Module Manual

Master Degree Course
European Business Studies

Revised 2016-09-21
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<th>Module number</th>
<th>Module title</th>
<th>Code</th>
<th>Semester</th>
<th>Number of WSH</th>
<th>Module offered</th>
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<th>Module duration</th>
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<td>Seminar tuition</td>
<td>1 semester</td>
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<td>English</td>
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**Entry requirements**

Applicants must have a basic understanding of international management and international economic relations.

**Learning outcomes**

On completing the module the students will have achieved the following learning outcomes on the basis of practical applications and scientific methods:

**Subject skills**

Students can understand and categorise the typical strategic problems and issues with which internationally operational organisations are confronted. They also get a profound understanding of the global Megatrends which are the foundation for developing strategies. They are able to apply the knowledge they have acquired to actual situations requiring decisions. This may involve the types of challenge that face private enterprise companies, or equally challenges with which not-for-profit organisations or regions, towns and cities or tourist destinations have to deal.

**Social skills**

Students are aware of the particular challenges posed by international business activities and operations. They are able to reconcile political and intercultural specifics with decisions that are motivated by business considerations. They have experience working together in groups on solutions to practical problems.

**Method skills**

Students can adopt a targeted approach when applying principles and methods of strategic management to practical situations requiring a decision in an international context. They learn research oriented approaches to identify, assess and evaluate Megatrends and derive implications for different industries. With respect to Megatrends, students are able to apply approaches and tools to determine a trend’s stage, its significance, and its impacts.

**Personal skills**

Students are able to develop, present and communicate strategy recommendations on the basis of their own analyses, and in the process can take into account intercultural characteristics and peculiarities of the specific scenario.

**Content**

The module is designed to familiarise students with the principles of the strategic management of international organisations. As a deep understanding of global Megatrends and their impact is critical for the development of a company’s future strategy, this module also familiarizes the
students with global Megatrends and their implications for international corporations. Case studies and practical applications are an integral part of this course.

In line with the above, the covered content will be:

• The course content varies as a function of the case studies and scenarios which are examined and analysed.

• Typical content includes:
  o Political, economic and financial differences and distinctions between markets which a business must take into account when considering international expansion, and which can impact on the strategy it adopts
  o Decisions that have to be taken as part of an international expansion strategy (e.g. the market entry strategy, the choice of target markets, timing strategies)
  o Distinctions between different forms of international strategy approaches
  o Approaches and practical tools that help companies to develop strategies based on the understanding of global Megatrends
  o Implications of global Megatrends such as urbanization, digitization or aging society on different industries

Literature

Required reading
Hill, C. W. L.; International Business: Competing in the Global Marketplace, Mcgraw-Hill, Columbus. (latest edition)

Recommended reading
Varies depending on the case studies dealt with in the course


Teaching and learning methods

Seminar with case studies and/or practical applications

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</table>
Module number
2

Module title
Organisational Behaviour
(Organisation und organisationales Verhalten)

Code
OSB

Semester
1

Number of WSH
4

Module offered
every academic year (winter semester)

Module coordinator
Prof. Dr. Leffers

Tuition type
Seminar tuition

Module duration
1 semester

Lecturer
Prof. Dr. Evans

Type of course
Compulsory

Course language
English

Entry requirements
Applicants must have a basic knowledge of HR economics and HR management.

Learning outcomes
On completing the module the students will have achieved the following learning outcomes on the basis of scientific methods:

Subject skills
Students understand the principles of individual behaviour, group behaviour and organisational behaviour. They have the skills and abilities to influence this behaviour with targeted management concepts.

Social skills
Students can respond and attune themselves to the different levels of behaviour within an organisation, they can perceive and appreciate the contribution made by different behaviour patterns and can work interactively on proposals for the management of organisational behaviour.

Method skills
Students have a command of techniques of behavioural thought and reasoning which enable them to select appropriate solution statements from a range of alternative actions.

Personal skills
Based on the methods which they have been taught, students are able to address unaided problems arising in the context of organisational behaviour. They possess the required discussion skills, target orientation and the necessary readiness to take on responsibility.

Content
This module aims to teach students the principles of organisational behaviour and to show them how an organisation's behaviour can influence its business results. The emphasis of the course is on developing students’ understanding of how the conduct of individuals, groups and entire organisations can be explained, controlled and focused on a particular goal.

- Principles of organisational behaviour
  - Definitions and reasons for the need to understand and manage organisational behaviour
  - The context of organisational behaviour
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- **Individual behaviour**
  - Motivation
  - Stress
  - Decision-making

- **Interpersonal processes, social behaviour, group behaviour**
  - Group work
  - Communication
  - Leadership

- **Cross-team behaviour, organisational behaviour**
  - Organisational Design
  - Culture
  - Change Management

### Literature

**Required reading**


**Recommended reading**

Nelson/Quick: “ORGB³” – Student edition (Cengage Learning)


Each in their latest edition

### Teaching and learning methods

Seminar-style tuition with exercises

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### Other information

- **ECTS Credits**
  - 5

- **Workload**
  - 150 hours
  - Contact/attendance time: 60 h
  - Additional work: 90 h

- **Weighting of the grade in the overall grade**
  - 1
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Module number
3

Module title
Innovation and Entrepreneurship
(Innovation und Unternehmensgründung)

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Module coordinator
Prof. Dr. Saßmannshausen

Tuition type
Seminar tuition

Module duration
1 semester

Lecturer
Prof. Dr. Saßmannshausen

Type of course
Compulsory

Course language
English

Entry requirements
Applicants should have a basic understanding of business management.

Learning outcomes
On completing the module the students will have achieved the following learning outcomes on the basis of scientific methods:

Subject skills
Students acquire a knowledge of the methods, concepts, theories and practices employed in developing, evaluating, elaborating and concretising entrepreneurial ideas and their strategic implementation, covering the entire business lifecycle from successful market entry to growth and finally exit. They also have a knowledge of the methods, concepts and approaches to the management of innovations and technologies.

Social skills
Students can make valuable contributions to the planning and decision-making processes which are at the heart of business startups, corporate entrepreneurship and innovation and technology management. They are able to present arguments appropriate to different target groups.

Method skills
Students have the skills needed to independently develop and concretise business ideas, from the idea stage through the business model down to the exit stage. They can identify and select target-oriented solutions from a range of alternative courses of action. Students can apply corporate entrepreneurship schemas with a strategic and innovation-oriented focus. They are able to critically analyse and appraise ideas put forward for innovation, and can develop their own roadmaps designed to promote innovation.

Students possess the skills needed to develop their own appropriate and practical solutions from a reading of the specialist subject literature.

Personal skills
Students have the skills they require to tackle the kind of problems encountered in business startup, corporate entrepreneurship and innovation management scenarios. They are self-reliant, they possess critical abilities and discussion skills and can assume leadership responsibilities.

Content
The module is designed to teach students the fundamentals of setting up an enterprise, and uses representative case studies to introduce them to the practical challenges facing business startups
and the solutions to those challenges. The module also provides a foundation in the management of innovation and technology, including approaches to corporate entrepreneurship.

We will use case studies to give an overview of the various phases, typical activities and tasks as well as heuristics in strategic business startup management. The module also teaches students to take a theoretical look at facets of entrepreneurship and the evolutionary theory of innovation beyond the mere “here and now”, and to reflect on both practice and theory.

Part 1 Entrepreneurship

- Teaching the motives of entrepreneurship and the process of entrepreneurial action as seen by different theories (causation versus effectuation)
- Formulating HR requirements and resources of entrepreneurial action
- Origins of business ideas (niche theories, supply and demand theories, social theories, evolutionary theories, theories of the Austrian school of economics, creativity etc.)
- Developing, describing and analysing business models
- Forms and processes of startup financing using conventional, innovative and specialised (venture capital) financial products up to stock market flotation / the sale of the business
- Tasks, activities and management heuristics for entrepreneurs
- Guerrilla marketing for startups, market launch, acquisition, sales channels and sales arguments
- Success factors for startups in the context of a new venture
- Special forms of entrepreneurship as an interface with innovation management (corporate entrepreneurship)

Part 2: Innovation Management

- Models of innovation management
- Functions and stakeholders of innovation management
- Initial phase of innovation processes
- Generating innovative alternatives and creativity techniques, creativity in teams and businesses
- Control, evaluation and selection of innovation processes
- Strategic innovation and technology management

Literature

Required reading

All of the case studies dealt with in the course (alternating) are available online on the GRIPS e-learning platform (Moodle)


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### Recommended reading


These are in their latest edition.

## Teaching and learning methods

Seminar-style tuition (with case studies)

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- Contact/attendance time: 60 h
- Additional work: 90 h
Module number 4
Module title International Project Management
(Internationales Projekt Management)

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Module coordinator
Prof. Dr. Leffers

Tuition type
Seminar tuition

Module duration
1 semester

Lecturer
Prof. Dr. Leffers

Type of course
Compulsory

Course language
English

Entry requirements
Applicants must have a basic knowledge of project management and business plan creation.

Learning outcomes
On completing the module the students will have achieved the following learning outcomes on the basis of scientific methods:

Subject skills
Students understand how to apply general methods of business administration to practical application situations. They are also able to recognise which methods and instruments are appropriate in which application situation.

Social skills
Students are able to contribute appropriate positions in planning and decision-making processes. They are able to present properly reasoned arguments appropriate to different target groups, and find businesslike, issue-driven solutions in conflict situations.

Method skills
Students have a command of project management skills and techniques which enable them to purposefully handle projects within an application-oriented environment.

Personal skills
Students take the initiative in tackling business-related problems in practical application scenarios. They are self-reliant and possess critical abilities and discussion skills.

Content
The object of the course is for teams to apply the methods and instruments learned in study to a practical project and so generate a benefit for the business. The focus of the course is on the ability of students to analyse the initial situation, to identify the problem statement and to select and deploy appropriate solution methods.

- Fundamentals of project management
- Techniques of problem analysis and structuring
- Moderation techniques
- Presentation techniques
- Carrying out a project to the specification of the client
**Literature**

**Required reading**

**Recommended reading**
Depending on the project's emphasis

**Teaching and learning methods**
Seminar tuition

| Type of examination/ Requirements for the award of credit points | Course assignment (20 pages approx.) |

**Other information**

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<td>Prof. Dr. Woerz-Hackenberg</td>
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## Entry requirements

Applicants must have a basic knowledge of economic theory, organisation, international management and leadership.

## Learning outcomes

On completing the module the students will have achieved the following learning outcomes on the basis of scientific methods:

### Subject skills

Students will be familiar with the interdisciplinary range of management research and able to apply the implications of their scientific results to problems of practical relevance using their own initiative. They have the skills needed to analyse and transfer intercultural constraints and frameworks from management decisions to problems of entrepreneurship using a method-driven approach. Students possess an applications-oriented knowledge of intercultural communication as well as regional aspects. They are able to deal with a range of issues facing international management.

### Social skills

Students will have the ability to apply their leadership skills directly and unaided through organising, coordinating and processing group tasks. They will be able to present appropriate reasoned arguments to a group of their peers, to listen to and analyse the views of others and to develop solutions together.

### Method skills

Students will be able to review and evaluate the benefits of and criteria for different methods of analysing intercultural differences as well as leadership and leadership skills. Students will have a knowledge of basic consulting and management methods and analysis tools in an international context, and can apply them in a way that meets the requirements at hand. They will be familiar with essential aspects of intercultural trading from theoretical as well as practical standpoints. Beside a general overview of the problem areas and methods of cross-cultural communication, students will be able to apply their knowledge to changing focal points from an intercultural perspective. The development of their own intercultural skills and the ability to impart them can be critically demonstrated.
Personal skills
Students will be able to give a method-based and scientific description of the leadership skills of themselves and of others. Students are able to set themselves learning and working objectives which they can also reflect, evaluate and justify.

Content
The object of this course is to teach students the interdisciplinary spectrum of the scientific principles of intercultural communication and its influence on leadership and leadership skills. Students will then experience these skills in exercises and case studies and analyse their implications for entrepreneurial practice.

- Basics of intercultural research
- Overview of problem areas and methods of intercultural communication
- Methods and theories of intercultural management
- Cultural standards in different geographical areas
- Significance and principles of intercultural trading in theory and practice
- Consolidating students' intercultural skills and the ability to impart them
- Reflection on the practical relevance of cultural models and its role in problem solving
- Exercises for developing and observing leadership skills
- Multicollectivity as a leadership-relevant concept in intercultural management
- Intercultural skills applied as an instrument of leadership
- Cultural influences on leadership theories (trait theories of leadership, leadership styles, motivation theory, role theory, symbolic leadership)
- Leading through intercultural organisation design
- Intercultural consulting: problem-solving processes in international management (case study)

Literature
Required reading
Lecture notes (slides)
Articles and extracts from books handed out by lecturers
Fred Luthans, Jonathan P.Doh: International Management. Culture, Strategy and Behavior
Ray French: Cross-Cultural Management in Work Organisations,
Stefanie Rathje: “Intercultural competence: The status and future of a controversial concept.” Language and Intercultural Communication
Stefanie Rathje: “The cohesion approach of culture and its implications for the training of intercultural competence.” In: Journal Advances in Higher Education Research. Education and Innovation

Recommended reading
Richard R. Gesteland: Cross-cultural Business Behaviour
Klaus-Peter Hansen: Kultur und Kulturwissenschaft
Geert Hofstede, Gert Jan Hofstede and Michael Minkow, Cultures and Organizations – Software of the Mind
Richard D. Lewis, When Cultures Collide  
John Mole, Mind Your Manners  
Susan C. Schneider, Jean-Louis Barsoux and Günter K. Stahl: Managing Across Cultures  
Sylvia Schroll-Machl: Doing Business with Germans  
Alexander Thomas, Eva-Ulrike Kinast und Sylvia Schroll-Machl (Hg.): Handbuch Interkulturelle communication und Kooperation, Band 1  
Alexander Thomas, Stefan Kammhuber, Sylvia Schroll-Machl (Hg.), Handbuch Interkulturelle communication und Kooperation, Band 2  
Verlag Vandenhoeck & Ruprecht, Reihe “Beruflich in …”  
Peter Menzel, Hungry Planet  
Charles W.L. Hill, Steven L. McShane: Principles of Management  
each in their latest edition

### Teaching and learning methods
- Seminar tuition  
- Discussion of exercise tasks

### Type of examination/Requirements for the award of credit points

| Course assignment and class exercise (duration 60 minutes) each weighted with 50 % |

### Other information

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<td>Prof. Dr. Weiss</td>
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Entry requirements
Applicants must have a basic knowledge of economics.

Learning outcomes
On completing the module the students will have achieved the following learning outcomes on the basis of scientific methods:

**Subject skills**
Students will be able to understand and categorise important economic questions and problems. They can analyse economic interdependencies by reference to case examples. Students can give a critical explanation of the microeconomic strategies of companies and the macroeconomic strategies of economic policy, and have an understanding of the international impact of macroeconomic phenomena.

**Social skills**
Students will have acquired debating skills and be able to conduct critical discussions in a rational and objective atmosphere. They will have experience working in groups to resolve individual tasks and will be able to exercise constructive criticism of presentation results.

**Method skills**
Students will have gained an insight into the presentation techniques of economic thought patterns, and will be proficient in methods of analysis techniques and presentation. They will be able to create model-theory-based graphical analyses of applied problems from the field of macroeconomics.

**Personal skills**
Students will be able to substantiate with confidence well-founded decisions that are taken on a corporate level against the background of their knowledge of macroeconomics.

Content
Students will learn advanced techniques on the linking of economic theories with the help of case examples. They will be able to integrate into their everyday lives teachings of political economy..
which are often seen as too theoretical and far from reality. Examples from the area of microeconomics (e.g. strategic trading by companies) and from the macroeconomic field (e.g. phenomena such as recession, unemployment and inflation) demonstrate the pervasiveness of economics in our daily lives.

- **Applied microeconomics**
  - Market forms, market structure and market dynamics
  - Competition, cooperation and collusion
- **Applied macroeconomics**
  - Growth
  - The economic cycle and economic policy
  - Foreign trade
  - The role of the financial markets

### Literature

**Required reading**
- Miles/Scott/Breedon, Macroeconomics – Understanding the Global Economy
- Pindyck/Rubinfeld – Microeconomics

**Recommended reading**
- Clement/Terlau, Angewandte Makroökonomik
- Krugman/Wells, Microeconomics
- Krugman/Wells, Macroeconomics
- Mankiw, Macroeconomics
  - each in their latest edition

### Teaching and learning methods

Seminar-style tuition with exercises and case studies

| Type of examination/Requirements for the award of credit points | Written examination  
| Duration: 90 minutes |
| Other information |  |

### Workload

| ECTS Credits | 5  |
| Workload | 150 hours  
| Contact/attendance time: 60 h  
| Additional work: 90 h |
| Weighting of the grade in the overall grade | 1 |
# International Capital Markets

**Course number** 7.1 a)  
**Course name** International Capital Markets (Internationale Kapitalmärkte)  
**Code** IKM  
**Semester** 2  
**Number of WSH** 4  
**Module offered** every academic year (summer semester)  

**Lecturer** Prof. Dr. Hößl  
**Tuition type** Seminar tuition  
**Compulsory/Elective** Elective module

## Entry requirements
Applicants are advised to bring a basic knowledge of portfolio and risk management as well as a basic understanding of the main classes of asset and their associated financial instruments.

## Literature to establish basic knowledge:
- Steiner, M., Bruns, C., Stöckl, S., Wertpapiermanagement: Professionelle Wertpapieranalyse und Portfoliostukturierung, 10th edition, Stuttgart, 2012

## Learning outcomes
On completing the module the students will have achieved the following learning outcomes on the basis of scientific methods:

### Subject skills
Students understand the main issues affecting capital investment for both private and institutional investors. They are familiar with the fundamental capital market theories and with the features of the different asset classes and financial instruments. Students are able to successfully implement the portfolio management process. They can take grounded investment decisions which take account of the effects of market interventions, and are able to implement and evaluate strategies successfully. Students are able to reliably assess the opportunity/risk profile of derivatives and deploy them selectively to hedge against risks. They understand the different types of risk, have mastered the most common methods of risk calculation and measurement and are familiar with the risk triad. They can accurately define risks and calculate them selectively so as to proactively control them.

### Method skills
Students have learned to analyze and evaluate issues affecting capital investment. They have mastered the techniques used to put together, control and hedge portfolios and can apply them successfully. They have the skills enabling them to price derivatives using models and to deploy them strategically. They can successfully apply diverse methods used to manage different types of risk.

### Social skills
Students have the ability to act successfully within a team framework. They exhibit good communication skills and can exercise constructive criticism. They can conduct debates and present conclusions to an audience in a clearly structured manner.
### Personal skills

Students are able to take on and resolve problems of portfolio and risk management on their own initiative. They can comment critically on current events and assess their impact on the capital markets.

### Content

#### Part 1: Portfolio Management
- Principles of portfolio management and capital market theory
- Active management, passive management and index tracking
- Semi-active management and factor theories
- Selected investment strategies and market interventions
- Performance measurement

#### Part 2: Derivative Finance Instruments
- Principles and types of derivative financial instruments
- Valuation methods for derivative financial instruments
- Presentation of option strategies and selected options

#### Part 3: Risk Management
- Principles of risk management
- Risk management theories in portfolio management
- Management of interest rate risks
- Management of currency risks
- Management of credit risks

### Literature

#### Required reading

#### Recommended reading
- Rudolph, B., Schäfer, K., *Derivative Finanzinstrumente, Eine anwendungsbezogene Einführung in Märkte, Strategien und Bewertung*
Breuer, W., Gürtler, M., Schuhmacher, F., Portfoliomanagement I, 3rd updated and revised edition, Wiesbaden, 2010
Poddig, T., Handbuch Kursprognose, quantitative Methoden im Asset Management, Bad Soden, Uhlenbruch, 1999
each in their latest edition

<table>
<thead>
<tr>
<th>Teaching and learning methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seminar tuition</td>
</tr>
<tr>
<td>Presentation by lecturers using presentation slides and lecture notes</td>
</tr>
<tr>
<td>Exercises using Excel spreadsheets provided, including solutions.</td>
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<tr>
<td>Additional work by students as part of exercises and assignments, case studies, topical issues</td>
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## Master of European Business Studies

<table>
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<tr>
<th>Course number</th>
<th>Course name</th>
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<tr>
<td>7.1b)</td>
<td>Advanced Corporate Finance</td>
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### Code: ACF  
**Semester:** 2  
**Number of WSH:** 4  
**Module offered:** every academic year (summer semester)

### Lecturer: Prof. Dr. Schöntag  
**Tuition type:** Seminar tuition  
**Compulsory/Elective:** Elective module

### Entry requirements
Applicants are expected to be familiar with the basics of investment management and finance.

### Literature to establish basic knowledge:
- Brealey, R./Myers, S./Allen, F., Principles of Corporate Finance, Maidenhead.
- Drukarczyk, J./Schüler, A., Unternehmensbewertung, München.
- Ernst, D./Schneider, S./Thielen, B., Unternehmensbewertungen erstellen und verstehen, München.

### Learning outcomes
On completing the module the students will have achieved the following learning outcomes on the basis of scientific methods:

**Subject skills**
Students are able to evaluate the effects of different financing strategies on capital structure, capital costs and the value of a company’s shares. They can appraise and apply a range of valuation methods. The students can recognise and evaluate different dividend strategies and dividend channels. They also have specialist knowledge in the field of mergers & acquisitions.

**Method skills**
Students have the skills needed to analyse and evaluate issues of corporate finance. They can apply theoretical considerations to decisions of finance and profit distribution in corporate practice. They can purposefully deploy capital market models and valuation methods.

**Social skills**
The students acquire debating skills and the ability to work in teams. They are able to develop constructive criticism and coherently present their findings to a group.

**Personal skills**
Students will be able to contribute and critically discuss solution statements on problems of corporate finance to business planning and decision making processes. They are fully aware of the financial consequences of their decisions and are therefore able to incorporate them in their own value systems.

### Content
The central object of the course is to impart a detailed and in-depth knowledge of selected aspects in the field of corporate finance.

- Capital structure and capital costs
- Valuation methods
- Mergers and acquisitions
- Dividend policy
- Selected aspects of corporate management

**Literature**

**Required reading**
Berk, J./DeMarzo, P., Grundlagen der Finanzwirtschaft, Munich et al.
Schüler, A., Finanzmanagement mit Excel, Munich

**Recommended reading**
Brealey, R./Myers, S./Allen, F., Principles of Corporate Finance, Maidenhead
Berk, J./DeMarzo, P., Corporate Finance, Harlow et al.
Perridon, L./Steiner, M./Rathgeber, A., Finanzwirtschaft der Unternehmung, Munich
each in their latest edition

**Teaching and learning methods**

Seminar tuition
Presentations by lecturers using slide and PowerPoint resources, provision of lecture notes
Exercises with correction aids

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Other information

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Master of European Business Studies

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<th>Semester</th>
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<td>Internal Logistics (Unternehmensinterne Logistik)</td>
<td>UL</td>
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<th>Tuition type</th>
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<td>Prof. Dr. Bick</td>
<td>Seminar tuition</td>
<td>Elective module</td>
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<tr>
<td>Prof. Dr. Liebetruth</td>
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</table>

**Learning outcomes**

On completing the module the students will have achieved the following learning outcomes on the basis of scientific methods:

**Subject skills**

Based on their fundamental knowledge of Production Planning and Control (PPC) and of types of production sequence and product structures, students will acquire an in-depth knowledge of PPC functions and PPC systems as well as of production organisation and production management. This will enable students to understand the complex interdependencies of PPC and on this basis to efficiently design and manage the necessary internal logistical processes and create the right conditions for active controlling and variant management. Students also understand the principal intralogistical components of stock handling, warehousing and picking, and have the skills necessary to design them in the context of a given assignment.

Within the framework of the fundamental options for designing structures, resources and objects as well as actual application scenarios:

- Students will be familiar with the characteristics of in-production logistical systems. They will know how relevant terms of production logistics can be correctly used and classified. They will have an overview of what the typical issues surrounding in-production logistical systems are.
- Students are able to analyze processes within a wider logistics context that not only consists of physical elements but also of administrative elements. They are able to choose an appropriate modelling notation (e.g. Value Stream Analysis or BPMN 2.0) and plan an appropriate methodology to gather the relevant data.
- They can select an appropriate form of production organisation by reference to a given framework, and then prepare location decisions for a company's internal logistics.
- Students will have the ability to structure and coordinate a product creation and startup management process as well as the tasks which this entails. They will be able to identify opportunities for reducing complexity in the production process, and demonstrate the impact which a reduction in such complexity will have.
- They are familiar with the resources of internal company logistics and their influencing factors. They can identify the potential for increased flexibility, and can evaluate which wage system is the most favourable and when. They can point up potential ways of responding to variations in the utilisation of capacity.
Students can assess which controlling instrument can be used to prepare certain decisions or to obtain certain information, and can identify potential for optimising a company's internal logistical systems on this basis.

**Social skills**
Students are able to collectively generate results and make selective and purposeful use of problem solving strategies.

**Method skills**
Students can prepare make-or-buy decisions in a company on the basis of different calculation models.

**Personal skills**
Students have the skills needed to defend their opinions professionally (reasoning skills) and present them to groups (presentation skills).

**Content**
- Overview of definitions and developments of logistics
- In-depth presentation of the key PPC functions
  - Production range planning, including the planning of type groups
  - Quantity planning, including a detailed consideration of methods for optimising batch sizes
  - Time scheduling and capacity planning
  - Production control
- PPC Systems
  - Classification
  - MRP, MRP I, MRP II
  - Cumulative quantities
  - BOA
  - OPT
  - KANBAN
  - CONWIP
  - Hybrid forms
- Intralogistics
  - Stock handling
  - Warehousing and picking systems
- Process Management
  - Process Modelization (SIPOC, Flow-Charts, Value Stream Analysis, Logistical Value Stream Analysis, BPMN 2.0)
  - Process Analysis (preparation, data gathering, documentation)
  - Process Design (Lean Production, Outsourcing)
- Controlling: KPIs, Activity-based costing
Literature

Required reading
Lecture notes
Schulte, Christoph, Logistics, 5th edition, Verlag Franz Vahlen, Munich, 2009

Recommended reading
Arnold, Dieter; Isermann, Heinz; Kuhn, Axel; Tempelmeier, Horst: Handbuch Logistik, Springer 2002
Blohm, Hans; Beer, Thomas; Seidenberg, Ulrich; Silber, Herwig: Produktionswirtschaft, nwb 2008
Hackstein, Rolf, PPS, 2nd edition, VDI-Verlag Düsseldorf, 1989
Klaus, Peter: Die dritte Bedeutung der Logistik: Beiträge zur Evolution logistischen Denkens, Deutscher Verkehrsverlag 2002
Kluck, Dieter, Materialwirtschaft und Logistik, 3rd edition, Schäfer-Pöschel Verlag, Stuttgart, 2008
Lödding, Hermann, Verfahren der Fertigungssteuerung, VDI-Verlag Düsseldorf, 2008

Teaching and learning methods
Seminar tuition
Exercises
Presentation by lecturer using Powerpoint and slides, accompanying notes will be supplied

Type of examination/Requirements for the award of credit points
Written examination
Duration: 90 minutes

Other information
- ECTS Credits
  5
  Workload
  150 hours
  Contact/attendance time: 60 h
  Additional work: 90 h
  Course language
  German
Course number
7.2b)

Course name
Material Flow and Factory Planning
(Materialfluss- und Fabrikplanung)

<table>
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<tr>
<th>Code</th>
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<th>Number of WSH</th>
<th>Module offered</th>
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<td>every academic year (summer semester)</td>
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Lecturer
NN

Tuition type
Seminar tuition

Compulsory/Elective
Elective module

Learning outcomes
On completing the module the students will have achieved the following learning outcomes on the basis of scientific methods:

Subject skills
Students have a knowledge of the major systems technologies used in material flow and factory planning. They are capable of methodically developing their own keys plans and an overall business schematic as well as outline layout plans for a company or department. Students have the skills needed for a methodical evaluation of planning alternatives and for a (rough) costing of the design scopes and calculating the budget and investment costs. They are able to calculate delay system models and to undertake the design of transport, handling and material flow systems. Students can carry out a dynamic investment calculation (net present value method, amortisation accounting).

Social skills
Students will be able to contribute appropriate positions to planning and decision processes on the basis of the knowledge and skills which they have acquired. They are able to present arguments appropriate to different target groups involved in the planning of material flow.

Method skills
Students are familiar with the planning content of the different levels and phases of factory planning. They are able to create a value stream map and to image material flow systems.

Personal skills
Students will be able to adopt positions which have a company’s business objectives and the interests of its stakeholders as their focus. They are aware of the impact of the business decisions taken within the scope of material flow planning.

Content
- Basic design engineering (planning domains, system technologies)
- Planning systems (planning principles, planning sequence, planning phases, planning content, planning instruments, planning methods, planning aids)
- Evaluation methods (static/dynamic investment costing, cost/benefit analysis)
- Tendering and implementation (content of bid invitations, performance tests, technical availability, acceptance)
- Selected case studies: planning commercial premises, warehouse and picking planning, outer packaging line with palletisation)
- Special principles of structure planning (segmentation, the fractal factory)
- Value stream analysis, value stream-based system planning and design
- Basic elements of material flow systems, visualising material flow systems, delay system models
- Material flow analysis, the design of transport, handling and material flow systems

**Literature**

**Required reading**

**Recommended reading**
-
- each in their latest edition

**Teaching and learning methods**
Seminar tuition with the active participation of the students in the seminar sessions, supported by work sheets, lecture notes, PPT presentations and additional use of whiteboards

| Type of examination/Requirements for the award of credit points | Written class exercise  
| Duration: 90 minutes |

| Other information | Excursions as applicable  
| Guest presentations as applicable |

| ECTS Credits | 5 |
| Workload | 150 hours  
| Contact/attendance time: 60 h  
| Additional work: 90 h |
| Course language | German |
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Course number
7.3.a)

Course name
Strategic Business Management and Fundamental Issues of HRM (Strategische Unternehmensführung und Grundsatzfragen des HRM)

<table>
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<th>Code</th>
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<th>Number of WSH</th>
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<td>4</td>
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<tr>
<td>Prof. Dr. Braun</td>
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<tr>
<td>Prof. Dr. Nonnast</td>
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<td>Murry, MBA, MHR</td>
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Learning outcomes

On completing the module the students will have achieved the following learning outcomes on the basis of scientific methods:

Subject skills

Students are familiar with the fundamental success factors, areas of activity and current trends in HRM. They understand the connection between the HRM process and the process of business development, and can incorporate the former into the latter to optimum effect. Students know the basic principles of corporate governance and of the management functions of an organisation, and understand the link between strategic corporate development and strategic human resource management.

Social skills

Students learn to understand organisations as social systems and appreciate the extent to which management concepts focus on those systems. They understand the challenges (national and international) that will face HRM in the future, and the essential tasks that are necessitated by current developments.

Method skills

Students possess the skills needed to apply methods and principles of strategic corporate governance and to deploy fundamental methods of HRM in ways that will contribute to the successful development of a business.

Personal skills

Students understand the skills and attitudes which HRM staff must possess/develop in order to enhance the sustainability, efficiency and acceptance of their HRM activities.

Content

Science of management and corporate governance:
- Scientific principles: theories, methods, paradigms
- Theories in the teaching of management and corporate governance
- Management and corporate governance: game-changing concepts and actual practice

Strategic corporate governance:
- Principles of strategic corporate governance
Master of European Business Studies

- Strategy management
- Structure and process management
- Process of strategy development

**Strategic HRM:**
- Basic functions of HRM
- Areas of HRM activity
- Sustainable and strategy-oriented HRM: process and development outlook
- Challenges for HRM managers

**Development trends:**
- Current HRM trends and topics
- Value-added contribution and conceptual challenges in HRM

**Literature**

**Required reading**
As well as a range of literature on topical issues

**Recommended reading**
DGFP e.V.: Megatrends: Zukunftsthemen im Personalmanagement analysieren und bewerten, Bielefeld 2012
each in their latest edition

**Teaching and learning methods**

Seminar tuition
with project work (course assignments with final presentation)

**Type of examination/Requirements for the award of credit points**

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**Other information**

Guest lecturers from industry
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Course number
7.3b)

Course name
International and Cross-Cultural HRM
(Internationales und interkulturelles HRM)

Code
INK

Semester
2

Number of WSH
4

Module offered
every academic year (summer semester)

Lecturer
Murry, MBA, MHR

Tuition type
Seminar tuition

Compulsory/Elective
Elective module

Learning outcomes
On completing the module the students will have achieved the following learning outcomes on the basis of scientific methods:

Subject skills
Students are able to understand the leadership role of HR management in multinational corporations. They will understand the importance of selection, preparation, personnel development, pay and reintegration following postings to other cultures; they can adopt an appreciative approach to dealing with their fellow employees in an international working environment characterised by cross-cultural diversity.

Social skills
Students are able to deal with diversity and to work as part of a team, they can exercise reasoned criticism and possess debating skills.

Method skills
Students will acquire knowledge and skills in the use of appropriate methods and tools for designing and organising personnel leadership and HR management. Students are encouraged to adopt a holistic approach when dealing with the challenges posed by dynamic-global and regional issues. Students have a comprehensive grasp of the theories and current research playing a part in international HRM/on a global level.

Personal skills
Students will be aware of the skills and attitudes which HRM staff need to possess/develop in order to improve the sustainability, efficiency and acceptance of their HRM activities.

Content
Advanced study of international and cross-cultural HR management, as well as an examination of the major HRM trends and issues which pose challenges to personnel managers, specifically:

Organisational, multinational and global context
- The organisational context
- Global top managers and communication
- Management in an environment of cultural change
- Multicultural teams

International postings
- Managing location changes and staff transfers
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- Recruiting and selection of staff for foreign postings
- Personnel development
- Pay
- Return and career planning

Global themes of HR management

- HR management in the context of the host country (discussed by reference to examples)
- Labour relations (employer/employee)
- International trends in HR management / future challenges
- Diversity

Cross-cultural situations will be considered from the perspective of interpersonal relationships in a multi-faceted domestic and international environment and in the context of growth in global development. Strategic planning and negotiating will be examined by defining the important tasks which exist within international organisations, e.g. designing the organisation’s structure and its staffing policies. Ways of ensuring the diversity of a company’s personnel will be considered from a dual perspective – culturally based and culturally comparative.

Literature

Required reading

Teaching materials (nearly all in English language)


Recommended reading


SUPPLEMENTARY MATERIALS: On request the lecturer can provide a list of periodicals published in the HRM sector as well as other recommended publications (also APA formatting and style guides) each in their latest edition

Teaching and learning methods

Seminar tuition (held in English) with exercises, case studies and project assignments

Type of examination/Requirements for the award of credit points

<table>
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Other information

Case studies, involvement of guest speakers (incl. English-speaking).

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### Course number
**7.4.a)**

### Course name
**Marketing Trends**
*(Aktuelle Entwicklungen im Marketing)*

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<td>Elective module</td>
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<td>Prof. Dr. Urban</td>
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### Learning outcomes
On completing the module the students will have achieved the following learning outcomes on the basis of scientific methods:

**Brand Management Section:**

The aim of this part of the course is for students to be able to understand, evaluate and apply brand management.

**Subject skills**

Students will gain in-depth knowledge of strategic brand management, starting from analysis through target and strategy development to implementation within a marketing mix context.

This will equip them with the skills needed for the practical application of brand management, from brand analysis to brand controlling.

**Social skills**

Students will understand the need for team work in the context of the work processes. They will acquire communication skills and be able to evaluate the performance of others in terms of professional and personal quality.

**Method skills**

Students can apply planning and decision-making methods (brand identity approaches, brand positioning models, change management process of behavioural branding, methods of CI and communication development); they have the ability to present and argue their ideas with confidence on the basis of sound expertise and with the use of appropriate communication techniques.

**Personal skills**

Students will be aware of the consequences of their planning and organisational decisions and can incorporate them in a personal value concept.

**Sales Management Section:**

This part of the course is designed to enable students to tackle basic practical issues of sales management in B2B marketing.

On completing the module the students will have achieved the following learning outcomes on the basis of scientific methods:
Subject skills
Students acquire a general knowledge of sales management. They will be familiar with the main models of the sales process and different models of customer classification.

Social skills
Students can steer sales discussions through their essential phases and applying their main features. They can assign these phases to a model of sales phases.

Method skills
Students will be able to describe fundamental distribution and sales topics and processes.

Personal skills
Students are able to plan and stage basic sales scenarios.

Content

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<th>Brand Management Section:</th>
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<tr>
<td>• Brand-history aspects</td>
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<td>• Brand management - Terminological aspects</td>
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<td>• Brand identity</td>
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<td>• Brand positioning</td>
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<td>• Brand image</td>
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<td>• Behavioural branding</td>
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<td>• Corporate identity</td>
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<td>• Brand naming</td>
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<td>• Brand communication</td>
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<td>• Digital branding</td>
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<table>
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<th>Sales Management Section:</th>
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<td>• Sales Management, Strategies, Methods and Tools</td>
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<td>• Success Factors of International Sales</td>
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<td>• Key Account Management</td>
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<td>• Buying and Selling Centre</td>
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<td>• Volume, Forecast, Budget and Quote</td>
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<td>• International and Intercultural Sales Negotiations</td>
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Literature

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<table>
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Aaker, D. A. (1992), Management des Markenwerts, Frankfurt/Main et al: Campus
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### Sales Management Section:

**Required reading**

Johnston, W. J., Marshall G. W., Sales Force Management


**Recommended reading**

Current literature and case studies will be supplied during the course. each in their latest edition

### Teaching and learning methods

Seminar-style tuition with exercises

Presentation by lecturer using Powerpoint/ Harvard Graphics or slides

### Type of examination/Requirements for the award of credit points

<table>
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### Other information

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### ECTS Credits

| 5 |

### Workload

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<tr>
<td>Additional work: 90 h</td>
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### Course language

| English |
### Course number
7.4b)

### Course name
**Institutional Aspects of Marketing**  
(Institutionelle Aspekte des Marketing)

<table>
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<tr>
<th>Code</th>
<th>Semester</th>
<th>Number of WSH</th>
<th>Module offered</th>
</tr>
</thead>
<tbody>
<tr>
<td>IAM</td>
<td>2</td>
<td>4</td>
<td>every academic year (summer semester)</td>
</tr>
</tbody>
</table>

### Lecturer
Prof. Dr. Jaritz

### Tuition type
Seminar tuition

### Compulsory/Elective
Elective module

### Learning outcomes
On completing the module the students will have achieved the following learning outcomes on the basis of scientific methods:

#### Service Marketing Section:
The aim of this section of the course is to present and examine findings of international research carried out into service marketing on an advanced level, and to apply those findings in practice to actual case examples.

#### Subject skills
A detailed examination of the objectives and methods of service marketing will enable students to handle the kind of management tasks which might arise in the marketing department of a service company.

#### Social skills
Students are able to make mature judgements, they learn self-determination and to help shape their professional challenges. Their ability to make valuable contributions to planning and decision-making processes is strengthened, and they can present reasoned arguments to different target groups. They are aware of the need to give socio-emotional support to processes of change.

#### Method skills
Students will be familiar with the basic definitions, models, methods and concepts of business theory in general of service marketing in particular. They will be able to systematically explore and exploit their knowledge, to display it to advantage in a business context and to apply it in an actual practical scenario.

#### Personal skills
Students are able to tackle problems of marketing using their own initiative on the basis of scientific methods. They are self-reliant and possess critical abilities and discussion skills.

#### B2B Marketing Section:

#### Subject skills
Students acquire an in-depth knowledge of the features of B2B marketing, especially in the marketing of industrial goods. This will enable them to perform management tasks in marketing conducted by industrial goods providers.

#### Social skills
Students are very familiar with the specific problem areas of B2B negotiations, and know the interpersonal aspects which characterise the buying behaviour of organisations. They are able to develop and deploy target-group-oriented lines of reasoning when dealing with different decision-makers.

Method skills

Students will be familiar with the models of organisational buying behaviour and the factors which affect such behaviour, they are able to apply the various different methods and instruments of industrial product marketing for different types of business.

Personal skills

Starting from sound scientific principles, students will develop the ability to tackle problems of B2B marketing independently and unaided, and to reflect them critically.

**Content**

**Service Marketing Section:**
- Purpose and features of service marketing
- Concepts and theoretical principles of service marketing
- Strategic service marketing
- Quality management in the service sector
- Marketing instruments in the marketing of services
- Strategy implementation and controlling
- International service marketing
- Case studies in service marketing

**B2B Marketing Section:**
- Definition of B2B marketing
- Features of B2B marketing
- Aims of B2B marketing
- Models and factors affecting organisational buying behaviour
- Market research in B2B markets
- Marketing approaches specific to different business types

**Literature**

**Service Marketing Section:**
- Required reading
  -
- Recommended reading
  Grönroos, Christian, Service Management and Marketing: Customer Management in Service Competition
  Palmer, Adrian, Principles of Service Marketing

**B2B Marketing Section:**
- Required reading
  -
### Recommended reading
each in their latest edition

### Teaching and learning methods
Seminar-style tuition with exercises
Case studies

### Type of examination/Requirements for the award of credit points
<table>
<thead>
<tr>
<th>Written examination</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duration: 90 minutes</td>
</tr>
</tbody>
</table>

### Other information
Excursions

<table>
<thead>
<tr>
<th>ECTS Credits</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workload</td>
<td>150 hours</td>
</tr>
<tr>
<td>Contact/attendance time: 60 h</td>
<td></td>
</tr>
<tr>
<td>Additional work: 90 h</td>
<td></td>
</tr>
<tr>
<td>Course language</td>
<td>English</td>
</tr>
</tbody>
</table>
### Module number
8

### Module title
Master Thesis
(Masterarbeit)

<table>
<thead>
<tr>
<th>Code</th>
<th>Semester</th>
<th>Number of WSH</th>
<th>Module offered</th>
</tr>
</thead>
<tbody>
<tr>
<td>MA</td>
<td>2</td>
<td>-</td>
<td>ongoing as required</td>
</tr>
</tbody>
</table>

### Module coordinator
Chair of the Master Commission

### Tuition type
Private study

### Module duration
The time spent on preparation should be commensurate with the topic, and is 5 months.

### Lecturers
According to topic

### Module courses
1) Written Scientific Paper
2) Oral presentation, with defense

### Entry requirements
1) A minimum of 25 credits (ECTS) from the previous semester of the Master study course
2) A minimum grade of “pass” awarded for the paper written for the Master thesis

### Learning outcomes
Students are able to independently author a scientific paper on an agreed topic in English language, and to defend it using appropriate arguments.

### Contents
According to topic

### Type of examination/ requirements for the award of credit points
Written scientific paper – minimum “pass” grading
Oral defence – minimum “pass” grading

<table>
<thead>
<tr>
<th>ECTS Credits</th>
<th>Workload</th>
<th>Weighting of the grade in the overall grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>600 hours</td>
<td>3</td>
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### Course Details

<table>
<thead>
<tr>
<th>Course number</th>
<th>Course name</th>
<th>Code</th>
<th>Semester</th>
<th>Number of WSH</th>
<th>Module offered</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.1</td>
<td>Written Scientific Paper</td>
<td>-</td>
<td>2</td>
<td>-</td>
<td>ongoing as required</td>
</tr>
</tbody>
</table>

#### Learning outcomes

Students will have attained the following learning outcomes on completion of their written scientific paper:

**Subject skills**

Students are able to apply a sound theoretical and methodical as well as practical approach to working unsupervised on issues of business administration within an agreed timeframe and having regard to the principles of scientific rigour.

**Social skills**

Students acquire advanced skills of cooperation and communication by collaborating with businesses or other establishments and conducting surveys and expert interviews. At the same time, by writing their paper in English they will further advance their skills in written communication using specialist terminology.

**Method skills**

Students can apply empirical research methods, approaches and instruments. They can evaluate relevant literature in a purposeful way.

**Personal skills**

Students can identify and substantiate interdisciplinary references. They are able to identify cross-references to other thematically relevant questions on the basis of themes they have previously worked on.

### Content

Depending on the set topic

The Master thesis comprises a theoretical section and a practical section with reference to a particular application; the two sections need not be distinctly separate. The application can relate to a practical project undertaken in conjunction with businesses or other organisations, or it might equally involve empirical questions without reference to any specific businesses or organisations.

The topic of the Master thesis will be announced and supervised by examiners who are appointed by the Master commission and who will be providing tuition in the Master degree course.

### Literature

**Required reading**

Depending on the set topic
<table>
<thead>
<tr>
<th><strong>Recommended reading</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Depending on the set topic</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Teaching and learning methods</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>A scientific paper on an agreed topic</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Type of examination/Requirements for the award of credit points</strong></th>
<th><strong>Scientific paper written in English language</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The paper must meet all requirements of form and content to be eligible for assessment and grading</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Other information</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>International context depending on the set topic</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>ECTS Credits</strong></th>
<th><strong>Workload</strong></th>
<th><strong>Course language</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>17</td>
<td>510 hours</td>
<td>English</td>
</tr>
</tbody>
</table>
### Course number
<table>
<thead>
<tr>
<th>Course name</th>
<th>Course name</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.2</td>
<td>Oral Presentation and Defence</td>
</tr>
<tr>
<td>(Mündliche Verteidigung/Kolloquium)</td>
<td></td>
</tr>
</tbody>
</table>

### Code
- Semester
- Number of WSH
- Module offered
  - ongoing as required

### Lecturer
- According to topic

### Tuition type
- Private study

### Compulsory/Elective
- Compulsory

### Learning outcomes

Students will be required to demonstrate their ability to convey in English the essential content and conclusions of their written paper to the examiners and possibly to other listeners in a manner which is both readily comprehensible and didactically engaging. They should also be able to give adequate and appropriate responses to questions and objections raised by the examiners, and resolve any confusion. When in discussion, students should also be able to readily cross-refer to other business issues on the basis of the topic they have dealt with.

Students will have attained the following learning outcomes on completion of their oral presentation:

#### Subject skills

Students will be able to convey the essential content and conclusions of topics which they have dealt with in writing in a way that is comprehensible and didactically engaging.

#### Social skills

Students have the ability to give reasonable and reasoned responses to questions and objections, and clear up any misunderstandings.

#### Method skills

Students will be able to deploy different presentation methods. They can evaluate relevant literature in a purposeful way.

#### Personal skills

Students are able to present and argue their personal views in a reasonable and focused manner.

### Content

- Presentation of the Master thesis to the examiners and potentially to other persons as well
- Responding to questions put by the examiners
- Discussing the content and conclusions of the thesis and related questions

### Literature

#### Required reading

Depending on the set topic

#### Recommended reading

Theisen, Manuel, Wissenschaftliches Arbeiten, Munich, Vahlen, current edition
## Master of European Business Studies

### Teaching and learning methods
Presentation and discussion of the scientific paper

<table>
<thead>
<tr>
<th>Type of examination/Requirements for the award of credit points</th>
<th>Students’ defence of their paper must receive a minimum “pass” assessment by the examiners. The main criteria for assessing a paper’s defence include</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• The ability to accurately convey the content of the topic area</td>
</tr>
<tr>
<td></td>
<td>• The structure and logical sequence of the presentation</td>
</tr>
<tr>
<td></td>
<td>• Rhetorical performance (verbal and nonverbal)</td>
</tr>
<tr>
<td></td>
<td>• Where relevant: A command of the foreign language being used</td>
</tr>
<tr>
<td></td>
<td>• Effective use of and adherence to the allotted time</td>
</tr>
<tr>
<td></td>
<td>• Skilful use of appropriate presentation media</td>
</tr>
<tr>
<td></td>
<td>• Reaction to questioning and appropriateness of the responses given</td>
</tr>
<tr>
<td></td>
<td>• Engagement with the questioner</td>
</tr>
<tr>
<td></td>
<td>• The ability to make cross-references to related thematic issues</td>
</tr>
</tbody>
</table>

### Other information
International context depending on the set topic

<table>
<thead>
<tr>
<th>ECTS Credits</th>
<th>Workload</th>
<th>Course language</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>90 hours</td>
<td>English</td>
</tr>
</tbody>
</table>