Module Manual

Master European Business Studies

Revised 2018-10-22
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### Entry requirements

Students 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. Moreover, they will be able to prepare and deliver persuasive presentations.
Master European Business Studies

**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. Group works, case studies and practical applications are an integral part of this course.

Students will receive a presentation training “how to prepare and deliver a persuasive presentation”.

The content of the course is tailored to the specific group considering the background and knowledge.

Typically, the following content is covered:

- **Strategy and value creation**: Blue ocean strategy as well as generic strategies
- **Relevance and importance of international business**: Shift in international trade; importance of Asian players, in particular from China
- **Political perspective**: International trade and trade barriers
- **Economic perspective**: KPIs to measure economic development (e.g. HDI); country corruption; IP protection
- **Megatrends**:
  - Implications of global Megatrends such as urbanization, digitization or aging society on different industries
  - Approaches and practical tools to develop strategies based on understanding of global Megatrends
- **Strategic perspective**: Internationalization process and strategies
- **Organizational perspective**: Organizational structures, HR and expat management

**Literature**

**Required reading (latest editions)**


**Recommended reading**

Varies depending on the case studies dealt with in the course


**Teaching and learning methods**

Seminar-style tuition with group work, case studies, practical applications and videos

Integration of digital tools such as Padlet or Kahoot as well as online collaboration and document sharing tools
### Master European Business Studies

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<tr>
<th>Type of examination/Requirements for the award of credit points</th>
<th>Project assignment (a course assignment plus an oral assessment)</th>
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Module number
2
Module title
Organisational Behaviour
(Organisation und organisationales Verhalten)

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Module coordinator
Prof. Dr. Voußem

Tuition type
Seminar tuition

Module duration
1 semester

Lecturer
Prof. Dr. Voußem

Type of course
Compulsory

Course language
English

Entry requirements
Students 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
- 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**

**Teaching and learning methods**
Seminar-style tuition with exercises, including live polls using Audience Response Systems (ARS) and videos cases of real-life applications

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Master European Business Studies

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**Module title**

Innovation and Entrepreneurship (Innovation und Unternehmensgründung)

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**Module coordinator**

Prof. Dr. Saßmannshausen

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**Lecturer**

Prof. Dr. Saßmannshausen

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**Entry requirements**

Students 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)


Recommended reading

Teaching and learning methods
Seminar-style tuition (with case studies)

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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
Students 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

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**Entry requirements**

Students 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

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**Other information**

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- 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 coordinator**
Prof. Dr. Ruddies

**Tuition type**
Seminar tuition

**Module duration**
1 semester

**Lecturer**
Prof. Dr. Ruddies

**Entry requirements**
Students 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
  o Market forms, market structure and market dynamics
  o Competition, cooperation and collusion

• Applied macroeconomics
  o Growth
  o The economic cycle and economic policy
  o Foreign trade
  o 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
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Contact/attendance time: 60 h
Master European Business Studies

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<tbody>
<tr>
<td>Prof. Dr. Hößl</td>
<td>Seminar tuition</td>
<td>Elective module Major Management and Finance</td>
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</tbody>
</table>

**Entry requirements**

Students 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 Portfoliostrukturierung, 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
- Hull, J, Optionen Futures und andere Derivate, 8th updated edition, Munich; Boston, Mass. [et al], 2012
- Wiedemann, A., Risikotriade, Teil 1: Messung von Zins-, Kredit- und operationellen Risiken, Frankfurt am Main, 2013

#### Recommended reading
- Hull, J, Optionen Futures und andere Derivate, Übungsbuch, 7th updated edition, Munich; Boston, Mass. [et al], 2009
- Rudolph, B., Schäfer, K., Derivative Finanzinstrumente, Eine anwendungsbezogene Einführung in Märkte, Strategien und Bewertung
Master European Business Studies

Bieg, H., Bankbilanzierung nach HGB und IFRS, 2nd fully revised and expanded edition, Munich, 2010
Reilly, F., Brown, K., Investment Analysis and Portfolio Management, 2011
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

### Teaching and learning methods

Seminar tuition
Presentation by lecturers using presentation slides and lecture notes
Exercises using Excel spreadsheets provided, including solutions.
Additional work by students as part of exercises and assignments, case studies, topical issues

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<th>Written examination Duration: 90 minutes</th>
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Course number
7.1b)  
Course name
Advanced Corporate Finance
(Advanced Corporate Finance)

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
Major Management and Fi-
nance

Entry requirements
Students are expected to be familiar with the basics of investment management, financial controlling, financial instruments, and business valuation.

Literature to establish basic knowledge:
Brealey, R./Myers, S./Allen, F., Principles of Corporate Finance
Drukarczyk, J./Schüler, A., Unternehmensbewertung

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 know about the theoretical reference framework to appraise these financing decisions. Students are able to assess different valuation methods and can apply those methods in practice, e.g. by using Microsoft Excel.

Method skills
Students have the skills needed to analyse and evaluate issues of corporate finance. They can apply theoretical considerations to decisions of finance 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:
• Shareholder value approach and principal-agent-theory
• Capital structure and capital costs
• Valuation methods
• Financing decisions and corporate valuation

Literature

Required reading
Brealey, R./Myers, S./Allen, F., Principles of Corporate Finance
Drukarczyk, J./Schüler, A., Unternehmensbewertung
Schüler, A., Finanzmanagement mit Excel

Recommended reading
Hillier, D./Ross, S./Westerfield, R./Jaffe, J./Jordan, B., Corporate Finance
Berk, J./DeMarzo, P., Corporate Finance, and Berk, J./DeMarzo, P., Grundlagen der Finanzwirtschaft respectively
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
Reading, understanding and discussing articles in professional journals
Excel-exercises

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
Learning outcomes

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

**Subject skills**

As advanced knowledge, the students have gained an insight into the relevant subject areas of industry 4.0. A further focus in this respect is the physical internal logistics with the topics conveyor technology as well as warehouse and order picking technology. In addition, students can build on their basic knowledge of PPC and production flow types as well as product structures to apply their knowledge in PPC functions and PPC systems as well as in production organization and production management as further advanced specialist knowledge. They are thus able to understand the complex interrelationships of the PPC in order to design and control the corresponding company-internal logistical processes efficiently on this basis and to create the prerequisites for active controlling and variant management. They are also capable of critically classifying new scientific findings, particularly in the field of digitisation and industry 4.0, and of using them in professional practice.

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**

The students are able to work goal-oriented in a team (ability to work in a team) and to present the results in an appropriate and goal-oriented way (presentation competence). They can defend their point of view professionally (argumentation competence).

**Method skills**

Students are able to specifically record logistic systems, analyse weak points and optimize or redesign logistic systems against the background of the current state of science.

**Personal skills**

Students are aware of the consequences of logistical decisions and are able to incorporate them into their own value system.

**Content**

- **Industry 4.0**
  - Definition of terms and core elements
  - Industry 4.0 Case studies
  - From Product Business to Service Business (Overview)
  - Disruptive business models (overview)
- **Intralogistics**
  - Materials handling
  - Warehousing and picking systems
- **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 (Overview)**
- **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


each in their latest edition

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 | Workload | Course language
5 | 150 hours | German
Contact/attendance time: 60 h
Additional work: 90 h
Course number
7.2b)

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

Code
MFP

Semester
2

Number of WSH
4

Module offered
every academic year
(summer semester)

Lecturer
Prof. Galka

Tuition type
Seminar tuition

Compulsory/Elective
Elective module
Major Management and Logistics

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, Videos and additional use of whiteboards

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<th>Type of examination/Requirements for the award of credit points</th>
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**Other information**

- Excursions as applicable
- Guest presentations as applicable

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<td>German</td>
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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)

Code
SUG

Semester
2

Number of WSH
4

Module offered
every academic year
(summer semester)

Lecturer
Prof. Dr. Braun

Tuition type
Seminar tuition

Compulsory/Elective
Elective module
Major Management and HR

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
- 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

Teaching and learning methods
Seminar tuition
with project work (course assignments with final presentation)

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

Other information
Guest lecturers from industry

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<th>ECTS Credits</th>
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<tr>
<td>7.3b)</td>
<td>International and Cross-Cultural HRM (Internationales und interkulturelles HRM)</td>
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<tr>
<td>Prof. Dr. Voußem</td>
<td>Seminar tuition</td>
<td>Elective module Major Management and HR</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 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
- 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)

## 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
- Written class exercise
- Duration: 90 minutes

## 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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**Lecturers**  
Prof. Dr. Jaritz  
Prof. Dr. Urban

**Tuition type**  
Seminar tuition

**Compulsory/Elective**  
Elective module  
Major Management and Marketing

**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.

**B2B Marketing Section:**  
This part of the course is designed to enable students to tackle basic practical issues of business to business (B2B) marketing.  
On completing the module the students will have achieved the following learning outcomes on the basis of scientific methods:
Master European Business Studies

**Subject skills**

Students are able to acquire a general knowledge of B2B marketing and understand differences to B2C marketing. They will be familiar with different market classifications, organizational buying aspects, B2B specific marketing strategies and research, and customer segmentation. Moreover, they will be able to develop B2B specific marketing programs. Students will understand the interplay between marketing and sales in a B2B environment as well as organizational aspects.

**Social skills**

Students are able to conduct fruitful professional discussions about B2B topics in a compelling manner. Moreover, they are able to develop and evaluate ideas and solutions for B2B specific questions.

**Method skills**

Students are be able to design B2B strategies for different business types and apply marketing strategy research for B2B markets. Moreover, they are able to apply methods and instruments of corporate buying processes.

**Personal skills**

Students are able to develop, present and communicate B2B marketing recommendations on the basis of their own analyses and business judgement.

**Content**

**Brand Management Section:**
- Brand-history aspects
- Brand management - Terminological aspects
- Brand identity
- Brand positioning
- Brand image
- Behavioural branding
- Corporate identity
- Brand naming
- Brand communication
- Digital branding

**B2B Marketing Section:**
- Fundamentals of B2B Marketing and differences to B2C Marketing
- Market classification
- Organizational buying
- Marketing strategy, sizing and research
- Customer segmentation and channels
- Marketing program: B2B sales funnel marketing
- Marketing program: B2B online and offline marketing
- Marketing program: B2B pricing
- Marketing and sales organization
Master European Business Studies

- Roles, compensation and learning & development

### Literature

#### Brand Management Section:

**Required reading**

Lecture notes

**Recommended reading**

Aaker, D. A. (1992), Management des Markenwerts, Frankfurt/Main et al: Campus

#### B2B Marketing Section:

**Required reading**

Lecture notes

**Recommended reading**

Case studies supplied during the course.

### Teaching and learning methods

Seminar-style tuition (based on peer-to-peer learning) with exercises and case studies
Interactive presentation by lecturer using visual aids (Powerpoint and others)
Integration of videos and online-tools such as Kahoot (quizzes) and Padlet (whiteboard)

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

| Written class exercise | Duration: 90 minutes |

### Other information

Excursions
Guest lecture
### Master European Business Studies

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Course number 7.4 b)
Course name Institutional Aspects of Marketing (Institutionelle Aspekte des Marketing)

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<td>every academic year</td>
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Lecturers
Prof. Dr. Leffers

Tuition type Seminar tuition
Compulsory/Elective Elective module
Major Management and Marketing

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 get familiar with the various aspects of the sales management process. Specific activities of interest will be how sales managers develop and execute plans for creating customer satisfaction by developing the selling function, strategic sales planning, building a sales program, and controlling the sales force. The challenges of global negotiation will be covered as well as the management of global key accounts. Students will also get familiar with the fundamentals of negotiation and negotiation techniques.

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. They know about the ethical aspects of sales management and negotiation strategies.

Method skills
Students can apply planning and decision-making methods (key account planning, sales organisation, cost analysis); they have the ability to imply information in decision making and 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.

Content
The course consist of three parts:
- Introduction in Sales Management
- Case Studies in Sales Management
- Negotiations
Sales part

- Introduction to International Sales Management in the Twenty-First Century
  Sales management is one of the most important elements in the success of modern organizations. When major trends emerge, such as a shift in the economy toward small to medium-sized businesses, it is incumbent upon sales managers to react with new selling approaches. And not only is personal selling the most expensive component of the marketing mix for most companies, but it is the firm’s most direct link to the customer.

- The Process of Selling and Buying
  This chapter focuses on the process of selling and buying in the organizational marketplace. Many factors are driving the world of professional selling toward a relationship-based approach. This transformation has created a challenging, invigorating, and rewarding environment in which to pursue a career in selling.

- Organizing the Sales Effort and Building Global Key Account Management
  - Organizing the sales force is one of the most important decisions made by sales management. It has a significant impact on every aspect of the salesperson's performance. Changes in the way selling is done, the increasing importance of effectively managing customer relationships, and the need to assimilate new technologies in the selling function have led to fundamental changes in the organization of today's sales forces.
  - One dominant strategy in organizing the sales organization is the setup of a global key account management team that focuses on the relationship with accounts of global strategic importance.

- The Strategic Role of Information in Sales Management
  - Sales managers are both users and generators of information. The sales manager's role with regard to generating, analyzing, and disseminating information is vital to the success of both the firm's marketing strategy and the success of its individual salespeople. Important decisions at all levels of the organization are affected by how well sales managers use information.
  - This chapter presents a look at several of the key ways sales managers perform this vital information management role including forecasting sales, setting quotas, establishing the size and territory design of the sales force, and performing sales analysis for managerial decision-making.

- Salesperson Performance: Behavior, Role Perceptions, and Satisfaction
  How a salesperson performs is the result of a complex interaction of many factors. Many of those factors are the result of an individual's personal characteristics, motivation, and perceptions of the job. It is vital that sales managers have a clear understanding of salesperson performance so that they can maximize the performance potential of the salespeople in the organization.

- Salesperson Performance: Motivating the Sales Force
  Salespeople operate in a highly dynamic, stressful environment outside of the company. There are many factors that influence the salesperson's ability to perform. One of the most critical factors is motivation. It is very important that sales managers understand the process of motivation and be able to apply it to each individual in the sales force in such a manner as to maximize his or her performance potential.

Case Studies
Negotiation part

- Introduction to Negotiation: Weapons of Influence
- Competition and Cooperation
- Two-Party Single-Issue Negotiation
- Distributive Negotiation Strategies
- Two-Party Multiple-Issue Negotiation

**Literature**


Additional readings and cases might be distributed in class throughout the semester.

**Teaching and learning methods**

Seminar-style tuition (based on peer-to-peer learning) with exercises and case studies

**Cases exercises**

<table>
<thead>
<tr>
<th>Type of examination/Requirements for the award of credit points</th>
<th>Written examination</th>
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<tbody>
<tr>
<td>Duration: 90 minutes</td>
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<table>
<thead>
<tr>
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<th>Workload</th>
<th>Course language</th>
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<tbody>
<tr>
<td>5</td>
<td>150 hours</td>
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</tr>
<tr>
<td></td>
<td>Contact/attendance time: 60 h</td>
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<tr>
<td></td>
<td>Additional work: 90 h</td>
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<tr>
<td>Module number</td>
<td>Module title</td>
<td>Code</td>
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<td>---------------</td>
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</tr>
<tr>
<td>8</td>
<td>Master Thesis (Masterarbeit)</td>
<td>MA</td>
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<table>
<thead>
<tr>
<th>Module coordinator</th>
<th>Tuition type</th>
<th>Module courses</th>
<th>Entry requirements</th>
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<tbody>
<tr>
<td>Chair of the Master Commission</td>
<td></td>
<td>1) Written Scientific Paper</td>
<td>1) A minimum of 25 credits (ECTS) from the previous semester of the Master study course</td>
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<tr>
<td></td>
<td></td>
<td>2) Oral presentation, with defence</td>
<td>2) A minimum grade of “pass” awarded for the paper written for the Master thesis</td>
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<table>
<thead>
<tr>
<th>Learning outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students are able to independently author a scientific paper on an agreed topic in English language, and to defend it using appropriate arguments.</td>
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</table>

<table>
<thead>
<tr>
<th>Contents</th>
</tr>
</thead>
<tbody>
<tr>
<td>According to topic</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Type of examination/ requirements for the award of credit points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Written scientific paper – minimum “pass” grading</td>
</tr>
<tr>
<td>Oral defence – minimum “pass” grading</td>
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</table>

<table>
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<th>ECTS Credits</th>
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<th>Weighting of the grade in the overall grade</th>
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<tr>
<td>20</td>
<td>600 hours</td>
<td>3</td>
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<td>8.1</td>
<td>Written Scientific Paper</td>
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<tr>
<th>Lecturer</th>
<th>Tuition type</th>
<th>Compulsory/Elective</th>
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<tbody>
<tr>
<td>According to topic</td>
<td>Private study</td>
<td>Compulsory</td>
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</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

**Recommended reading**

Depending on the set topic
### Master European Business Studies

#### Teaching and learning methods
A scientific paper on an agreed topic

| Type of examination/Requirements for the award of credit points | Scientific paper written in English language
|                                                               | The paper must meet all requirements of form and content to be eligible for assessment and grading

| Other information | International context depending on the set topic

<table>
<thead>
<tr>
<th>ECTS Credits</th>
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<tr>
<td>Workload</td>
<td>510 hours</td>
</tr>
<tr>
<td>Course language</td>
<td>English</td>
</tr>
</tbody>
</table>
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
### 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>
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<td></td>
<td>- The structure and logical sequence of the presentation</td>
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<td></td>
<td>- Rhetorical performance (verbal and nonverbal)</td>
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<td></td>
<td>- Where relevant: A command of the foreign language being used</td>
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<td></td>
<td>- Effective use of and adherence to the allotted time</td>
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<tr>
<td></td>
<td>- Skilful use of appropriate presentation media</td>
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<td></td>
<td>- Reaction to questioning and appropriateness of the responses given</td>
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<tr>
<td></td>
<td>- Engagement with the questioner</td>
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<tr>
<td></td>
<td>- The ability to make cross-references to related thematic issues</td>
</tr>
</tbody>
</table>

### Other information

<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>
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</table>

International context depending on the set topic