



FH MÜNSTER
University of Applied Sciences

MSB FB Wirtschaft
Münster School of Business

Module Guide

Master Degree Program

International Marketing & Sales

Version 6

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Coordinator: Prof. Dr. Bert Kiel

Module Structure of the Master Degree Program International Marketing & Sales:

I. Winter Semester	3
I.1. Business Languages (only for 1 st . term students).....	3
I.2. International Marketing.....	6
I.3. Marketing Conception & Data Mining	8
I.4. Quantitative Management Methods & Value Chain Management	11
I.5. Marketing Specialization & Key Competences.....	14
II. Summer Semester	20
II.1. Business Languages (only for 1 st . term students).....	20
II.2. Intercultural Management.....	23
II.3. Customer Relationship Management & Online Marketing	25
II.4. International Sales	28
II.5. International Commerce & Leadership.....	30
III. Module: International Project Study	36
III.1. International Project study.....	36
IV. Research Seminar.....	38
IV.1. Research Seminar.....	38

I. Winter Semester

I.1. Business Languages (only for 1st. term students)					
Identification Number	Workload	Credits	Study Semester	Frequency of Offer	Duration
11100	180 h	6	1.Sem.	Winter Semester Summer Semester	1 Semester
1	Lectures		Contact Time	Self Study	Planned Group Size
	- Business English C1		4 SWS / 64 h	116 h	Max. 25 Students
	- Español de los negocios B2/C1		4 SWS / 64 h	116 h	
	- Français des Affaires B2/C1		4 SWS / 64 h	116 h	
2	For General Information The education in the language courses of the module “Business Languages” is adapted to the qualification aims of the Common European Framework of Reference for Languages (CEFR) for the competence level C1 (“Effective Operational Proficiency”) as well as the matched aims of the UNlcert® level III, which is in the UNlcert® regulatory framework identified as “recommended mobility level for academically characterized stays abroad”. Since the qualification aims for the language courses coincide there will be one module description for “Business English”, “Español de los negocios” and „Français des Affaires“.				
3	Learning outcomes / Competencies Language Competence Alumni of the module <ul style="list-style-type: none"> • Understand difficult texts in authentic speaking situations on general or subject specific topics with an extensive vocabulary (e.g. lectures, company presentation) and are able to gather implicit and explicit information • Understand a wide spectrum of idiomatic expressions and colloquialism and can assess style levels correctly • Recognize important regional typical linguistic characteristics of the target country • Understand longer authentic texts of their discipline and are able to gather the necessary information • Speak fluently, are able to present topics from their field of study and work and to express their opinion while doing so • Are able to formulate their own point of view precise and clear in discussions and meetings, to argue convincingly and to react to complex argumentation of others • Are able to hold from their own discipline clearly structured, addressee-based presentations under inclusion of graphic material and while doing so react spontaneously to questions from the audience • Are able to express themselves in comprehensible, correct and clearly structured texts on subject specific topics and while doing so utter their point of view addressee-specifically • Are able to formulate and answer complex business letters (e.g. complaints) 				

	<p>addressee-specifically</p> <p>General Competencies</p> <p>Alumni of the module</p> <ul style="list-style-type: none"> ▪ Are acquainted with intercultural problems as well as with the cultural conditions of the target country ▪ Are capable to further develop their knowledge of the country as well as their study and work related knowledge and skills
4	<p>Contents</p> <p>The language courses of the module convey technical language understanding and linguistic strategies that are necessary for the coping of the tasks in the areas</p> <ul style="list-style-type: none"> • Marketing and Sales • International Trade • Finance and Banking • Management and Corporate Culture • Strategic Management • Project Management <p>Also they introduce in connection with the topic of the lesson the practice of chosen companies in the target countries. Furthermore, regional studies provide knowledge about the political, socio-cultural and economic framework conditions of the countries. Through authentic texts (e.g. Interviews with business people, company presentations, articles from specialist journals and books) the global and detail understanding are trained, the professional vocabulary systematically built and study and business related working techniques like the writing of notes and summaries, statements, analyses etc. practiced. Strategies that are part of the verbal and written company communication are practiced based on questions and exercises, which can be expected in the professional life: In the context of the various fields of action presentations, meetings, negotiations, telephone conferences, etc. are simulated, in which business matters have to be presented, solutions suggested, alternatives discussed and decisions made. Moreover a multitude of tasks will be set to train the writing of correct, addressee-specific and communicatively effective business letters, reports etc.</p> <p>Finally the students are expected to present a media-supported, extensive project with a following discussion in which they show their acquired general and technical language skills as well as their verbal strategies of presenting and moderating.</p>
5	<p>Teaching Form</p> <p>Seminarian lessons, small group work and self study</p>
6	<p>Participation Requirement</p> <p>Formal: Successful final certificate in economic English or Spanish level B2 at the faculty of Business Administration or proof of corresponding knowledge in the faculty intern evaluative test.</p>
7	<p>Examination Form</p> <p>25% moderation, 75% assignment</p>
8	<p>Requirements for the award of credit points</p> <p>Regular attendance; total mark from partial marks min. „Sufficient“ (4,0)</p>
9	<p>Usage of the Module (in other courses)</p> <p>Module in the course of studies Master International Marketing & Sales</p>
10	<p>Importance of the mark for total mark</p> <p>5% (6 CP of 120 CP)</p>

11	Module Supervisor: Cathrin Ruppe Lecturer: Cathrin Ruppe
12	Other Information Not specified

I.2. International Marketing

Identification Number	Workload	Credits	Study Semester	Frequency of Offer	Duration
11200	180 h	6	1. /2. Sem.	Winter Semester	1 Semester
1	Lectures	Contact Time	Self Study	Planned Group Size	
	a) International Marketing	2 SWS / 32 h	58 h	a) 40-60 Students	
	b) International Business Project	2 SWS / 32 h	58 h	b) 15-20 Students	
2	Learning outcomes / Competencies				
	<p>a) The content of the lecture “International Marketing” focuses on the preparation of the students in international professional engagements. For successfully managing strategic and operational functions a profound knowledge of international business management subject areas is essential.</p> <p>b) Alumni are able to evaluate and analyze in the marketing area international scientific studies on the background of comprehensively detailed marketing knowledge regarding their relevance for the international business practice.</p> <p>c) Alumni are able to select and review critically optional approaches and characteristics in the international market research, potential marketing strategies with the basic problem of the standardization and differentiation in the individual marketing aspects and the employment of marketing instruments on the background of different economic policies, economical, cultural and linguistic surroundings.</p> <p>d) Alumni are able to discuss in the area “marketing” analytical working methods and characteristics of international marketing, to evaluate alternatives even with incomplete information, to assess their use for case-specific utilization and then to apply them selected and evolve a methodical solution.</p> <p>a. International Business Project</p> <p>Within the project or the case study on International Marketing & Business the educational content of the lecture will be reinforced on the basis of working on current tasks in a project or in a case.</p> <p>Alumni are in “marketing” able to</p> <ul style="list-style-type: none"> • Structure and analyze international, strategically complex tasks, • Develop a project design and methodical approaches, conceptualize and manage project parts, coordinate sections and national tasks, 				

	<ul style="list-style-type: none"> • Create and present target group oriented reports and presentations and evaluate project success and efficiency.
3	<p>ContentInternational Marketing</p> <ul style="list-style-type: none"> • Driver of the internationalization and opening of the markets • Market research and analysis, characteristics of international market analysis • Characteristics in the cooperation in projects, creative processes, coordination, organizational questions • Standardization versus differentiation • Marketing strategies, market segmentation • Marketing mix in the international market • Global and international brand management • Mistakes and wrong decisions in the international marketing • Marketing organization and controlling in the international market <p>1. International Business Project</p> <ol style="list-style-type: none"> 1. Structuring and analyzing the type of problem (On the basis of a given case study or a real project in cooperation with a company/praxis partner) 2. Development of a project design, a procedure 3. Conception of project parts (e.g. development of a questionnaire, spot check drawing, analysis, measure deduction, preparation for decisions) 4. Realization of the work with the case study or the project 5. Report writing and presentation
4	<p>Teaching Form Seminar lessons linked with work with case studies or projects (individual or group work)</p>
5	<p>Participation Requirement None</p>
6	<p>Examination Form Project/ case study work (50%), Assignments (Individual Paper) (50%)</p>
7	<p>Requirements for the award of credit points Successful regular assignments and successful project work</p>
8	<p>Usage of the Module (in other courses) Module in the course of studies Master International Marketing & Sales</p>
9	<p>Importance of the mark for total mark 5% (6 CP of 120 CP)</p>
10	<p>Module Supervisor: Prof. Dr. Thomas Baaken Lecturer: Prof. Dr. Thomas Baaken Prof. Dr. Kiel</p>
11	<p>Other Information The module can be either in English or German. The lectures of Prof. Baaken and Prof. Kiel are given in English at the moment. The assignments (Individual Paper) are to be written in English.</p>

I.3. Marketing Conception & Data Mining

Identification Number	Workload	Credits	Study Semester	Frequency of Offer	Duration
11300	180 h	6	1. / 2. Sem.	Winter Semester	1 Semester
1	Lectures	Contact Time	Self Study	Planned Group Size	
	a) Marketing Conception	2 SWS / 32 h	58 h	a) 20-30 Students	
	b) Data mining	2 SWS / 32 h	58 h	b) 40-60 Students	
2	<p>Learning Outcomes/ Competences</p> <p>Goal of the Module “Marketing Conception& Data Mining” is to convey to the students the integral considerations of marketing and quantitative market research methods for the analysis of great data volumes. Here the students recognize that market orientation is an essential component of the whole value creation process and draws a continuous bow from the goals via the strategies to the marketing mix.</p> <p>General Method Expertise</p> <ol style="list-style-type: none"> 1. Alumni have the ability to apply the acquired subject-specific insights to praxis problems. 2. Alumni are able to reflect critically for which problems and under which conditions, which subject specific methods and systems can be used. 3. Alumni are able to present their solutions target group oriented. <p>Professional Expertise Marketing Conception</p> <ul style="list-style-type: none"> • Alumni are able to portray the process-oriented analysis of a marketing conception. • Alumni are able to situation adequately create, in the marketing sector in a structured and coordinated overall process, a marketing conception consisting marketing objectives, strategies and measures and to link the individual marketing levels with each other. • Alumni are able to reflect critically on the fact that short-termed measures are not purposeful and that these measures should always be reflected against the background of the company objectives and strategies. • Alumni are able to choose specialized marketing instruments for the solution of strategic problems in the marketing sector taking into account sectorial characteristics and to analyze them critically with regard to their effectiveness. <p>Professional Expertise Data Mining</p> <ul style="list-style-type: none"> • Alumni are able to assess empirical research methods, formulate survey questions and structure data-mining projects, extract database based (mass) data, transform and explore with methods of data mining especially multivariate statis- 				

	<p>tic and Machine Learning using Standard Software for the solution of optimization problems under restrictions in the marketing sector</p> <ul style="list-style-type: none"> • Alumni are able to work independently on data-mining case studies based on Software-Tools and to assess the results and the approach critically.
<p>3</p>	<p>Contents</p> <p>Marketing Conception</p> <ul style="list-style-type: none"> • Introduction • Conception Level Marketing Target <ul style="list-style-type: none"> ○ Target Programs ○ Target Deriving and Target Relationship ○ Target System • Conception Level Marketing Strategies <ul style="list-style-type: none"> ○ Definition of strategic Target Markets ○ Analysis Instrument ○ Marketing Strategies • Conception Level Marketing-Mix <ul style="list-style-type: none"> ○ Product Policy ○ Price Policy ○ Communication Policy ○ Distribution Policy ○ Marketing-Mix • Design of a Marketing Conception <p>Data Mining</p> <p>In the lecture “Data Mining” a praxis relevant course program will be offered that addresses the operational analysis of (mass) data from data processing to modeling and interpretation. While doing so concepts of computer science will be combined with statistic and will be used in context of operational decision support.</p> <ol style="list-style-type: none"> 1. Basics of Data Mining <ol style="list-style-type: none"> a. Inquiry Issues and Procedure Modell b. Data Processing and Exploration c. Case Study/ Exercises with SPSS Clementine 2. Association with Association Analysis <ol style="list-style-type: none"> a. Apriori Algorithm b. Case Study/ Exercises with SPSS Clementine 3. Prognosis with Regression Analysis <ol style="list-style-type: none"> a. Multiple Regression b. Case Study/ Exercises with SPSS Clementine 4. Classification with Decision Tree Analysis <ol style="list-style-type: none"> a. Classification and Regression Trees b. Case Study/ Exercises with SPSS Clementine 5. Classification with Logistic Regression <ol style="list-style-type: none"> a. Logistic Regression b. Case Study/ Exercises with SPSS Clementine

	<p>6. Classification with Artificial Neural Networks</p> <p>a. Multilayer Perceptrons</p> <p>b. Case Study/ Exercises with SPSS Clementine</p> <p>7. Segmentation with Artificial Neural Networks</p> <p>a. Self-Organizing Feature Maps</p> <p>b. Case Study/ Exercises with SPSS Clementine</p>
4	<p>Teaching Form</p> <p>Seminar lessons linked with work with case studies or projects (individual or group work). Presentation (of the results) with a high share of self-studying.</p>
5	<p>Participation Requirement</p> <p>Formal: None</p> <p>In terms of content: None</p>
6	<p>Exams Form</p> <p>25% Presentation (Schengber) / 75 % Exam; Partial Performances must be passed</p>
7	<p>Requirements for the award of credit points</p> <p>Passed module exam, passed partial performances</p>
8	<p>Usage of the Module (in other courses)</p> <p>Module in the course of study Master International Marketing & Sales</p>
9	<p>Importance of the mark for total mark</p> <p>5% (6 CP of 120 CP)</p>
10	<p>Module Representative:</p> <p>Prof. Dr. Ralf Schengber</p> <p>Full-time Teacher:</p> <p>Prof. Dr. Ralf Schengber, Dr. Laura Welcker</p>
11	<p>Other Information</p> <p>The module can be either in English or German. The lectures of Prof. Schengber and Dr. Welcker are given in German at the moment.</p>

I.4. Quantitative Management Methods & Value Chain Management

Identification Number	Workload	Credits	Study Semester	Frequency of Offer	Duration
11400	180 h	6	1. / 2. Sem.	Winter Semester	1 Semester
1	Lectures a) Quantitative Management Methods b) International Value Chain Management	Contact Time 2 SWS / 32 h 2 SWS / 32 h	Self Study 58 h 58 h	Planned Group Size Each 40-60 Students	
2	Learning Outcomes/ Competencies General Method Expertise <ul style="list-style-type: none"> • Graduates have the ability to apply the acquired subject-specific knowledge to practical problems. • Graduates are able to reflect critically for which problem and under which conditions which models and systems can be used. • Graduates can present their results target group oriented. Quantitative Management Methods: <ol style="list-style-type: none"> 1. Graduates can classify Quantitative Management Standard Software Tools and evaluate critically their usage possibilities. 2. Graduates can apply empirical research methods. 3. Graduates are able to use the Monte Carlo Simulation Method for the quantitative risk assessment of business plans and to evaluate the results. 4. Graduates can use forecasting models to optimize decision-making processes and evaluate these. 5. Graduates can solve business problems with multivariate analysis methods. International Value Chain Management Graduates... <ul style="list-style-type: none"> • Are able to explain challenges in international business networks and the connection between strategy, business process management and project management. • Can select task-specifically, use and in terms of effectiveness and efficiency evaluate and adapt intercultural methods and tools of (international) project management. • Are capable to plan (quality, time and costs), to manage, to lead, to control, to document and to successfully finish international projects. • Can understand, personally model, lead and organize international business processes (in particular distribution processes) within (and between) businesses and continuously measure and optimize performances based on key figures. 				

3	<p>Contents</p> <p>Quantitative Management Methods</p> <ol style="list-style-type: none"> 1. Introduction to quantitative Analysis 2. Presentation of quantitative Standard Software Tools IBM-SPSS and Oracle Crystal-Ball 3. Empirical research methods 4. Simulation procedure: Case study „Monte-Carlo Simulations in Business-Plans“ 5. Segmentation methods 6. Multiple forecast models <p>International Value Chain Management</p> <p>The lecture “International Value Chain Management” conveys practically relevant knowledge of planning, management and controlling of international business networks. Main emphasis is put on methods, techniques and systems of international project management and business process management. Communicating internationally acknowledged standards for project management and insights in international business processes (order processing, production processes, distribution processes, etc.) make a specific preparation of future managers possible.</p> <ol style="list-style-type: none"> 1. Introduction to international Value Chain Management (a) international Project Management and b) Business Process Management 2. Fundamentals of International Project Management 3. Scope, Time, Cost and Integration Management 4. Communication Management (project structures) 5. Communication Management (virtual teams) 6. Procurement, Quality and Risk Management 7. HR Management (international team development) 8. HR Management (Change Management) 9. Fundamentals of International Business Process Management 10. Organizing and leading of international business processes 11. Optimizing and controlling of international business processes 12. Case Study: Optimization of sales processes in an international company 13. Case Study: Setting up an assembly site in the Netherlands 14. Case Study: Optimization of a European biotech supply chain
4	<p>Teaching Form</p> <p>Seminar lessons, group work, project work, work on the system and presentations (Presentation of the results from the group work)</p>
5	<p>Participation Requirements</p> <p>Formal: None</p> <p>In terms of contents: Basic knowledge of univariate and multivariate statistics as well as market research, basics of project management and business process management</p>
6	<p>Examination form</p> <p>50% assignment, 50% exam</p>
7	<p>Requirements for the award of credit points</p> <p>Passed module exam as well as successful presentation or rather subproject performance</p>
8	<p>Usage of the Module (in other courses)</p> <p>Module in the course of studies Master International Marketing & Sales</p>
9	<p>Importance of the mark for total mark</p> <p>5% (6 CP of 120 CP)</p>

10	Module Representative: Prof. Dr. Reiner Kurzhals, Full-time Teacher: Prof. Dr. Reiner Kurzhals, Prof. Dr. Marcus Laumann
11	Other Information The module can be either in English or German. The lectures of Prof. Kurzhals and Prof. Laumann are given in English at the moment.

I.5. Marketing Specialization & Key Competences					
Identification Number	Workload	Credits	Study semesters	Frequency of offer	Duration
11500	A) 180 h for students that start in winter semester B) 360 h for students that start in summer semester	A) 6 B) 12	A) 1st Semester B) 2nd Semester	Winter Semester	1 Semester
1	Lectures a) Financial evaluation, Risk Management & Governance b) Aspects of international law c) B2B & Service Marketing d) Innovation Marketing & Entrepreneurship e) Negotiations f) Retail Big Data Analysis Project	Contact Time a) 2 SWS / 32 h b) 2 SWS / 32 h c) 2 SWS / 32 h d) 2 SWS / 32 h e) 2 SWS / 32 h f) 2 SWS / 32 h	Self study a) 58 h b) 58 h c) 58 h d) 58 h e) 58 h f) 58 h	Planned group size a) 40-60 Stud. b) max. 25 Stud. c) 30-40 Stud. d) 30-40 Stud. e) 30 Stud. f) 20-25 Stud.	
2	<p>Learning outcomes/ Competencies</p> <p>General Method Competencies:</p> <ul style="list-style-type: none"> ▪ Graduates have the ability to apply the acquired subject-specific knowledge to practical problems. ▪ Graduates are able to reflect critically for which problem and under which conditions which models and systems can be used. ▪ Graduates can present their results target group oriented. <p>a) Professional Expertise Financial Evaluation, Risk Management & Governance:</p> <ul style="list-style-type: none"> ▪ Graduates are in the “International Business” able to evaluate quantitatively the prospects of success of close to the market international investment projects, present these and question them critically using scenario and risk analysis. ▪ Graduates can in the “International Economy” evaluate operative business risks of internationally active enterprises and are able to manage the identified risks by suitable management tools and methods so that both the internal aims provided to the risk management and external requirements on the enterprise are fulfilled. ▪ Graduates can reflect critically and take into account the situation adequately external requirements on the corporate governance made to internationally active enterprises at the implementation of foreign activities. <p>b) Aspects of international law</p> <p>Subject competence</p> <p>Participants will be able to recognize legal problems in international legal relations</p>				

and to develop a solution.

This includes in particular situations in the field of international contractual arrangements, international sales law, the assurance of claims / receivables in international business and the problems of enforcement of receivables abroad.

Furthermore, the participants can assess different international corporate law frameworks and understand basic impacts of European competition rules.

Through the processing of international law case studies, students can consider properly the practical legal impact in international transactions.

Method Competencies

Students can identify and classify legal problems. Based on separation of single problems they can deduct solution approaches and they can discuss implied legal consequences.

In legal case studies students can apply theoretical legal insights onto practical problems. They can analyse legal situations, identify areas of potential legal problems and find adequate solutions, which can be justified.

Students can present the results of their analysis systematically. They can structure complex legal topics, divide work packages in team work and come up with expert judgements.

c) B2B- & Service Marketing:

- Students can discuss the purchase behavior of institutions and companies
- Students can critically reflect the effectiveness of market research instruments in B2B environment
- Students can discuss the 4 Ps elaborated in the context of B2B
- Students can develop a strategic marketing plan in B2B environments and propose a structure as well as management guidelines for the sales organization.
- Students can discuss main developments in new media in B2B markets and elaborate on strategic recommendations.
- Students can discuss the growing importance of service industries and their consequent influence on marketing practice.
- Students can critically reflect the nature of service marketing particularly required by developed, developing and emerging economies.
- Students can analyze how service satisfaction depends upon the experience and perception of the customer.
- Students can critically reflect on science to business marketing, its status, instruments and research requirements

d) Innovation Marketing & Entrepreneurship

- Students can discuss the psychological characteristics of entrepreneurs, and how entrepreneurial decisions are made. They can discuss theories that span optimization, decision making under risk and uncertainty, and game theoretic approaches.
- Students can forecast innovation spread and critically reflect on the methods applied.
- Students can critically reflect on the market research instruments in environments

	<p>of high uncertainty.</p> <ul style="list-style-type: none"> ▪ Students can develop and effectively manage the marketing of an innovation. ▪ Students can discuss the scientific basics of experimentation and experimental design with a special emphasis on experimental economics. They can analyze cases from the area of entrepreneurship and innovation and propose statistical methods appropriate for the analysis of experimental data. ▪ Students can discuss the application of advanced economic and management research to entrepreneurship and innovation. <p>e) Negotiations</p> <ul style="list-style-type: none"> ▪ Alumni can identify a negotiation situation. ▪ Alumni can discuss psychological factors in negotiations. ▪ Alumni can discuss phases of negotiation and preparation requirements. ▪ Alumni can clarify different negotiation strategies like dual-concern, win-lose, compromise, win-Win, Tit-for-tat. ▪ Alumni can discuss principles of distributive and integrative negotiations and methods to be used, like controlling of emotions, stepping to their side, reframe, build golden bridges and utilize means of power to educate. ▪ Alumni can counter unfairness in negotiations and prevent or deal with abusive tactics. ▪ Alumni can choose suitable, situation specific strategies and tactics for effective and efficient negotiations. ▪ Alumni can analyze and discuss errors in negotiations. ▪ Alumni can elaborate on cultural differences in negotiations. <p>f) Retail Big Data Analysis Project</p> <ul style="list-style-type: none"> • Alumni have the ability to use the acquired subject-specific knowledge of quantitative methods and data mining for practical problems. • Alumni can in “Marketing” evaluate empirical research methods with regard to the suitability for their research contract, formulate survey questions and structure earnings-oriented data mining projects, extract and transform database based mass data and explore with methods of data mining, especially of multivariate statistics and machine learning with the use of standard software for solving optimization problems with restrictions. • Alumni are able to formulate, based on the results, strategically recommended actions, to present the results target group oriented and to reflect critically on the quality of the results.
3	<p>Contents</p> <p>a) Financial Evaluation, Risk Management & Governance</p> <ul style="list-style-type: none"> • Important aspects for the creation of Business Cases • Key Performance Indicators in Business Cases and their interpretation • Objectives and task of risk management • Systematization of risk types and risk causes in internationally active enterprises • Elements and processes of risk management • External requirements on the risk management of internationally active enterprises • Processes and methods to identify and evaluate enterprise risk • Measures to manage enterprise risks • Organization of risk controlling and organizational aspects of risk management in internationally active enterprises • Corporate Governance in internationally active enterprises • Special requirements and risks while implementing international business activities

b) Aspects of international law

International contract law

1. Application of German or international law (IPR-Rules)
2. Application of UN-Commercial Law

Safeguarding claims in international business

1. Safeguarding Instruments
2. Problems of recognition and enforcement of safeguarding instruments in foreign countries
3. Credit insurance

Enforcing claims in foreign countries

1. Jurisdiction / recognition and enforcement of foreign judgments
2. International Arbitration

Corporate law / company forms in an international comparison

1. German company forms
2. European company forms
3. Company forms in selected countries
4. International Corporate Law

Antitrust Law

c) B2B- & Service Marketing

Many products and services are not sold directly to the consumer but to companies and organizations. It is a large and dynamic market. As a result Business-to-Business Marketing has become an important element in marketing formation. The objective of this course is to develop a deeper understanding for this special form of Marketing and to combine insights with the analysis of service marketing.

The course will introduce to the following subjects:

- Purchase behavior of institutions and companies
- Market research instruments in B2B
- 4 Ps in the context of B2B,
- B2B and strategic marketing planning
- Internet Marketing B2B
- Consumer Behavior Related to Services – Understanding the Service Experience
- Pricing of Services & Yield Management
- Distribution of Services
- Communications for Services
- Designing Service Environments
- Designing Customer Service Processes
- Understanding and Managing Service Quality
- Managing Customer Loyalty - Value Propositions for Loyalty Programs that Work and Churn Diagnostics
- S2B marketing

d) Innovation Marketing & Entrepreneurship

- Psychological characteristics of entrepreneurs and their decisions
- Decision theories: optimization, decision making under risk and uncertainty, and game theoretic approaches. Normative perspectives and descriptive findings are confronted. Decision anomalies in entrepreneurial behavior.
- Forecast methods on innovation spread
- Methods to effectively manage the marketing of an innovation.
- Application of advanced economic and management research to entrepreneurship and innovation.

	<p>e) Negotiations The basis for negotiation management and the importance of negotiating in international relationships will be conveyed. While doing so the concepts of negotiation management will be reinforced by simulations by students.</p> <ul style="list-style-type: none"> ▪ Culture and negotiation context ▪ Phases of negotiations ▪ Motivation and negotiations: Necessities and room to negotiate, BATNA ▪ Negotiation strategy ▪ Negotiation tactics ▪ Negotiation style: negotiate competitively and cooperatively ▪ Negotiation climate: the conscious choice of time, place and words ▪ Culture-specific patterns of behavior in negotiations ▪ Case studies <p>f) Retail Big Data Analysis Project The data mining methods and quantitative methods are applied in this as a project planned course.</p> <p>Introduction to Retail Analytics</p> <p>Presentation of initial data (extensive anonymized data set of business enterprises from a CRM/Payback or ECR data - possibly also in combination with practice partners)</p> <p>Different “research assignments” will be given to several project groups (increase in loyalty, site recommendation, customer behavior in case of price variation, segmentation and selection of suitable means of communication, structured gathering of necessities, shelf space optimization or similar)</p> <p>The objective is that in each group a profound data analysis happens and data mining methods and quantitative methods are linked but that the results are also examined and presented from a corporate strategic point of view (simulated board presentation).</p> <p>The students are thereby required to apply on-the-fly the in the courses “Data Mining” and “Quantitative Methods” learned skills and to establish a connection to strategic/tactical corporate acting as well as evaluate the created added value.</p>
4	<p>Teaching Form Seminar lectures, group work, project work (Individual and group work), work on system and presentations (presentation of the results) with a high percentage of self study</p>
5	<p>Participation Requirement b) Basics of business law</p>
6	<p>Examination Form Exam, homework, case studies</p> <ul style="list-style-type: none"> a) Financial Evaluation, Risk Management & Governance – 100% exam b) Aspects of international law – 100% exam c) B2B & Service Marketing – 100% individual assignment d) Innovation Marketing & Entrepreneurship – 100% project results e) Negotiations – 100% exam f) Retail Big Data Analysis Project – 100% Project results
7	<p>Requirements for the award of credit points</p>

	Passed module exam as well as subproject performance
8	Usage of the Module (in other courses) Module in the course of studies Master International Marketing & Sales
9	Importance of mark for total mark A) 5% (6 CP von 120 CP); B) 10% (12 CP von 120 CP);
10	Module Representative: Prof. Dr. Bert Kiel, Full-time Teachers: a) Prof. Dr. Christian Tallau b) Prof. Dr. Andrea Kersting c) Prof. Dr. Thomas Baaken d) Thorsten Kliewe M.A. e) Prof. Dr. Bert Kiel f) Sebastian Hanhues M.A.
11	Other information The module can be either in English or German. The lectures are besides a) Financial Evaluation, Risk Management & Governance and b) aspects of international law currently in English.

II. Summer Semester

II.1. Business Languages (only for 1 st . term students)					
Identification Number	Workload	Credits	Study Semesters	Frequency of Offer	Duration
11100	180 h	6	Only 1.Sem.	Winter Semester Summer Semester	1 Semester
1	Lectures - Business English C1 - Español de los negocios B2/C1 - Français des Affaires B2/C1		Contact time 4 SWS / 64 h 4 SWS / 64 h 4 SWS / 64 h	Self Study 116 h 116 h 116 h	Planned Group Size max. 25 Students
2	For General Information The education in the language courses of the module “Business Languages” is adapted to the qualification aims of the Common European Framework of Reference for Languages (CEFR) for the competence level C1 (“Effective Operational Proficiency”) as well as the matched aims of the UNlcert® level III, which is in the UNlcert® regulatory framework identified as “recommended mobility level for academically characterized stays abroad”. Since the qualification aims for the language courses coincide there will be one module description for “Business English”, “Español de los negocios” and „Français des Affaires“.				
3	Learning outcomes / Competencies Language Competence The graduates of the module <ul style="list-style-type: none"> • Understand difficult texts in authentic speaking situation on general or subject specific topics with an extensive vocabulary (e.g. lectures, company presentation) and are able to gather implicit and explicit information • Understand a wide spectrum of idiomatic expressions and colloquialism and can assess style levels correctly • Recognize important regional typical linguistic characteristics of the target country • Understand longer authentic texts of their discipline and are able to gather the necessary information • Speak fluently, are able to present topics from their field of study and work and to express their opinion while doing so • Are able to formulate their own point of view precise and clear in discussions and meetings, to argue convincingly and to react to complex argumentation of others • Are able to hold from their own discipline clearly structured, addressee-based presentations under inclusion of graphic material and while doing so react spontaneously to questions from the audience • Are able to express themselves in comprehensible, correct and clearly structured texts on subject specific topics and while doing so utter their point of view addressee-specifically • Are able to formulate and answer complex business letters (e.g. complaints) addressee-specifically General Competencies The graduates of the module				

	<ul style="list-style-type: none"> ▪ are acquainted with intercultural problems as well as with the cultural conditions of the target country ▪ are capable to further develop their knowledge of the country as well as their study and work related knowledge and skills
4	<p>Contents</p> <p>The language courses of the module convey technical language understanding and linguistic strategies that are necessary for the coping of the tasks in the areas</p> <ul style="list-style-type: none"> • Marketing and Sales • International Trade • Finance and Banking • Management and Corporate Culture • Strategic Management • Project Management <p>Also they introduce in connection with the topic of the lesson the practice of chosen companies in the target countries. Furthermore, regional studies provide knowledge about the political, socio-cultural and economic framework conditions of the countries. Through authentic texts (e.g. Interviews with business people, company presentations, articles from specialist journals and books) the global and detail understanding are trained, the professional vocabulary systematically built and study and business related working techniques like the writing of notes and summaries, statements, analyses etc. practiced. Strategies that are part of the verbal and written company communication are practiced based on questions and exercises, which can be expected in the professional life: In the context of the various fields of action presentations, meetings, negotiations, telephone conferences, etc. are simulated, in which business matters have to be presented, solutions suggested, alternatives discussed and decisions made. Moreover a multitude of tasks will be set to train the writing of correct, addressee-specific and communicatively effective business letters, reports etc.</p> <p>Finally the students are expected to present a media-supported, extensive project with a following discussion in which they show their acquired general and technical language skills as well as their verbal strategies of presenting and moderating.</p>
5	<p>Teaching Form Seminar lessons, small group work and self study</p>
6	<p>Participation Requirement Formal: Successful final certificate in economic English or Spanish level B2 at the faculty of Business Administration or proof of corresponding knowledge in the faculty intern evaluative test.</p>
7	<p>Examination Form 25% moderation, 75% assignment</p>
8	<p>Requirements for the award of credit points Regular attendance; total mark from partial marks min. „Sufficient“ (4,0)</p>
9	<p>Usage of the Module (in other courses) Module in the course of studies Master International Marketing & Sales</p>
10	<p>Importance of the mark for total mark 5% (6 CP of 120 CP)</p>
11	<p>Module Representative: Cathrin Ruppe Full-time Teacher:</p>

	Cathrin Ruppe
12	Other Information Not specified

II.2. Intercultural Management

Identification Number	Workload	Credits	Study Semesters	Frequency of Offer	Duration
12100	180 h	6	1. / 2. Sem.	Summer Semester	1 Semester
1	Lectures	Contact Time	Self Study	Planned Group Size	
	Intercultural Management	4 SWS / 64 h	116 h	30-60 Students	
2	<p>Learning outcomes/ Competencies</p> <p>Knowledge Students will be able to ...</p> <ol style="list-style-type: none"> 1. discuss challenges in international settings 2. discuss reasons why intercultural management is important 3. discuss what culture is all about 4. discuss to which extent our mother tongue/ national culture influences our way of thinking 5. discuss how perception works 6. discuss how culture influences our perception 7. discuss and apply different cultural models (Hofstede, Trompenaars, GLOBE, Lewis, Hall) to specific intercultural situations 8. highlight typical intercultural misunderstandings 9. develop some deeper knowledge about one specific culture 10. analyze problems of intercultural management with scientific methods and to develop solutions for intercultural management and leadership situations. <p>Motivation Students will ...</p> <ol style="list-style-type: none"> 1. be motivated to learn about cultural differences 2. be able to critical reflect on differences in value systems 3. be able to reflect on their own values, norms and habits <p>Empathy Students will be able to ...</p> <ol style="list-style-type: none"> 1. describe an intercultural situation in a neutral way (stay with the facts) 2. put themselves into the shoes of somebody else 3. change perspectives immediately 4. cope with uncertainty and ambiguity 5. describe reality from different point of views <p>Behavioral aspects Students will be able to...</p> <ol style="list-style-type: none"> 1. critically reflect their value and behavior system in intercultural management situations to act consistently but at the same time creating little conflicts, managing effectively and adequate. 2. adapt their (communication) style in different international settings 3. handle intercultural situations of conflict, analyze and accept them, and constructively solve intercultural conflicts in an effective way by acting sensible and respectfully. 4. interact in intercultural teams constructively, integrate themselves in team 				

	structures and deliver results.
3	<p>Contents National culture influences all management functions:</p> <ol style="list-style-type: none"> 1. Planning 2. Organizing and staffing 3. Coordinating (communicating, negotiating, conflict solving, decision making, motivating, leading, etc.) 4. Controlling <p>On basis of different theories, models, case studies, videos, podcasts, group discussions, role plays and group role plays the course aims at improving the “intercultural competence“(motivation, knowledge, empathy, behavioral patterns) of each participant. Students will be evaluated and documented at the beginning and at the end of the course. The progress of the students will be measured with the help of quantitative and qualitative research methodologies.</p>
4	<p>Teaching Form Seminar lectures with group work, case studies and role plays</p>
5	<p>Participation Requirement Formal: None In terms of content: None</p>
6	<p>Examination Form Presentation, project work</p>
7	<p>Requirement for the award of credit points Passed role play/ case study</p>
8	<p>Usage of the Module (in other courses) Module in the course of studies Master International Marketing & Sales</p>
9	<p>Importance of the mark for total mark 5% (6 CP of 120 CP)</p>
10	<p>Representative: Prof. Dr. Marcus Laumann Full-time Teacher: Prof. Dr. Marcus Laumann</p>
11	<p>Other Information: The module can be either in English or German. The lecture of Prof. Laumann is currently in English.</p> <p>References</p> <ol style="list-style-type: none"> 1. Praveen Parboteeah, K.; Cullen, J.B.: Strategic International Management, 5th edition, CENGAGE Learning, 2008. 2. Rothlauf, J.: Interkulturelles Management – Mit Beispielen aus China, Japan, Russland und den Golfstaaten, 3rd edition, Oldenbourg, 2009. 3. Adler, J.N.: International Dimensions of Organizational Behaviour, 5th edition, SAGE. 4. Thomas, D.C.; Inkson, K.: Cultural Intelligence – Living and Working Globally, 2nd edition, Berrett-Koehler Publishers, 2009. Also available in Spanish: „Inteligencia cultural – Habilidades interpersonales para triunfar en la empresa global“, Paidós, 2007. 5. Carté, P.; Fox, C.: Bridging the Cultural Gap – A Practical Guide to International Business Communication, 2nd edition, Canning, 2008. 6. Rodrigues, C.: International Management: A Cultural Approach, 3rd edition, SAGE Publications, 2009.

II.3. Customer Relationship Management & Online Marketing

Identification Number	Workload	Credits	Study Semester	Frequency of Offer	Duration
12200	180 h	6	1. / 2. Sem.	Summer Semester	1 Semester
1	Lectures	Contact Time	Self Study	Planned Group Size	
	a) Customer Relationship Management	a) 2 SWS / 32 h	a) 58 h	a) 40-60 Stud.	
	b) Online Marketing	b) 2 SWS / 32 h	b) 58 h	b) 40-60 Stud.	
2	Learning outcomes/ Competencies				
	General Method Expertise				
	<ul style="list-style-type: none"> - Alumni have the ability to apply the acquired subject-specific knowledge to practical problems. - Alumni are able to reflect critically for which problem and under which conditions which models and systems can be used. - Alumni can present their results target group oriented. 				
	a) Professional Expertise Customer Relationship Management:				
	<ul style="list-style-type: none"> a. Alumni can in "Marketing" and "Sales" adequately conceptualize applications of the Customer Relationship Management (CRM), evaluate the strategic benefit for the enterprise and analyze critically application obstacles. b. Alumni can discuss CRM strategies and customer experience management approaches c. Alumni can in "Marketing" and "Sales" understand architectures of CRM-systems and apply and adjust standard software for integrated CRM-solutions. There they are able to evaluate the benefit of functions and processes in operational CRM as well as methods and systems of analytical CRM. d. Alumni can apply methods and systems of analytical CRM. 				
	b) Professional Expertise Online Marketing:				
	<ul style="list-style-type: none"> a. Alumni can in "Marketing" and "Sales" discuss and apply situation adequately processes and application systems in electronic sales from a vendor perspective. b. Alumni are in "Marketing" able to design and evaluate online marketing forms and platforms in what way new technologies and with it connected electronic marketing approaches change or remove traditional marketing approaches. c. Alumni can in "Marketing" evaluate commercial and technical operational scenarios of services and technologies of electronic medias and Internet based communication. d. Alumni are in "Marketing" able to predict and evaluate medium-term and long-term developments in E-business. e. Alumni can independently work out and evaluate structurally the chances and innovations in national and international online-marketing, the methods, the performance measuring and the possibilities of influence in comparison to other forms of marketing. 				

	<p>f. Alumni are able to analyze critically, choose case-specifically adequate and apply market research tools that are used via the Internet.</p>
<p>3</p>	<p>Contents</p> <p>a) Customer Relationship Management</p> <p>The offered lecture “Customer Relationship Management (CRM)” is a practical relevant course program that addresses the support of marketing, sales and service processes in enterprises with integrated CRM-systems. An integrated view of the CRM is conveyed starting from business processes and functions over application modules and architecture up to the application.</p> <ol style="list-style-type: none"> 1. Basics of CRM (Satisfaction-loyalty-profit chain and relationship marketing) 2. CRM strategy 3. CRM implementation 4. Analytical CRM <ol style="list-style-type: none"> 4.1. Popular key performance indicators 4.2. RFM-method 4.3. Customer lifetime value 5. Operational CRM <ol style="list-style-type: none"> 5.1. Campaign management 5.2. Channel management 5.3. Loyalty management 5.4. Functions and –processes in Sales 5.5. Complaint management and churn management <p>b) Online Marketing</p> <p>With rapidly rising sales, the digital world is now the driving force in the company's communications. The Join-in-web 2.0 with blogs, webinars, Twitter & Co. - offers many approaches to address ones own audience increasingly direct and individual. How can online tools be usefully integrated into the marketing strategy? Which online marketing tools are available? What fits what companies and products? How to develop online marketing projects and implement them successfully into practice?</p> <p>The offered lecture “Online Marketing” addresses electronic business services in the Internet (E-Services) and their information technological implementation (E-Application). The Sales and Marketing on the Internet (E-Retailing and E-Marketing) open new global distribution channels and are a positive contribution to company value. Also have new Web-based media and communications channels (E-Media and E-Communications) and new Web services (Web 2.0 and Emerging E-Services) impact on the private free-time activities as well as on the business increase in value and enable new business models.</p> <p>E-Business & E-Services</p> <ul style="list-style-type: none"> • Basis of distribution of services and physical goods via Internet • E-Services and E-Applications (today and emerging) • Examples and business models <p>Online-marketing</p> <ul style="list-style-type: none"> • Online-Marketing in the Marketing-Mix – market figures, target groups, types of use, trends • Studies on the development and results of the Media Effects Research • The right marketing strategy: What online tools to reach the target groups? • What makes a successful company website? - What role does design, usability, technology, structure, content, topicality and extent? • Tools of online marketing <ul style="list-style-type: none"> • Search Engine Marketing: Landing page optimization for search engines

	<p>and customers</p> <ul style="list-style-type: none"> • Banner Advertising: formats, range, criteria for success • Affiliate Marketing: to advertise and to let advertise - e-mail marketing and newsletters: Accuracy and attention despite the flood of spam? • Web 2.0 with blogs, podcasts, wikis, Twitter: Image and customer loyalty through interaction • Social Media Marketing on the Social Web: Who should participate, what's important? • Analysis tools: web traffic analysis: user numbers, surfing behavior and conversion rates - controlling figures and figures systems • Campaign planning and execution - design, budget, time requirements and project management - working with web agency, broker, content providers, marketers etc. • Integrated Marketing Concepts: Basics and Case Studies
4	<p>Teaching Form Seminar lectures, group work, work on the system and presentations (Presentation of the results from group work)</p>
5	<p>Participation requirements Formal: None In terms of content: None</p>
6	<p>Examination Form 50% Exam (CRM), 50% Presentation (Online Marketing)</p>
7	<p>Requirements for the award of credit points Passed module exam as well as successful partial performance</p>
8	<p>Usage of the Module (in other courses) Module in the course of studies Master International Marketing & Sales</p>
9	<p>Importance of the mark for total mark 5% (6 CP of 120 CP)</p>
10	<p>Representative: Prof. Dr. Bert Kiel Full-time Teacher: Prof. Dr. Bert Kiel; Dipl.-Betriebsw. Daniel Hagemeyer</p>
11	<p>Other Information The module can be either in English or German. The lectures are currently in English.</p>

II.4. International Sales

Identification Number	Workload	Credits	Study Semesters	Frequency of Offer	Duration
12300	180 h	6	1. / 2. Sem.	Summer Semester	1 Semester
1	Lectures	Contact Time	Self Study	Planned Group Size	
	a) International Retail Management	a) 2 SWS / 32 h	a) 58 h	a) 40-60 Stud.	
	b) International B2B Sales Management	b) 2 SWS / 32 h	b) 58 h	b) 40-60 Stud.	
2	Learning outcomes / Competencies				
	<p>4. Alumni can in "Sales" analyze country- and region-specific differences in the design of distribution.</p> <p>5. Alumni can in "Sales" organize in a structured and coordinated overall process (sales cycle and buying cycle) a concept of sales and distribution objectives, strategies, processing forms (export, intermediate, hierarchically), customer-focused international sales and distribution structures and policies integrated, taking into account the essential starting points to case-specific implementation and combine the individual phases together.</p> <p>6. Alumni can in "Sales" evaluate and analyze critically international scientific studies to basic conditions, forms of distribution, distribution channel policies and strategies of the participants on the background comprehensively detailed marketing knowledge with regard to their relevance for the international business practice.</p> <p>7. Alumni can in the "Sales" discuss analytical modes of operation and special features in international sales, even with incomplete information to weigh alternatives, evaluate their utility for use in case studies and then apply them and develop situation adequate "methods of solution".</p> <p>8. Alumni can in "Sales" assess situation specifically and critically the internationalization of trade and market-specific entry strategies.</p> <p>9. Alumni can in "Sales" evaluate with regard to its complexity the relevance of the relationship management in the international B2B and B2C sales and marketing organizations and processes such as the global account management.</p> <p>10. Alumni can in "Sales" discuss Standard Software Systems with regard to sales support in their ability to develop their differentiated use situation adequately and predict future developments and evaluate for the success of the company.</p> <p>11. Alumni can in the "Sales" teach selected aspects of international distribution of sales to fellow students and critically reflect the teaching success.</p> <p>12. Alumni are in "Sales" able to evaluate information services with regard to their suitability, to get through information and present them in a suitable form at a high level.</p> <p>13. Graduates can lead groups responsibly for complex tasks, represented and critically analyze their results and perform competently project management.</p> <p>14. Graduates can interact constructively and get involved and contribute area-specifically and comprehensively in teams in project work.</p> <p>15. Graduates can at high level present target group oriented, advice, communicate, negotiate and acquire.</p>				
3	Contents				
	a) International Retail Management				

	<ul style="list-style-type: none"> • Channel Management • Internationalization of trade • Asian Retail – Japan, China, India • Market entry strategy / Go to market approach & management <ul style="list-style-type: none"> ○ Export Modes – including Partner selection & motivation ○ Intermediate Modes ○ Hierarchical Modes <p>b) International B2B Sales Management</p> <ul style="list-style-type: none"> • The selling cycle • The buying cycle • Selection, training, performance measurement, sizing, structuring, compensation of sales force • Territory management, allocation of resources • KAM, GAM
4	Teaching Form Seminar lectures with case studies or group work
5	Participation Requirement Formal: Access requirements for the course of study Master IM In terms of contents: None
6	Exam Form 50% presentation / lecture, 50% exam
7	Requirements for the award of credit points Passed module exam as well as partial performance components need to be passed
8	Usage of the Module (in other courses) Module in the course of study Master International Marketing & Sales
9	Importance of the mark for total mark 5% (6 CP of 120 CP)
10	Representative: Prof. Dr. Bert Kiel Full-time Teacher: Prof. Dr. Bert Kiel
11	Other information The module can be either in English or German. The lectures of Prof. Kiel are currently in English.

II.5. International Commerce & Leadership

Identification Number	Workload	Credits	Study Semesters	Frequency of Offer	Duration
12400	A) 180 h for students that start in winter semester B) 360 h for students that start in summer semester	A) 12 for 4 Lectures B) 6 for 2 Lectures	A) 2. Semester B) 1. Semester	Summer Semester	1 Semester
1	Lectures a) Coaching & Mentoring b) E-Commerce c) Marketing Project d) Sustainable Business - The global dimension e) International Leadership f) Brand Management g) Consumer Psychology h) International Economic Relations	Contact Time a) 4 SWS / 64 h b) 2 SWS / 32 h c) 2 SWS / 32 h d) 2 SWS / 32 h e) 2 SWS / 32 h f) 2 SWS / 32 h g) 2 SWS/ 32 h h) 2 SWS/ 32 h	Self Study a) 116 h b) 58 h c) 58 h d) 58 h e) 58 h f) 58 h g) 58 h h) 58 h	Planned Group Size a) 10 Students b) 35 Students c) 12 Students d) 25 Students e) 35 Students f) 35 Students g) 35 Students h) 25 Students	
2	Learning outcomes/ Competencies <p>a) Coaching & Mentoring</p> <ul style="list-style-type: none"> Alumni can reflect critically learning- and development processes and accompany those by means of adequate methods. Alumni are capable of transmitting different learning- and study techniques and apply these techniques situation adequately. Alumni can discuss the differences between Consulting, Coaching and Mentoring and are able to discharge their role as mentors in the sense of the transformational leadership. Alumni are able to apply techniques of group- and team moderation. Graduates can learn self-organized and give advices and support to others during their first approaches of self-organized learning. Graduates can discuss group processes and have acquired first approaches of controlling these processes. Graduates can reflect critically their own strengths and weaknesses within the process of mentoring. <p>b) E-Commerce</p> <ul style="list-style-type: none"> Alumni can discuss business theory and technologies as well as systems and concepts of e-commerce. He / she is in a position to evaluate and design concepts for e-commerce. Alumni can discuss marketing-related decisions to electronic distribution, electronic transactions, Internet-based communications and interactive service and product design based on the particulate behavior of online consumers. Alumni can in "e-commerce" analyze and structure international, strategically 				

complex issues, develop a project design and methodological approach, conceptualize and manage project parts, coordinate partial areas and country tasks, create and professionally present target group oriented reports and presentations and evaluate the project success and - efficiency.

- Alumni can lead responsibly groups for complex tasks, represented and critically analyze their results, and perform competently project management.

c) Marketing Project

- Within the project or the case study on International Marketing & Business the educational content of the lecture will be reinforced on the basis of working on current tasks in a project or in a case.

Alumni are able to

- structure and analyze international, strategic, complex tasks in the marketing & sales area,
- develop a project design and methodical approaches, conceptualize and manage project parts, coordinate projects and lead / guide project team members
- create and present target group oriented reports and presentations and evaluate project success and efficiency

d) Sustainable Business - The global dimension

- Alumni can estimate the influence of the changing societal context for a global company.
- Alumni can describe and discuss the model of sustainable development, and approaches to its implementation.
- Alumni can explain the global societal challenges of the 21st Century, recognize change approaches of economic theories and show and evaluate concrete approaches for the implementation of sustainable development in economies and businesses.
- Alumni can prepare, present and discuss independently complex economic and interdisciplinary.

e) International Leadership

- Alumni can analyze critically the characteristics of leadership and change management in an international context.
- Alumni can analyze with the acquired knowledge practical issues of international leadership and develop sound solutions.

f) Brand Management

- Alumni can discuss the concept of brand equity and strategic brand management
- Alumni can identify and develop strategies to build brand equity
- Alumni can implement systems to measure and interpret brand equity performance
- Alumni can identify and develop strategies to sustain brand equity over time and across international markets
- Alumni can critically assess a brand's position in a market and identify opportunities for brand growth
- Alumni can apply their theoretical knowledge on real-world cases in strategic brand management

g) Consumer Psychology

- Alumni can develop a knowledge about how individuals select, use, and dispose products and services
- Alumni can identify internal (psychological) and external (social) factors that influence consumer behavior

	<ul style="list-style-type: none"> • Alumni can critically reflect on the ethical challenges related to consumer behavior • Alumni can identify cross-cultural differences in consumer behavior • Alumni can evaluate and formulate marketing strategies to effectively promote products and services • Alumni can apply psychological theories to improve marketing activities, public policies, and consumer decision making. • Alumni can critically reflect on current research issues in the field of consumer psychology <p>h) International Economic Relations</p> <ul style="list-style-type: none"> • Alumni will be able to demonstrate profound knowledge about the recent developments on the international market for goods, about possible interrelations with recent policy decisions in this field (BREXIT etc.) as well as about the effects of these developments on the national and international level in discussions. • Alumni will be able to explain the aforementioned developments as well as its consequences and effects, e.g. on the domestic distribution of income (inequality). • Alumni will be able to apply tools to analyze the global economic environment for companies operating in an international environment. • Alumni will be able to assess critically the effects of various national economic policy measures on cross-border trade and, hence, the situation of industrial sectors or even corporations. • Alumni will be able to derive implications of these developments on international markets as well as of particular economic policies for successful policies of international corporations.
3	<p>Contents</p> <p>a) Coaching & Mentoring</p> <ol style="list-style-type: none"> 1. Theory of interest and target in the learning process 2. Consequences for the teaching framework resulting from the learning theory 3. Self-management and study planning 4. Introduction to Coaching and differentiation from Consulting 5. Important content of conversation (e.g. listening, asking, catalyzer and interrupter of conversations) 6. Learning theory and memory 7. Learning strategy, learning techniques and learning blockades 8. Overview of selected Coaching methods 9. Reflection of mentor's own strengths and weaknesses within the process of mentoring (e.g. collegial consulting) 10. Coaching and leadership 11. Handling of emotions/oppositions 12. Dynamic in learning groups 13. Learning- and moderation techniques <p>b) E-Commerce</p> <ol style="list-style-type: none"> 1. E-Commerce: Definition and Significance 2. Sales platforms, sub shops, markets, shopping mall, multi-channel, payment, dispatch / logistics 3. E-Commerce-Technologies <ul style="list-style-type: none"> - The Internet / WWW as Basis - New Developments: Social network, „the Internet of things“, mobile technologies 4. Changes in distribution through electronic networking 5. Transnational E-Commerce and shop management

6. E-Commerce strategy scenarios, customer needs in E-Commerce, central E-Commerce success factors, recommendation management - Newsletter, cross-selling
7. Concepts and systems in the transaction phases of E-Commerce
8. Future of E-Commerce
9. Launch or rather Re-Launch (Practical project work): Information architecture, Design & Shop software, Online shop Ad-on's (Facebook, etc.), Check-Out Process optimization
10. Analysis tools

c) Marketing Project

- Structuring and analyzing the type of problem (On the basis of a given case study or a real project in cooperation with a company/praxis partner)
- Development of a project design / plan
- Conception of project and leadership of Bachelor students (e.g. development of a questionnaire, spot check drawing, analysis, measure deduction, preparation for decisions)
- Realization of the work / Execution of the project / Steering / Motivation / Guidance
- Report writing and presentation
- Evaluation and Feedback to Bachelor students

d) Sustainable Development – The Global Dimension

- Basics: What is Sustainable Development / Sustainable Economy?
- Basics: Challenges for global enterprises
- Limits of growth - The 30-Year Update (Meadows, Randers und Meadows)
- The Economics of Climate Change - The Stern Review
- Reform of measuring wealth - The report of the Stiglitz-Sen-Fitoussi Commission
- Prosperity without Growth - Living and working in a finite world (Tim Jackson)
- The Great Transformation – financing, tools, barriers and actors (WBGU)
- International Climate Policy - The WBGU budget approach
- Implementation of sustainable development at the enterprise level - approaches, reports, examples
- Status of implementation in Germany - The Progress Report of the Federal Government 2012

e) International Leadership

1. International Leadership
 - 1.1 Relevance of International Leadership
 - 1.2 Models and theories of leadership in an international context
 - 1.3 Preparation for International Leadership
 - 1.4 International Leadership practice
 - 1.5 International Leadership evaluation
2. International Change Management
 - 2.1 Relevance of International Change Management
 - 2.2 Change Management process models
 - 2.3 Effective handling of barriers in International Change Management

f) Brand Management

1. Brands, Brand Equity, and Strategic Brand Management
2. Building Brand Equity
 - 2.1. Brand Awareness
 - 2.2. Brand Image
 - 2.3. Brand Positioning and Brand Resonance

	<p>2.4. Brand Elements</p> <p>3. Measuring Brand Equity Performance</p> <p>4. Sustaining Brand Equity</p> <p>4.1. Brand Architecture Strategies</p> <p>4.2. Brand Extension</p> <p>4.3. Brand Revitalization</p> <p>4.4. Global Brand Strategies</p> <p>g) Consumer Psychology</p> <p>1. Introduction to Consumer Psychology</p> <p>2. Consumer Decision Making</p> <p>3. Internal Influences</p> <p>3.1. Perception</p> <p>3.2. Learning</p> <p>3.3. Motivation</p> <p>3.4. Personality</p> <p>3.5. Attitudes</p> <p>3.6. Persuasion</p> <p>4. External Influences</p> <p>4.1. Social Influences</p> <p>4.2. Cultural Influences</p> <p>5. Ethical Issues in Consumer Behavior</p> <p>h) International Economic Relations</p> <ul style="list-style-type: none"> • Basics of international trade, its recent dynamics and patterns • Fundamental theories of international trade and its effects on participating countries (e.g. effects on national distribution of income) • Knowledge about the relation between globalization and national voting behavior (BREXIT, US election etc.) • Potential economic policies to affect the outcomes of globalization (pros and cons of protectionism and other policy options)
4	<p>Teaching Form</p> <p>Seminarian lectures, term paper, presentation, group work.</p> <p>a.) seminar, execution of didactic sessions for first-year students, briefings before and after the sessions</p>
5	<p>Participation Requirement</p> <p>Formal: matriculated in Master IMS</p> <p>In terms of contents: h) Basics Macroeconomics and Foreign Trade</p>
6	<p>Exam Form</p> <p>Term Paper including presentation, exam, learning portfolio</p>
7	<p>Requirements for the award of credit points</p> <p>a) 100% Learning portfolio (Participation in seminars as well as in briefings and debriefings for didactic sessions, portfolio has to be passed)</p> <p>b) 100% Project Work</p> <p>c) 100% Project Work</p> <p>d) 60% Presentation, 40% Assignments</p> <p>e) 40% Individual partial performance (research paper, presentation, case study), 60% Exam</p> <p>f) 50% Presentation, 50% Assignments</p> <p>g) 50% Presentation, 50% Assignments</p> <p>h) 50% Presentation, 50% term paper</p>
8	<p>Usage of the Module (in other courses)</p> <p>Course e) is also open to students from the study program Master Accounting & Finance</p>

9	Importance of mark for total mark A) 10% (12 CP von 120 CP); B) 5% (6 CP von 120 CP);
10	Module Supervisor: Prof. Dr. Bert Kiel Lecturers a) Prof. Dr. Juliane Wolf, Prof. Dr. Sonja Öhlschlegel-Haubrock, Dr. Jutta Rach b) Prof. Dr. Jürgen Nonhoff, Prof. Dr. Bert Kiel c) Prof. Dr. Thomas Baaken, Prof. Dr. Bert Kiel d) Prof. Dr. Nina Michaelis e) Prof. Dr. Thomas Jansen f) Dr. Burak Tunca g) Dr. Burak Tunca h) Prof. Dr. Manuel Rupperecht
11	Other information Courses in the module can be either offered in English or German. The lectures, b), c), e), f), g) and h) are currently offered in English, the others in German. The courses b) and e) are not offered in the summer semester 2017.

III. Module: International Project Study

III.1. International Project study					
Identification Number	Workload	Credits	Study Semesters	Frequency of Offer	Duration
13900	Min. 22,5 Weeks	30	3rd Sem.	Every Semester	1 Semester
1	Lectures International Project studies		Contact Time -	Self Study -	Planned Group Size -
2	For General Information The internationally oriented project study should be regarded as an alternative exceptional case compared to the actually to be done study abroad during the third semester of study at one of our partner universities. The exception is only possible after prior consultation with the Examination Board (the examination office has for this exceptional case a formal document for notarization of this process, which must be completed by the supervising professor and the student). The International Project must be supervised and coordinated by a full-time teaching person. It concludes with a project report and a presentation. As a project study the following combinations are possible: <ul style="list-style-type: none"> ▪ Project study abroad at an international active company with an international project (for national students (German nationality or German Bachelor degree)) ▪ Project study in Germany with an international active companies with an international project (for foreign students (Non-German nationals with qualifying study degree outside of Germany)) 				
3	Learning outcomes/ Competencies Students will learn the skill of independent acting in an international project work and write and present in this context an independent, practical and scientific report on the activities carried out. Alumni can in "International Business" review after a professional or private stay abroad how their knowledge and understanding of their discipline has been enhanced by the mobility experience. Alumni can in "International Business" analyze critically in what way their mobility experience has prepared them to work successfully in new situations and to take into consideration different social and cultural contexts. Alumni can in "International Business" in English analyze, evaluate and create difficult texts in authentic speaking situations on general or specific issues, speak fluently in discussions and formulate precisely and clearly in a natural-looking way their own points of view and convictions, argue convincingly and question critically other complex arguments correspondingly. (Alternatively, in another language but corresponding English skills must exist)				
4	Teaching Form Practical international activity, project work report, presentations.				

5	<p>Participation Requirements</p> <p>Formal: Ideally, 60 credit points after the first two semesters. The international company fulfills the conditions for such a project study regarding internationality and offered themes of work.</p> <p>In terms of contents: None</p> <p>Other Requirements: None</p>
6	<p>Examinations</p> <p>1. Project Work The minimum time frame is 22.5 weeks; this corresponds to approximately 900 hours. However, it should be noted at this point that it is left to the supervisor to recognize a reasonable amount of preparatory and follow-up time of the international project work when this is deemed necessary. In the center of the project work is the work in the company. Therefore, it is called for a Certificate from the students at the end of the activity in order to obtain a further basis for assessing the time of his/her employment. The supervisor will determine on the basis of the submitted work certificate, his in the support phase collected findings as well as the under 2nd in more detail described project report whether the candidate has carried out the project work successfully. The determination of a successfully completed project work is a prerequisite for admission to the under 3rd in more detail described presentation.</p> <p>2. Project Report The project report is to show that the candidate is capable to independently work on a research or practical task of his field within a specified period, both in its technical details and in the interdisciplinary contexts according to scientific and practical technical methods. The project report should be about 40 pages. The final theme and design of the project report will be prepared in consultation with the supervising teacher.</p> <p>3. Presentation The scope of the presentation should be about 30-40 minutes. The presentation is to determine whether the student is able to verbally present and independently justify the results of the international project work, the technical basis, the cross-curricular connections and the non-academic references and assess their implications for practice. Also the dealing with the topic of the project work will be discussed with the candidate. The supervisor has to determine the rating details of the project report and presentation; however the existing guidelines of the faculty for the assessment of presentations should be the basis - for practical reasons only the supervisor should make the grade determination and documentation. For the determination of the mark for the entire module references of the company on the activities of students can also be used.</p>
7	<p>Requirement for the award of credit points</p> <ol style="list-style-type: none"> 1. Successful completion of the project work (admission requirement for the final presentation) 2. Successful creation of a project report including the work certificate within deadline (2 weeks after finishing internship) 3. Final presentation of the project work report
8	<p>Usage of the Module (in other courses) Module in the course of studies Master International Marketing & Sales</p>
9	<p>Importance of mark for total mark 25% (30 CP of 120 CP)</p>
10	<p>Module Supervisor: Prof. Dr. Bert Kiel</p>

	Lecturer Respective supervisors
11	Other Information Not specified

IV. Research Seminar

IV.1. Research Seminar					
Identification Number	Workload	Credits	Study Semesters	Frequency of Offer	Duration
14100	180 h	6	4. Sem.	Every Semester	1 Semester
1	Lectures Research Seminar	Contact Time 4 SWS / 64 h	Self Study 116 h	Planned Group Size 40-60 Students	
2	Learning outcomes/ Competencies Graduates can in research and science independently create scientific work, classify scientific theoretically own and others' research projects and results and critically evaluate them in terms of quality or benefit and apply situation adequately central scientific finding methods, as well as create a publication capable Masters Thesis.				
3	Content <ul style="list-style-type: none"> A. Scientific Work <ul style="list-style-type: none"> - Literature review - Preparation of the manuscript - Source documentation - Selection of the relevant literature (to the essentials) - Creating an outline of a scientific paper - Applicable empirical research design - Requirements for the development of a master thesis B. General science theory <ul style="list-style-type: none"> - Concept and tasks of science theory - Statement criteria - Empirical / not empirical - Descriptive / explicative / inductive / deductive - Deterministic, stochastic and tend - Evaluative (= normative) and non-judgmental statements - Business Administration as pure or application-oriented science - Theories as systems of statements - Theorizing - Hypotheses and inductive hypothesis testing (NHST & effect sizes) - quantitative analysis / strategy and testing procedures - qualitative analysis / strategy - Mixed methods strategy - Quality criteria in academic research - Academic writing - How to avoid common mistakes in academic research 				
4	Teaching Form Seminars lectures, paper, group work				
5	Participation Requirements Formal: None				

	In terms of contents: None
6	Exam Form
7	Requirement for the award of credit points Successful writing of a publication capable Master Thesis.
8	Usage of the Module (in other courses) Module in the course of studies Master International Marketing & Sales
9	Importance of mark for total mark 5% (6 CP of 120 CP)
10	Module Supervisor: Prof. Dr. Bert Kiel Lecturer Neele Petzold, Lina Landinez Gomez
11	Other information The module can be either in English or German. The lectures are currently in English.