Content of Theoretical and Practical Relevance § Evaluate Content of Theoretical and Practical Relevance Methodological Competence § Problem-Solving & Critical Thinking § Scientific Methodology § Work Methods, Techniques, and Procedures § Information Literacy § Creativity & Innovation Social Competence § Written Communication § Oral Communication § Teamwork & Conflict Management § Intercultural Insight & Ability to Change Perspective Self-Competence § Self-Management & Self-Reflection § Ethical & Social Responsibility § Learning & Change
Module Learning Objectives	Students... § know the concept of the General Management Navigator § know typical business areas and business models of banks § know nature and critical success factors of the strategy phases "initiation" and "positioning" § know the design criteria of the value-added chain

	<ul style="list-style-type: none"> <li>§ are able to harmonize strategic business fields and strategic business units</li> <li>§ know the meaning of the key trends "digitization" and "industrialization" and their impact on the business models of banks</li> <li>§ are able to develop strategies for banks and plan their implementation</li> <li>§ are able to apply, explain, evaluate, and implement the essential methods banks use in strategy development and implementation</li> <li>§ are able to define the relevant environment of a bank and carry out a valid, systematic situational analysis</li> <li>§ are able to develop practical strategic concepts for financial services and prepare decisions</li> <li>§ are able to analyze the competitive environment of the financial sector and in individual markets</li> <li>§ are able to describe the difference between marketing and service marketing</li> <li>§ know the main features of service-dominant logic</li> <li>§ know the basics of pricing in banking</li> <li>§ know the international aspects of financial services marketing</li> <li>§ know the basics of service design</li> <li>§ know the influence of digitization on financial services marketing</li> <li>§ know the importance of employees in marketing for financial services companies</li> </ul>																						
Module Content	<ul style="list-style-type: none"> <li>§ Strategic challenges for financial institutions</li> <li>§ Analysis and assessment of business models</li> <li>§ Development and evaluation of strategic options for financial service companies</li> <li>§ Differentiation opportunities in competition</li> <li>§ International marketing</li> <li>§ Significance of employees</li> <li>§ Digitization of financial services marketing</li> <li>§ Pricing in banking</li> <li>§ Service design</li> <li>§ The 7Ps and service dominant logic</li> </ul>																						
Links to other modules	The content of this module is linked to the following modules: w.MA.XX.BCGP-M4-PiE.16HS w.MA.XX.MUF-M1-PiE.18HS w.MA.XX.RM-M3-PiE.16HS																						
Methods of Instruction	<ul style="list-style-type: none"> <li>§ Lecture</li> <li>§ Application Tasks</li> <li>§ Case Studies</li> <li>§ Project Work</li> <li>§ Literature Review</li> </ul>	<b>Social Settings Used:</b> <ul style="list-style-type: none"> <li>§ Individual Work</li> <li>§ Group Work</li> </ul>																					
Digital Resources	Reader																						
Type of Instruction	<b>Classroom Instruction</b>	<b>Guided Self-Study</b>	<b>Autonomous Self-Study</b>																				
	Lecture	48 h	-																				
	Excercise	-	32 h																				
	Project Work	-	72 h																				
	Seminar	-	16 h																				
	<b>Total</b>	<b>48 h</b>	<b>120 h</b>																				
Performance Assessment	<table border="1"> <thead> <tr> <th><b>End-of-module exam</b></th> <th><b>Form</b></th> <th><b>Length (min.)</b></th> <th><b>Weighting</b></th> </tr> </thead> <tbody> <tr> <td>Written exam</td> <td>Closed book</td> <td>90</td> <td>66,70%</td> </tr> <tr> <td><b>Permitted Resources</b></td> <td colspan="3">Non-programmable calculator</td> </tr> <tr> <td><b>Others</b></td> <td><b>Assessment</b></td> <td><b>Length (min.)</b></td> <td><b>Weighting</b></td> </tr> <tr> <td>Written Assignment</td> <td>Grade</td> <td>-</td> <td>33,30%</td> </tr> </tbody> </table> <p>Students are not allowed to revise and resubmit performance assessment tasks.</p>			<b>End-of-module exam</b>	<b>Form</b>	<b>Length (min.)</b>	<b>Weighting</b>	Written exam	Closed book	90	66,70%	<b>Permitted Resources</b>	Non-programmable calculator			<b>Others</b>	<b>Assessment</b>	<b>Length (min.)</b>	<b>Weighting</b>	Written Assignment	Grade	-	33,30%
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Classroom Attendance Requirement	Off-Campus Day																						
Language of Instruction/Examination	English																						
Compulsory Reading	<ul style="list-style-type: none"> <li>§ Lovelock, C. (2011). Services Marketing. 7th edition. Pearson. ISBN 978-0-13-61-0721-7.</li> <li>§ Johnson, G., Whittington, R., Scholes, K., Angwin, D., &amp; Regnér, P. (2017). Exploring Strategy. 11th edition. Harlow: Pearson. ISBN 978-1-29214-512-9.</li> </ul>																						
Recommended Reading	<ul style="list-style-type: none"> <li>§ Smith, R.C., Walter, I., DeLong, G. (2012). Global Banking. Chapters 12, 16 and 17. 3. Edition. New York: Oxford University Press. ISBN 978-0-19-5335934.</li> </ul>																						
Comments	-																						