

EUROPA INSTITUT SEKTION
WIRTSCHAFTSWISSENSCHAFT
EUROPEAN INSTITUTE FOR
ADVANCED BEHAVIOURAL MANAGEMENT



UNIVERSITÄT
DES
SAARLANDES

MODULE GUIDE 2023/24

for the postgraduate MBA programme

„European Management“

EIABM

Europa-Institut

Saarland University

Germany

Subject to modifications

Last update: October 2023



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Vision

Behavioural Management (“Verhaltensorientiertes Management”)

The behaviour of people and markets (“Menschen und Märkte”) is the focus of our research and teaching. Companies are successful if and only if they understand people in their role as consumers, customers, employees and decision makers. Companies and their managers must be capable of understanding markets from economic, societal, and psychological perspectives. In order to understand behaviour in all its facets, professional managers need to be able to apply basic theories to their observations of market development and master the methods used for influencing behaviour. This leads to fascinating questions:

- Why do consumers, employees, and managers behave like they do?
- How do internationalisation and Europeanisation influence that behaviour?
- How can we decipher the expectations of customers and other stakeholders and how can we meet them?
- How can we bring attitudes and skills of employees together with those of the managers?
- How can modern information systems and social media contribute to understanding the people we interact with?

At the European Institute for Advanced Behavioural Management we deal with all the above and many more captivating questions.

Objectives of the study programme

European integration implicates various changes. For managers as well as for employees these changes bring both opportunities and challenges: Discover the diversity of our European Member States teaches us real intercultural, economical and societal awareness and responsibility that lead us to understanding fascinating aspects of different cultural identities and how they interact with each other. Having gained that experience and knowledge, we are well equipped to aim for perfecting our use of those cultural, economical and societal differences within Europe against the background of entrepreneurial objectives. The MBA programme “European Management” is designed to educate a modern generation of top class managers who will not only be equipped with professional knowledge in business administration at the end of their studies but also be experts in cultural diversity and how to make use of it in modern European Management. Another essential focus is set on the fact that any kind of commercial relation is designed by people. Therefore, people need to be regarded as designers of commercial relations.

Graduates of our MBA programme

- know how to conduct a business that acts within Europe and deals with businesses from other European countries or plans to do so

- have a sense of cultural diversity in Europe and the ability to apply their knowledge of it to their decisions as managers
- are aware of the challenges arising from the growing relationships between Europe and other economical regions (mainly Asia), and have a truly interdisciplinary understanding of judicial, political and economical bases of European integration. We pride ourselves with preparing our students to become excellent professionals and outstanding personalities for “Managing with(in) Europe”.

Module Overview (2022-23)

Module 1: Management Basics

- M1-1 Strategic Management
- M1-2 Corporate Sustainability and Social Responsibility
- M1-3 Soft Skills

Module 2: European Basics

- M2-1 European Institutions
- M2-2 European Regulations

Module 3: Financial Management

- M3-1 Economics and Finance
- M3-2 Learning Business by Doing Business

Module 4: Marketing and Management

- M4-1 Marketing and Management in Foreign Countries
(International Week - Spain)
- M4-2 Retailing and Logistics

Module 5: Operations Management

- M5-1 Service Management
- M5-2 Data Analysis

Module 6: Behavioural Management

- M6-1 Consumer Behaviour
- M6-2 Entrepreneurship
- M6-3 Leadership and Human Resource Management
- M6-4 Cross-Cultural Management

Module 7: Master-Thesis

Module 1: Management Basics							
Workload 270h		ECTS-Credits 9 CP		Study year <u>Full-time:</u> 1 st semester <u>Part-time:</u> 1 st up to 8 th semester; recommended scheduling: 1 st semester			
	Elements of the module	Preparation time	Contact hours	Workload during module week	Post-processing time	Total workload	ECTS-Credits
1	M1-1 Strategic Management	20h	30h	20h	20h	90h	3CP
	M1-2 Corporate Sustainability and Social Responsibility	20h	24h	20h	26h	90h	3CP
	M1-3 Soft Skills	23h	29h	20h	18h	90h	3CP
2	Methods of teaching (examples): Lectures, case studies, group work, discussion						
3	Number of participants: Max. 20 participants. The number of participants is limited to guarantee an ideal working atmosphere and an optimal participants-lecturer ratio.						
4	Qualification objectives: The first element of the first module of the MBA programme is a basic course. It provides students with basic understanding for management issues and introduces terms and definitions. Participants learn how to deal with complex situations in management on the basis of theories and models and explore questions like “Is differentiation a strategy for success?”. Furthermore, participants learn that management activities have to be measured on the basis of the ideas of sustainability (in an ecological, economical and social sense) which gain more and more importance in everyday life decisions. The second course of the first module gives participants a basic insight into the various fields of sustainability in a company and shows how to put sustainability to action in organisations. The third course of the first module gives participants the opportunity to acquire and develop their soft skills in terms of business behaviour, rhetoric and presentation, project management as well as team training.						

5	<p>Content:</p> <p>International companies need managers with knowledge in international management issues. Module 1 provides participants with basic theories and key words that will be deepened and practiced during case studies and group work. The module also explores difficulties in finding the best strategy to be successful.</p> <p>Nowadays, the new formula for success for companies is "behaviour of people and markets". The ability to analyse both, people and markets is essential in order to make professional decisions in management. People are employees and customers with individual needs and cultures. Markets as well as products/ services are key players in management decisions. In the end it's the market that decides on success or failure. Management also has to deal with social responsibility towards both environment and employees. Moral is therefore another crucial aspect of content. Participants learn about the most important concepts and how to apply them.</p>												
6	<p>Teaching and learning methods of the module:</p> <p>Main characteristic is the highly academic content of the knowledge and skills that are taught. We respect a reasonable combination of inductive and deductive types of teaching. Deductive forms are used during readings: professor's lecture, Power Point presentation, slides. More inductive forms which are used during the course are for example case studies, presentations, discussions, teamwork. The combination of both forms allows students to make use of their own professional experiences and motivates to share them with fellow participants. Lecturers are free to pick specific readings, but are requested to include both inductive and deductive methods in the module.</p>												
7	<p>Types of examination:</p> <p>Integrative written examination/paper/assignment and oral grades (for example: class participation, contribution to discussions, case studies).</p> <p>The weighting of the written grade counts at least 30 percent of the whole grade.</p> <p>Individual weighting of different performances will be determined by the course lecturer before the beginning of the course (→ course outline).</p>												
8	<p>Requirements for the allocation of credit points:</p> <p>Basis for the evaluation is the French grading system:</p> <table data-bbox="478 1702 1244 1993"> <tr> <td>excellent</td> <td>20-19 points</td> </tr> <tr> <td>very good</td> <td>18-17 points</td> </tr> <tr> <td>good</td> <td>16-15 points</td> </tr> <tr> <td>satisfactory</td> <td>14-12 points</td> </tr> <tr> <td>sufficient</td> <td>11-10 points</td> </tr> <tr> <td>insufficient</td> <td>< 10 points</td> </tr> </table>	excellent	20-19 points	very good	18-17 points	good	16-15 points	satisfactory	14-12 points	sufficient	11-10 points	insufficient	< 10 points
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very good	18-17 points												
good	16-15 points												
satisfactory	14-12 points												
sufficient	11-10 points												
insufficient	< 10 points												
9	<p>Weighting of the grade in the total grade:</p>												

	Proportionate subject to credit points.
10	Frequency of courses offered: Once a year.
11	Person responsible for this module: Univ.-Prof. Dr. Bastian Popp

Module-no./ Module name	M1-1 Strategic Management				
Semester	<u>Full-time:</u> 1 st semester <u>Part-time:</u> 1 st up to 8 th semester; recommended scheduling: 1 st semester				
Duration of the module	4 days + written examination (90 minutes)				
Registration	Moodle				
Requirements	Participant of the postgraduate MBA-programme "European Management". Basic knowledge in economics.				
Applicability of the module	Full-time and part-time participants				
Name of the lecturer	Univ.-Prof. Dr. Bastian Popp Chair of Retail Management Saarland University/ Germany				
Lecture language	English				
ECTS-Credits	3 credit points				
Total workload and its composition	Preparation time	Contact hours	Workload during module week	Post-processing time	Total workload
	20h	30h	20h	20h	90h
Type of examination/ Requirements for awarding ECTS-Credits	Legal basis: <i>Ordnung zur Änderung der Prüfungsordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) <i>Ordnung zur Änderung der Studienordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) Integrative written examination: at least 30% Case study (teamwork + presentation of the results), class participation, discussion: max. 70% Within these guidelines the lecturer is free to choose an adequate proportioning of the weighting. More information about the proportioning is available in the course outline which the participants get before the course starts.				
Weighting of the grade of the module element in the final grade	5%				

Qualification objectives of the module	<p>Key objectives of the course include understanding the strategic position of an organisation; assessing strategic choices for the future; and managing strategy in action.</p> <p>In particular, this includes the following learning outcomes:</p> <ul style="list-style-type: none"> • Analyse an organisation's position in the external environment – both macro-environment and industry or sector environment. • Analyse a firm's strategic capabilities – resources, competences and the links between them. • Understand the role of stakeholders and governance in an organisation. • Assess business strategy in terms of the generic strategies of cost leadership, differentiation, focus and hybrid strategy. • Assess the benefits of cooperation in business strategy. • Identify and apply business model components: value creation, configuration and capture. • Assess the performance outcomes of different strategies in terms of direct economic outcomes and overall organisational effectiveness. • Employ three success criteria for evaluating strategic options: suitability, acceptability and feasibility.
Content of the module	<p>The course gives an overview of the key elements of strategic management. It provides students with an introduction to strategy for managers in all kinds of organisations, from start-ups to multinationals, from charities to government agencies.</p> <p>The course introduces key concepts and tools of strategic management and explores hot topics such as internationalisation, value co-creation, and corporate social responsibility. The contents will be applied in case studies and tutorials.</p>
Features	International case studies.
Bibliography	<p>Selection:</p> <ul style="list-style-type: none"> • Abell, D.F. (1980). Defining the business: The starting point of strategic planning: Prentice-Hall Englewood Cliffs, NJ. • David, F.R., & David, F.R. (2017). Strategic management: Concepts and cases (16 ed.). Prentice Hall: Pearson.

	<ul style="list-style-type: none">• Hitt, M.A., Ireland, R.D., & Hoskisson, R.E. (2015). Strategic management: competitiveness & globalization; concepts & cases: Stamford, Conn.: Cengage Learning, 2015, 11. ed.• Johnson, G., Whittington, R., Regnér, P., Scholes, K., & Angwin, D. (2017). Exploring Strategy: Text and Cases (11 ed.). Harlow: Pearson Higher Education.• Morschett, D., Schramm-Klein, H., & Zentes, J. (2015). Strategic International Management (3 ed.). Wiesbaden: Gabler.• Robbins, S. P., & Coulter, M. K. (2016). Management (13 ed.). Harlow, UK: Pearson.• Rothaermel, F. T. (2015). Strategic Management (3 ed.). New York: McGraw-Hill Education. <p>A complete list of recommended/compulsory literature that enables participants to prepare and reinforce their learning will be provided in the course outline. Additionally, participants will get lecture notes from the professor.</p>
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Module-no./ Module name	M1-2 Corporate Sustainability and Social Responsibility				
Semester	<u>Full-time:</u> 1 st semester <u>Part-time:</u> 1 st up to 8 th semester; recommended scheduling: 1 st semester				
Duration of the module	4 days + written examination (90 minutes)				
Registration	Moodle				
Requirements	Participant of the postgraduate MBA-programme “European Management”. Basic knowledge in corporate processes.				
Applicability of the module	Full-time and part-time participants				
Name of the lecturer	Prof. Dr.-Ing. Dr. Christian Berg Christian-Albrechts-Universität zu Kiel/ Germany				
Lecture language	English				
ECTS-Credits	3 credit points				
Total workload and its composition	Preparation time	Contact hours	Workload during module week	Post-processing time	Total workload
	20h	24h	20h	26h	90h
Type of examination/Requirements for awarding ECTS-Credits	Legal basis: <i>Ordnung zur Änderung der Prüfungsordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) <i>Ordnung zur Änderung der Studienordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) Integrative written examination: at least 30% Case study (teamwork + presentation of the results), class participation, discussion: max. 70% Within these guidelines the lecturer is free to choose an adequate proportioning of the weighting. More information about the proportioning is available in the course outline which the participants get before the course starts.				
Weighting of the grade of the module element in the final grade	5%				
Qualification objectives of the module	Participants will increase awareness of the complexity of issues related to sustainability and their interdependence. They will understand crucial challenges for sustainability, e.g.				

	<p>global warming, energy and resources. A further objective is to learn why businesses need to respond to these issues, what market trends are, and what measures businesses take in order to address these challenges. Moreover, participants will get a perspective on the different actors relevant for Corporate Sustainability: NGOs, regulatory frameworks, industry initiatives, investor community.</p>
Content of the module	<p>This course gives an overview of the complex challenges of a sustainable development. Following a general introduction to the concepts of sustainability, global change and planetary boundaries, the lecture spotlights three types of challenges that a sustainable development needs to address: (re-)sources, declines, and development. It will explain the causes for non-sustainability, the political framework needed, and the implications for business: market trends in sustainability, pushing factors for and realizations of corporate sustainability (e.g. management systems, carbon footprinting, reporting) as well the role of investors.</p>
Features	<p>International case studies.</p>
Bibliography	<p>Selection:</p> <ul style="list-style-type: none"> • Berg, C., Hack S., Sustainability Driving Innovation and Value Creation, Business + Innovation, 2012. • Esty, D.C, Winston, A.S., Green to Gold, Yale University Press: New Haven 2006. • Hack S., Berg C., The Potential of IT for Corporate Sustainability, in: Sustainability 2014, 6, 4163-4180. • Hitchcock, D., Willard, M.: The Business Guide to Sustainability, Earthscan: London 2009. • Odenwald T., Berg C., A New Perspective on Enterprise Resource Management, in: MIT Sloan Management Review Fall 2014, 12-14. • Scholz, C., Zentes, J. (Eds.), “Beyond Sustainability” (2014). <p>A complete list of recommended/compulsory literature that enables participants to prepare and reinforce their learning will be provided in the course outline. Additionally, participants will get lecture notes from the professor.</p>

Module-no./ Module name	M1-3 Soft Skills				
Semester	<u>Full-time:</u> 1 st semester <u>Part-time:</u> 1 st up to 8 th semester; recommended scheduling: 1 st semester				
Duration of the module	4 days + written examination (90 minutes)				
Registration	Moodle				
Requirements	Participant of the postgraduate MBA-programme “European Management”.				
Applicability of the module	Full-time and part-time participants				
Name of the lecturer	Dr. Silvia Scheinert Dresden/ Germany				
Lecture language	English				
ECTS-Credits	3 credit points				
Total workload and its composition	Preparation time	Contact hours	Workload during module week	Post-processing time	Total workload
	23h	29h	20h	18h	90h
Type of examination/Requirements for awarding ECTS-Credits	Legal basis: <i>Ordnung zur Änderung der Prüfungsordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) <i>Ordnung zur Änderung der Studienordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) Integrative written examination: at least 30% Teamwork + presentation of the results, class participation, discussion: max. 70% Within these guidelines the lecturer is free to choose an adequate proportioning of the weighting. More information about the proportioning is available in the course outline which the participants get before the course starts.				
Weighting of the grade of the module element in the final grade	5%				
Qualification objectives of the module	This module aims at raising student’s cultural awareness and enhancing and deepening their competences in intercultural				

	business communication, boosting their presentation skills to become convincing and effective presenters in business contexts, comprehensively practicing soft skills needed to establish successful relationships in business.
Content of the module	<p>Participants will practice their intercultural and presentation skills to successfully do business in an international context. The course content will, in parts, be presented to the participants by the lecturer. Group work, panel discussions, role plays as well as seminar dialog are among the formats used to explore the different topics. Day 4 of the course will be dedicated to the participants giving a business presentation.</p> <p>Working on case studies will enable the participants to practice the newly acquired knowledge and put their soft skills in business to the test.</p>
Features	Presentations and practical cases
Bibliography	A complete list of recommended/compulsory literature will be provided in the course outline. Additionally, participants will receive references from the lecturer.

Module 2: European Basics							
Workload		ECTS-Credits		Study year			
180h		6 CP		<u>Full-time:</u> 1 st semester <u>Part-time:</u> 1 st up to 8 th semester; recommened scheduling: 1 st semester			
1	Elements of the module	Preparation time	Contact hours	Workload during module week	Post-processing time	Total workload	ECTS-Credits
	M2-1 European Institutions	20h	30h	20h	20h	90h	3CP
	M2-2 European Regulations	20h	24h	20h	26h	90h	3CP
2	Methods of teaching (examples): Lectures, case studies, group work, discussion						
3	Number of participants: Max. 20 participants. The number of participants is limited to guarantee an ideal working atmosphere and an optimal participants-lecturer ratio.						
4	Qualification objectives: This module introduces basic understanding of European integration in general and complex economic, political and legislative relations between countries in particular. Participants will gain fundamental insight into European basic conditions and regulations and learn how companies are affected by them. The courses provide an up-to-date analytical framework to illustrate current events and bring the excitement of international and especially European issues into the classroom. The courses give a deeper understanding of complex international interrelations and make participants consider those different aspects in prospective managerial dealings. Students obtain a broad insight into the policy making of the European Union which includes historical development, treaties, institutions, decision making, EU member states, integration theories, selected policies (market building and market correcting) and foreign and security policy. They learn how legal norms and political procedures influence doing business in an international and especially European context.						
5	Content: The course European Institutions deals with the understanding of the institutions in Europe. Policy making in the European Union differs distinctly from political processes in nation states.						

	<p>Students learn the peculiarity of new modes of governance which have been developed in the European Union. As the process of integration is an incremental development emphasis is put on historical aspects. As the European Union has developed step by step the same holds true for relevant norms and values which were laid down in successive treaties. Another focus of the course is decision making in the European Union.</p> <p>The course European Regulations introduces the legal framework and the basic economic provisions of the EU. The operating approach is a mix of stand-up teaching for the more technical and theoretical subjects, and a series of case studies on topics which are particularly relevant to the business community: the basic legal principles of cooperation and harmonization in the European Union, the four freedoms in the Internal Market and, mainly, competition law in the meaning of mergers, cartels, abuse of dominant positions as well as the European state aid control system and relevant provisions.</p>												
6	<p>Teaching and learning methods of the module:</p> <p>Main characteristic is the highly academic content of the knowledge and skills that are taught. We respect a reasonable combination of inductive and deductive types of teaching. Deductive forms are used during readings: professor's lecture, Power Point presentation, slides. More inductive forms which are used during the course are for example case studies, presentations, discussions, teamwork. The combination of both forms allows students to make use of their own professional experiences and motivates to share them with fellow participants. Lecturers are free to pick specific readings, but are requested to include both inductive and deductive methods in the module.</p>												
7	<p>Types of examination:</p> <p>Integrative written examination/paper/assignment and oral grades (for example: class participation, contribution to discussions, case studies).</p> <p>The weighting of the written grade counts at least 30 percent of the whole grade.</p> <p>The lecturers decide about the weighting of the various oral performances before the course takes place and give due notice (→ course outline).</p>												
8	<p>Requirements for the allocation of credit points:</p> <p>Basis for the evaluation is the French grading system:</p> <table style="margin-left: 40px;"> <tr> <td>excellent</td> <td>20-19 points</td> </tr> <tr> <td>very good</td> <td>18-17 points</td> </tr> <tr> <td>good</td> <td>16-15 points</td> </tr> <tr> <td>satisfactory</td> <td>14-12 points</td> </tr> <tr> <td>sufficient</td> <td>11-10 points</td> </tr> <tr> <td>insufficient</td> <td>< 10 points</td> </tr> </table>	excellent	20-19 points	very good	18-17 points	good	16-15 points	satisfactory	14-12 points	sufficient	11-10 points	insufficient	< 10 points
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insufficient	< 10 points												
9	<p>Weighting of the grade in the total grade:</p> <p>Proportionate subject to credit points.</p>												

10	Frequency of courses offered: Once a year.
11	Person responsible for this module: Univ.-Prof. Dr. Bastian Popp

Module-no./ Module name	M2-1 European Institutions				
Semester	<u>Full-time:</u> 1 st semester <u>Part-time:</u> 1 st up to 8 th semester; recommended scheduling: 1 st semester				
Duration of the module	4 days + written examination (90 minutes)				
Registration	Moodle				
Requirements	Participant of the postgraduate MBA-programme “European Management”.				
Applicability of the module	Full-time and part-time participants				
Name of the lecturer	Dr. Julian Böcker Head of Public Affairs Brussels at EDEKA ZENTRALE Stiftung & Co. KG				
Lecture language	English				
ECTS-Credits	3 credit points				
Total workload and its composition	Preparation time	Contact hours	Workload during module week	Post-processing time	Total workload
	20h	30h	20h	20h	90h
Type of examination/Requirements for awarding ECTS-Credits	Legal basis: <i>Ordnung zur Änderung der Prüfungsordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) <i>Ordnung zur Änderung der Studienordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) Integrative written examination: at least 30% Case study (teamwork + presentation of the results), class participation, discussion: max. 70% Within these guidelines the lecturer is free to choose an adequate proportioning of the weighting. More information about the proportioning is available in the course outline which the participants get before the course starts.				
Weighting of the grade of the module element in the final grade	5%				
Qualification objectives of the module	Students obtain a broad insight into policy making of the European Union. That includes historical development,				

	treaties, institutions, decision making, EU member states, integration theories, selected policies (market building and market correcting) and foreign and security policy. They learn how legal norms and political procedures influence doing business in an international and especially European context.
Content of the module	<p>Policy making in the European Union differs distinctly from political processes in nation states. Students learn the peculiarity of new modes of governance which have been developed in the European Union. As the process of integration is an incremental development emphasis is put on historical aspects. As the European Union has developed step by step the same holds true for relevant norms and values which were laid down in successive treaties.</p> <p>Another focus of the course is decision making in the European Union. It becomes evident which actors are relevant. As policy making differs from policy to policy the course will discuss some examples of policies which can be classified either as market building (e.g. Internal Market) or market correcting ones (e.g. Cohesion Policy). The course includes two guest presentations, group discussions, two simulations and a written examination.</p>
Features	Current international especially European cases.
Bibliography	<p>Selection:</p> <ul style="list-style-type: none"> • Bulmer, S. /Lequesne Ch. (eds.), The Member States of the European Union, Oxford 2005. • Cini, M.; Perez-Solorzano Borrogon, N. (eds.), 2010: European Union Politics, Oxford, 3 ed. • Nugent, N., The Government and Politics of the European Union, Houndsmills 2010. <p>A complete list of recommended/compulsory literature that enables participants to prepare and reinforce their learning will be provided in the course outline. Additionally, participants will get lecture notes from the professor.</p>

Module-no./ Module name	M2-2 European Regulations				
Semester	<u>Full-time:</u> 1 st semester <u>Part-time:</u> 1 st up to 8 th semester; recommended scheduling: 1 st semester				
Duration of the module	4 days + written paper to submit				
Registration	Moodle				
Requirements	Participant of the postgraduate MBA-programme "European Management.				
Applicability of the module	Full-time and part-time participants				
Name of the lecturer	Prof. Dr. Daniela Heid University of Applied Sciences Brühl/ Germany				
Lecture language	English				
ECTS-Credits	3 credit points				
Total workload and its composition	Preparation time	Contact hours	Workload during module week	Post-processing time	Total workload
	20h	24h	20h	26h	90h
Type of examination/Requirements for awarding ECTS-Credits	Legal basis: <i>Ordnung zur Änderung der Prüfungsordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) <i>Ordnung zur Änderung der Studienordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) Integrative written paper to submit: at least 30% Case study (teamwork + presentation of the results), class participation, discussion: max. 70% Within these guidelines the lecturer is free to choose an adequate proportioning of the weighting. More information about the proportioning is available in the course outline which the participants get before the course starts.				
Weighting of the grade of the module element in the final grade	5%				
Qualification objectives of the module	The course provides an overview of the main legal elements of the EU legal order and system. After attending the course, participants will be able to assess the relevance of EU law for				

	<p>various aspects of day to day business. They will have learned how to put EU law into practice by recognizing where there may be risks in newly proposed or existing EU legislation for their professional activities, and by identifying the relevance of certain parts of EU law for contracts and agreements between companies (Art. 101, 102 TFEU), mergers (Merger Regulation 139/2004), and for the application and receiving state aid (Art. 107 TFEU).</p> <p>Furthermore, the course teaches how to identify legal opportunities for businesses stemming from the free movements rules, and for example the possibility of actions for damages under EU law. Although it shall not be any substitute for specialist knowledge, the course provides a basic level of working knowledge of EU law.</p>
Content of the module	<p>The course introduces the legal framework and the basic economic provisions of the EU. The operating approach is a mix of stand-up teaching for the more technical and theoretical subjects, and a series of case studies on topics which are particularly relevant to the business community: the basic legal principles of cooperation and harmonization in the European Union, the four freedoms in the Internal Market and, mainly, competition law in the meaning of mergers, cartels, abuse of dominant positions as well as the European state aid control system and relevant provisions.</p>
Features	<p>All issues will be illustrated by real cases, Commission decisions and ECJ judgements.</p>
Bibliography	<p>Homepages of EU-Institutions, particularly EU Commission (Competition Law, State Aid Law).</p> <p>A complete list of recommended/compulsory literature that enables participants to prepare and reinforce their learning will be provided in the course outline. Additionally, participants will get lecture notes from the professor.</p>

Module 3: Financial Management

Workload 180h		ECTS-Credits 6 CP		Study year <u>Full-time:</u> 1 st and 2 nd semester <u>Part-time:</u> 1 st up to 8 th semester; recommended scheduling: 3 rd , 4 th , 5 th or 6 th semester			
1	Elements of the module	Preparation time	Contact hours	Workload during module week	Post-processing time	Total workload	ECTS-Credits
	M3-1 Economics and Finance	20h	24h	23h	23h	90h	3CP
	M3-2 Learning Business by Doing Business	20h	30h	20h	20h	90h	3CP
2	Methods of teaching (examples): Lectures, case studies, group work, discussion						
3	Number of participants: Max. 20 participants. The number of participants is limited to guarantee an ideal working atmosphere and an optimal participants-lecturer ratio.						
4	Qualification objectives: A deeper understanding for Economics and Finance is built up by the newest findings and approaches in real and monetary fields. The aim of this module is to teach basic principles and techniques of financial management. It focuses not only on theoretical basics, but rather on an application-oriented learning approach. Practical case studies are an inherent part of this module. The course Learning Business by Doing Business seeks to provide understanding of financial information necessary to make decisions (for managers within an enterprise or investors and analysts outside a company). This is a forward-looking orientation. The second objective is to understand the financial implications of managerial decision making in previous accounting periods. This is a backward-looking orientation. The part on management accounting explores in detail the concepts of costs, margins and profits. A cost is above all a construction whose assumptions and limits must be understood. Despite being an introductory						

	course, it offers a critical insight into the work of management controllers and seeks to put into perspective certain misconceptions which often result in inappropriate decisions.												
5	<p>Content:</p> <p>In analyzing both real and monetary sides of the subject, the aim of the module Economics and Finance is to build up a simple unified frame-work for communicating grand traditional insights as well as newest findings and approaches.</p> <p>The course Learning Business by Doing Business is a foundation course in financial accounting & reporting. The different elements of financial statements are treated in terms of content, presentation and analysis and the basics in accounting techniques are taught. The course relies on financial accounting by reorganizing the information produced to calculate costs, margins and profits. This course is not oriented towards calculation. It aims at developing a critical thinking by questioning any cost calculation which always represents an opinion about how resources are consumed by a cost object. It helps the participants to integrate the cost concepts in their (strategic) thinking and facilitate the dialog with management accountants.</p>												
6	<p>Teaching and learning methods of the module:</p> <p>Main characteristic is the highly academic content of the knowledge and skills that are taught. We respect a reasonable combination of inductive and deductive types of teaching. Deductive forms are used during readings: professor's lecture, Power Point presentation, slides. More inductive forms which are used during the course are for example case studies, presentations, discussions, teamwork. The combination of both forms allows students to make use of their own professional experiences and motivates to share them with fellow participants. Lecturers are free to pick specific readings, but are requested to include both inductive and deductive methods in the module.</p>												
7	<p>Types of examination:</p> <p>Integrative written examination/paper/assignment and oral grades (for example: class participation, contribution to discussions, case studies).</p> <p>The weighting of the written grade counts at least 30 percent of the whole grade.</p> <p>The lecturers decide about the weighting of the various oral performances before the course takes place and give due notice (→ course outline).</p>												
8	<p>Requirements for the allocation of credit points:</p> <p>Basis for the evaluation is the French grading system:</p> <table style="margin-left: 40px;"> <tr> <td>excellent</td> <td>20-19 points</td> </tr> <tr> <td>very good</td> <td>18-17 points</td> </tr> <tr> <td>good</td> <td>16-15 points</td> </tr> <tr> <td>satisfactory</td> <td>14-12 points</td> </tr> <tr> <td>sufficient</td> <td>11-10 points</td> </tr> <tr> <td>insufficient</td> <td>< 10 points</td> </tr> </table>	excellent	20-19 points	very good	18-17 points	good	16-15 points	satisfactory	14-12 points	sufficient	11-10 points	insufficient	< 10 points
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9	Weighting of the grade in the total grade: Proportionate subject to credit points.
10	Frequency of courses offered: Once a year.
11	Person responsible for this module: Univ.-Prof. Dr. Bastian Popp

Module-no./Module name	M3-1 Economics and Finance				
Semester	<u>Full-time:</u> 1 st semester <u>Part-time:</u> 1 st up to 8 th semester; recommended scheduling: 3 rd or 5 th semester				
Duration of the module	4 days + written paper to submit				
Registration	Moodle				
Requirements	Participant of the postgraduate MBA-programme “European Management”. Basic knowledge in European structures.				
Applicability of the module	Full-time and part-time participants				
Name of the lecturer	Prof. Dr. Jan Wenzelburger Dean of the Faculty of Business Studies and Economics Technical University of Kaiserslautern/ Germany				
Lecture language	English				
ECTS-Credits	3 credit points				
Total workload and its composition	Preparation time	Contact hours	Workload during module week	Post-processing time	Total workload
	20h	24h	23h	23h	90h
Type of examination/Requirements for awarding ECTS-Credits	Legal basis: <i>Ordnung zur Änderung der Prüfungsordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) <i>Ordnung zur Änderung der Studienordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) Integrative written paper to submit: at least 30% Case study (teamwork + presentation of the results), class participation, discussion: max. 70% Within these guidelines the lecturer is free to choose an adequate proportioning of the weighting. More information about the proportioning is available in the course outline which the participants get before the course starts.				
Weighting of the grade of the module element in the final grade	5%				
Qualification objectives of the module	At the start of the twenty-first century, international aspects of economics and finance remain as important and controversial				

	<p>as ever. The objective of this course is to provide an up-to-date and understandable analytical framework for illuminating current events and bringing the excitement of international and, especially, European economics and finance into the classroom.</p>
Content of the module	<p>In analyzing both the real and the monetary sides of the subject, the aim of this module is to build up a simple unified frame-work for communicating the grand traditional insights as well as the newest findings and approaches. In order to help students grasp and retain the underlying logic of international economics and finance, the theoretical development is motivated at each stage by pertinent data or policy questions. Throughout the module, there is a special focus on European aspects and causes and consequences of the euro area debt and banking crisis.</p>
Features	<p>International case studies.</p>
Bibliography	<p>Selection:</p> <ul style="list-style-type: none"> • Krugman, P. R.; Obstfeld, M.; Mélitz, M., 2014: International Economics - Theory and Policy, 10 ed., Pearson/ Addison-Wesley (K&O). <p>A complete list of recommended/compulsory literature that enables participants to prepare and reinforce their learning will be provided in the course outline. Additionally, participants will get lecture notes from the professor.</p>

Module-no./ Module name	M3-2 Learning Business by Doing Business				
Semester	<u>Full-time:</u> 2 nd semester <u>Part-time:</u> 1 st up to 8 th semester; recommended scheduling: 4 th or 6 th semester				
Duration of the module	4 days + written examination (90 minutes)				
Registration	Moodle				
Requirements	Participant of the postgraduate MBA-programme “European Management”. Basic understanding of financial relations.				
Applicability of the module	Full-time and part-time participants				
Names of the lecturers	Prof. Dr. Christopher Hossfeld & Prof. Emmanuel Zilberberg ESCP Europe/ France				
Lecture language	English				
ECTS-Credits	3 credit points				
Total workload and its composition	Preparation time	Contact hours	Workload during module week	Post-processing time	Total workload
	20h	30h	20h	20h	90h
Type of examination/Requirements for awarding ECTS-Credits	Legal basis: <i>Ordnung zur Änderung der Prüfungsordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) <i>Ordnung zur Änderung der Studienordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) Integrative written examination: at least 30% Case study (teamwork + presentation of the results), class participation, discussion: max. 70% Within these guidelines the lecturers are free to choose an adequate proportioning of the weighting. More information about the proportioning is available in the course outline which the participants get before the course starts.				
Weighting of the grade of the module element in the final grade	5%				
Qualification objectives of the module	The objective of the Financial Accounting part of this course is twofold. First, it seeks to provide an understanding of the financial information necessary to make decisions (for				

	<p>managers within an enterprise or investors and analysts outside a company). This is a forward-looking orientation. The second objective is to understand the financial implications of managerial decision making in previous accounting periods. This is a backward-looking orientation. The approach is based on International Financial Reporting Standards (IFRS) since IFRSs are the most widely used accounting standards worldwide. They are mandatory in the European Union.</p> <p>The aim of the Management Accounting part is to explore in detail the concepts of costs, margins and profits. A cost is above all a construction whose assumptions and limits must be understood. Despite being an introductory course, it offers a critical insight into the work of management controllers and seeks to put into perspective certain misconceptions which often result in inappropriate decisions.</p>
Content of the module	<p>The course is designed for participants without any background in Financial Accounting. It is a foundation course in financial accounting & reporting teaching basics of accounting techniques. The different elements of financial statements will be examined in terms of content, presentation and analysis. The Management Accounting part relies on financial accounting by reorganizing the information produced to calculate costs, margins and profits. These calculations do not only concern the products and/or services provided by the company, but can relate to a function, an entity, a process, etc. This optional and internal accounting offers a double dimension, accounting and management. It contributes to the valuation of certain elements in the balance sheet and the income statement and it also allows managerial decisions in relation to conservation, subcontracting, discontinuation of activities, maximization under constraint, pricing, capacity management, etc.</p> <p>The course is not oriented towards calculation. It aims at developing critical thinking by questioning any cost calculation which always represents an opinion about how resources are consumed by a cost object. It wants to help participants to integrate cost concepts in their (strategic)</p>

	thinking and facilitate their dialog with management accountants.
Features	International case studies.
Bibliography	<p>Selection:</p> <ul style="list-style-type: none">• Stolowy, H.; Lebas, M. and Ding, Y. Financial Accounting and Reporting: A Global Perspective, Thomson, London, 5 ed. (2017). <p>A complete list of recommended/compulsory literature that enables participants to prepare and reinforce their learning will be provided in the course outline. Additionally, participants will get lecture notes from the professors.</p>

Module 4: Marketing and Management

Workload 180h		ECTS-Credits 6 CP		Study year <u>Full-time:</u> 2 nd semester <u>Part-time:</u> 1 st up to 8 th semester; recommended scheduling: 2 nd , 4 th or 6 th semester			
1	Elements of the module	Preparation time	Contact hours	Workload during module week	Post-processing time	Total workload	ECTS-Credits
	M4-1 Marketing and Management in Foreign Countries (International Week)	20h	30h	20h	20h	90h	3CP
	M4-2 Retailing and Logistics	20h	30h	20h	20h	90h	3CP
2	Methods of teaching (examples): Lectures, case studies, group work, discussion						
3	Number of participants: Max. 20 participants. The number of participants is limited to guarantee an ideal working atmosphere and an optimal participants-lecturer ratio.						
4	Qualification objectives: At the end of the course Marketing and Management in Foreign Countries , participants will be able to understand critical issues and related challenges of managing people in an international and multicultural environment as well as recognise and value cultural differences. They will learn to apply international management theories and practices in real-world settings and become experts in the respective country with regard to issues and practices pertaining to major management functions. The course Retailing and Logistics intends to provide a comprehensive understanding of retail strategies and logistics strategies. The course is not primarily aimed at future retail managers but at executives in other industries, in particular in the consumer goods industry, who need to be aware of retail strategies in order to optimize their offer to the retail sector.						

	<p>Content:</p> <p>During the course Marketing and Management in Foreign Countries participants will:</p> <ul style="list-style-type: none"> • Understand the role of marketing in organizations. • Learn key business frameworks for strategic marketing planning. • Develop Marketing Plans using situation analysis, segmentation, targeting and positioning, buyer behaviour and competitive marketing mix. • Determine strategic options yielded and various impacts (including financial, reputation, growth) of Marketing Plans • Analyse competitive reactions to mix elements particularly to product and pricing. • Understand the brand-consumer dynamics in(between) virtual and real worlds, and address the future of VR marketing shaping. • Analyse main trends in the Spanish retail system and its differences from other European economies. • Identify marketing tools that small and medium enterprises (SMEs) can implement in an international context, analysing one of the main communication events ever used: trade-fairs and related events. <p>5</p> <ul style="list-style-type: none"> • Illustrate the principles of ethics and corporate social responsibility (CSR) and several ethical dilemmas in marketing practices. • Learn the importance and application of “die Gemeinwohl-Ökonomie” and its relationship to marketing. • Gain insight into the importance of innovation and dynamic approaches through business growth phases. • Understand marketing systems and their impact. <p>The course Retailing and Logistics gives a broad overview of the key concepts about retailing. The course starts off with an introduction to major developments in retailing. Especially multi-, cross-, and omni-channel retailing are discussed comprehensively. Furthermore, the main aspects of retail marketing, in particular retail branding, the retail marketing mix, and category management are discussed. The course also gives a comprehensive insight into logistics strategies in the consumer goods sector as it has a highly important function in retail management. Moreover, internationalization is a major aspect of the major retailers’ strategies, thus, the course sets another focus on the internationalization strategies of retailers. In addition, the course is complemented with a focus on consumer behavior and the future of retailing.</p>
<p>6</p>	<p>Teaching and learning methods of the module:</p> <p>Main characteristic is the highly academic content of the knowledge and skills that are taught. We respect a reasonable combination of inductive and deductive types of teaching. Deductive forms are used during readings: professor’s lecture, Power Point presentation, slides. More</p>

	<p>inductive forms which are used during the course are for example case studies, presentations, discussions, teamwork. The combination of both forms allows students to make use of their own professional experiences and motivates to share them with fellow participants. Lecturers are free to pick specific readings, but are requested to include both inductive and deductive methods in the module.</p>												
7	<p>Types of examination: Integrative written examination/paper/assignment and oral grades (for example: class participation, contribution to discussions, case studies). The weighting of the written grade counts at least 30 percent of the whole grade. The lecturers decide about the weighting of the various oral performances before the course takes place and give due notice (→ course outline).</p>												
8	<p>Requirements for the allocation of credit points: Basis for the evaluation is the French grading system:</p> <table style="margin-left: 40px;"> <tr> <td>excellent</td> <td>20-19 points</td> </tr> <tr> <td>very good</td> <td>18-17 points</td> </tr> <tr> <td>good</td> <td>16-15 points</td> </tr> <tr> <td>satisfactory</td> <td>14-12 points</td> </tr> <tr> <td>sufficient</td> <td>11-10 points</td> </tr> <tr> <td>insufficient</td> <td>< 10 points</td> </tr> </table>	excellent	20-19 points	very good	18-17 points	good	16-15 points	satisfactory	14-12 points	sufficient	11-10 points	insufficient	< 10 points
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9	<p>Weighting of the grade in the total grade: Proportionate subject to credit points.</p>												
10	<p>Frequency of courses offered: Once a year.</p>												
11	<p>Person responsible for this module: Univ.-Prof. Dr. Bastian Popp</p>												

Module-no./ Module name	M4-1 Marketing and Management in Foreign Countries				
Semester	<u>Full-time:</u> 2 nd semester <u>Part-time:</u> 1 st up to 8 th semester; recommended scheduling: 2 nd , 4 th or 6 th semester				
Duration of the module	4 days in Valencia/ Spain + travel days + written paper to submit				
Registration	Moodle				
Requirements	Participant of the postgraduate MBA-programme "European Management". Successful completion of module M1 "Management basics".				
Applicability of the module	Full-time and part-time participants				
Name of the lecturer	Prof. Luisa Andreu Associate Professor of Marketing, Facultad de Economía, Department of Marketing Universitat de València/ Spain				
Lecture language	English				
ECTS-Credits	3 credit points				
Total workload and its composition	Preparation time	Contact hours	Workload during module week	Post-processing time	Total workload
	20h	30h	20h	20h	90h
Type of examination/Requirements for awarding ECTS-Credits	Legal basis: <i>Ordnung zur Änderung der Prüfungsordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) <i>Ordnung zur Änderung der Studienordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) Integrative written paper to submit: at least 30% Case study (teamwork + presentation of the results), class participation, discussion: max. 70% Within these guidelines the lecturer is free to choose an adequate proportioning of the weighting. More information about the proportioning is available in the course outline which the participants get before the course starts.				

Weighting of the grade of the module element in the final grade	5%
Qualification objectives of the module	<p>At the end of the course Marketing and Management in Foreign Countries, participants will be able to understand critical issues and related challenges of managing people in an international and multicultural environment as well as recognise and value cultural differences. They will learn to apply international management theories and practices in real-world settings and become experts in the respective country with regard to issues and practices pertaining to major management functions.</p> <p>Participants are expected to deal with topics intensely by using the provided literature, prepare the accompanying case study in the given team structure and actively take part in the course.</p>
Content of the module	<p>Learning Objectives:</p> <ul style="list-style-type: none"> • Understand the role of marketing in organizations. • Learn key business frameworks for strategic marketing planning. • Develop Marketing Plans using situation analysis, segmentation, targeting and positioning, buyer behaviour and competitive marketing mix. • Determine strategic options yielded and various impacts (including financial, reputation, growth) of Marketing Plans • Analyse competitive reactions to mix elements particularly to product and pricing. • Understand the brand-consumer dynamics in(between) virtual and real worlds and address the future of VR marketing shaping. • Analyse main trends in the Spanish retail system and its differences from other European economies. • Identify marketing tools that small and medium enterprises (SMEs) can implement in an international context, analysing one of the main communication events ever used: trade-fairs and related events.

	<ul style="list-style-type: none"> • Illustrate the principles of ethics and corporate social responsibility (CSR) and several ethical dilemmas in marketing practices. • Learn the importance and application of “die Gemeinwohl-Ökonomie” and its relationship to marketing. • Gain insight into the importance of innovation and dynamic approaches through business growth phases. • Understand marketing systems and their impact.
Features	<p>International Week</p> <p>The course takes place in Valencia/ Spain.</p> <p>The course is complemented by presentations of practitioners and visits to local companies and institutions.</p>
Bibliography	<p>A complete list of recommended/compulsory literature that enables participants to prepare and reinforce their learning will be provided in the course outline. Additionally, participants will get lecture notes from the professor.</p>

Module-no./ Module name	M4-2 Retailing and Logistics				
Semester	<u>Full-time:</u> 2 nd semester <u>Part-time:</u> 1 st up to 8 th semester; recommended scheduling: 2 nd , 4 th or 6 th semester				
Duration of the module	4 days + written examination (90 minutes)				
Registration	Moodle				
Requirements	Participant of the postgraduate MBA-programme “European Management”.				
Applicability of the module	Full-time and part-time participants				
Name of the lecturer	Univ.-Prof. Dr. Bastian Popp				
Lecture language	English				
ECTS-Credits	3 credit points				
Total workload and its composition	Preparation time	Contact hours	Workload during module week	Post-processing time	Total workload
	20h	30h	20h	20h	90h
Type of examination/Requirements for awarding ECTS-Credits	Legal basis: <i>Ordnung zur Änderung der Prüfungsordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) <i>Ordnung zur Änderung der Studienordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) Integrative written examination: at least 30% Case study (teamwork + presentation of the results), class participation, discussion: max. 70% Within these guidelines the lecturer is free to choose an adequate proportioning of the weighting. More information about the proportioning is available in the course outline which the participants get before the course starts.				
Weighting of the grade of the module element in the final grade	5%				

Qualification objectives of the module	The course intends to provide a comprehensive understanding of retail strategies and logistics strategies. The course is not primarily aimed at future retail managers but at executives in other industries, in particular in the consumer goods industry, who need to be aware of retail strategies in order to optimize their offer to the retail sector.
Content of the module	The course gives a broad overview of the key concepts about retailing. The course starts off with an introduction to major developments in retailing. Especially multi-, cross-, and omni-channel retailing are discussed comprehensively. Furthermore, the main aspects of retail marketing, in particular retail branding, the retail marketing mix, and category management are discussed. The course also gives a comprehensive insight into logistics strategies in the consumer goods sector as it has a highly important function in retail management. Moreover, internationalization is a major aspect of the major retailers' strategies, thus, the course sets another focus on the internationalization strategies of retailers. In addition, the course is complemented with a focus on consumer behavior and the future of retailing.
Features	-
Bibliography	<p>Selection:</p> <ul style="list-style-type: none"> • Zentes, J.; Morschett, D.; Schramm-Klein, H.: Strategic Retail Management – Text and International Cases, 2 ed., (Gabler) Wiesbaden 2011. • Zentes, J.; Morschett, D.; Schramm-Klein, H.: Strategic Retail Management – Text and International Cases, 3 ed., (Springer Gabler) Wiesbaden 2017. <p>A complete list of recommended/compulsory literature that enables participants to prepare and reinforce their learning will be provided in the course outline. Additionally, participants will get lecture notes from the professor.</p>

Module 5: Operations Management							
Workload 180h		ECTS-Credits 6 CP		Study year <u>Full-time:</u> 1 st semester <u>Part-time:</u> 1 st up to 8 th semester; recommended scheduling: 3 rd or 5 th semester			
	Elements of the module	Preparation time	Contact hours	Workload during module week	Post-processing time	Total workload	ECTS-Credits
1	M5-1 Service Management	20h	30h	20h	20h	90h	3CP
	M5-2 Data Analysis	30h	20h	20h	20h	90h	3CP
2	Methods of teaching (examples): Lectures, case studies, group work, discussion						
3	Number of participants: Max. 20 participants. The number of participants is limited to guarantee an ideal working atmosphere and an optimal participants-lecturer ratio.						
4	Qualification objectives: <p>In recent years, we have witnessed a major evolution in societies from being predominantly manufacturing-based to being predominantly service-based. Services have become critical for competitive advantage in all kinds of organizations, industries and branches. Recent publications in business and management increasingly focus on service as the main reason of economic exchange and therefore promote the view that at their core “all businesses are service businesses”. Key objectives of the course Service Management include conveying an understanding of services and service, as well as teaching the ability to apply key concepts and tools in service management. The course Data Analysis teaches participants to</p> <ul style="list-style-type: none"> • understand the probabilistic foundations of hypothesis testing and inference; • select appropriate statistical techniques according to the research question addressed; • describe the concepts of presented statistical techniques as well as their scopes, objectives and underlying assumptions; • understand the various steps and decisions involved in the application of analysis methods; • read, interpret, and communicate statistical findings; • master statistical software for multivariate data analysis. 						

5	<p>Content:</p> <p>Operations management is a broad field with a variety of facets. In this module two main aspects are considered. The first aspect is the importance of service functions which gain more and more importance in the daily routine of a manager and contribute to the success of a company. The second aspect is data analysis, which focuses on various multivariate statistical methods used in analysing quantitative data for effective managerial decision making in fields like marketing or management.</p>												
6	<p>Teaching and learning methods of the module:</p> <p>Main characteristic is the highly academic content of the knowledge and skills that are taught. We respect a reasonable combination of inductive and deductive types of teaching. Deductive forms are used during readings: professor's lecture, Power Point presentation, slides. More inductive forms which are used during the course are for example case studies, presentations, discussions, teamwork. The combination of both forms allows students to make use of their own professional experiences and motivates to share them with fellow participants. Lecturers are free to pick specific readings, but are requested to include both inductive and deductive methods in the module.</p>												
7	<p>Types of examination:</p> <p>Integrative written examination/paper/assignment and oral grades (for example: class participation, contribution to discussions, case studies).</p> <p>The weighting of the written grade counts at least 30 percent of the whole grade.</p> <p>The lecturers decide about the weighting of the various oral performances before the course takes place and give due notice (→ course outline).</p>												
8	<p>Requirements for the allocation of credit points:</p> <p>Basis for the evaluation is the French grading system:</p> <table data-bbox="459 1406 1198 1693"> <tr> <td>excellent</td> <td>20-19 points</td> </tr> <tr> <td>very good</td> <td>18-17 points</td> </tr> <tr> <td>good</td> <td>16-15 points</td> </tr> <tr> <td>satisfactory</td> <td>14-12 points</td> </tr> <tr> <td>sufficient</td> <td>11-10 points</td> </tr> <tr> <td>insufficient</td> <td>< 10 points</td> </tr> </table>	excellent	20-19 points	very good	18-17 points	good	16-15 points	satisfactory	14-12 points	sufficient	11-10 points	insufficient	< 10 points
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9	<p>Weighting of the grade in the total grade:</p> <p>Proportionate subject to credit points.</p>												
10	<p>Frequency of courses offered:</p> <p>Once a year.</p>												
11	<p>Person responsible for this module:</p> <p>Univ.-Prof. Dr. Bastian Popp</p>												

Module-no./ Module name	M5-1 Service Management				
Semester	Full-time: 1 st or 2 nd semester Part-time: 1st up to 8th semester; recommended scheduling: 2 nd , 3 rd , 4 th or 5 th semester				
Duration of the module	4 days + written examination (90 minutes)				
Registration	Moodle				
Requirements	Participant of the postgraduate MBA-programme “European Management”. Basic understanding of management strategies and buyer-saler-relationships.				
Applicability of the module	Full-time and part-time participants				
Name of the lecturer	Univ.- Prof. Dr. Herbert Woratschek Chair in Marketing & Service Management University of Bayreuth/ Germany				
Lecture language	English				
ECTS-Credits	3 credit points				
Total workload and its composition	Preparation time	Contact hours	Workload during module week	Post-processing time	Total workload
	20h	30h	20h	20h	90h
Type of examination/Requirements for awarding ECTS-Credits	<p>Legal basis:</p> <p>Ordnung zur Änderung der Prüfungsordnung für den postgradualen Studiengang „European Management“ (as amended on September 29, 2016)</p> <p>Ordnung zur Änderung der Studienordnung für den postgradualen Studiengang „European Management“ (as amended on September 29, 2016)</p> <p>Integrative written examination: at least 30%</p> <p>Case study (teamwork + presentation of the results), class participation, discussion: max. 70%</p> <p>Within these guidelines the lecturer is free to choose an adequate proportioning of the weighting. More information about the proportioning is available in the course outline which the participants get before the course starts.</p>				
Weighting of the grade of the module element in the final grade	5%				

Qualification objectives of the module	<p>Key objectives of the course Service Management include conveying an understanding of services and service, as well as teaching the ability to apply key concepts and tools in service management:</p> <ul style="list-style-type: none"> • Explain what services are, describe the central role of services in an economy and critically discuss the perspectives of the service logic and the service-dominant logic • Evaluate and apply service models on service business problems • Critically discuss the competitive environment of services, formulate a strategic service vision, apply strategic service analyses and understand the strategic dimension of customer relationships in service management • Identify core concepts of consumer behaviour and related service models that are essential to understand how services are evaluated • Conceptualize and measure service quality • Understand the contribution of different actors and manage people • Relate service management activities to the concept of service profitability • Become a more perceptive and effective manager (and consumer) through understanding the complexities of service design, delivery, and communication • Develop further communication skills and critical thinking about services through learning activities, teamwork, in-class discussions, presentations and other assignments
Content of the module	<p>This course focuses on the challenges of managing services and delivering quality service to customers. It introduces key concepts and tools of service management. Moreover, the course will challenge participants to rethink how companies should manage their services in building their competitive strength and profitability. The course is equally applicable to traditional service companies, i.e. for-profit organizations (e.g.: banks, transportation companies, hotels, educational institutions, professional services, telecommunication,</p>

	<p>tourism etc.) as well as public/non-profit organizations (e.g.: hospitals, NGOs, schools, public agencies, theatres, museums, etc.). Moreover, the ideas presented in the course are valuable for any kind of organization that is open to take on a service perspective on their business and core competences.</p>
Features	<p>The contents of the course will be applied in case studies and tutorials.</p>
Bibliography	<p>Selection:</p> <ul style="list-style-type: none"> • Fitzsimmons, J. A., Fitzsimmons, M. J., & Bordoloi, S. (2014). <i>Service Management: Operations, Strategy, and Information Technology</i> (8 ed.). New York: McGraw-Hill. • Gemmel, P. (2013). <i>Service Management: An Integrated Approach</i> (3 ed.). Harlow: Pearson. • Grönroos, C. (2015). <i>Service management and marketing: Managing the service profit logic</i> (4 ed.). Chichester, UK: John Wiley & Sons Ltd. • Hoffman, K. D., & Bateson, J. E. G. (2016). <i>Services Marketing: Concepts, Strategies and Cases</i> (5 ed.). London: Cengage Learning. • Rust, R. T., & Huang, M.-H. (2014). <i>Handbook of service marketing research</i>: Edward Elgar Publishing. • Wirtz, J., & Lovelock, C. (2016). <i>Services Marketing: People, Technology, Strategy</i> (8 ed.). Singapore: World Scientific Publishing. • Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). <i>Services Marketing: Integrating Customer Focus Across the Firm</i> (7 ed.). Columbus: McGraw-Hill Education. <p>A complete list of recommended/compulsory literature that enables participants to prepare and reinforce their learning will be provided in the course outline. Additionally, participants will get lecture notes from the professor.</p>

Module-no./ Module name	M5-2 Data Analysis				
Semester	<u>Full-time:</u> 1 st or 2 nd semester <u>Part-time:</u> 1 st up to 8 th semester; recommended scheduling: 2 nd , 3 rd , 4 th or 5 th semester				
Duration of the module	4 days + written paper to submit				
Registration	Moodle				
Requirements	Participant of the postgraduate MBA-programme "European Management". Basic understanding of information requirements in management.				
Applicability of the module	Full-time and part-time participants				
Name of the lecturer	Prof. Dirk Temme Chair of Empirical Methods in Economic and Social Research; Schumpeter School of Business and Economics Wuppertal/ Germany				
Lecture language	English				
ECTS-Credits	3 credit points				
Total workload and its composition	Preparation time	Contact hours	Workload during module week	Post-processing time	Total workload
	30h	20h	20h	20h	90h
Type of examination/Requirements for awarding ECTS-Credits	Legal basis: <i>Ordnung zur Änderung der Prüfungsordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) <i>Ordnung zur Änderung der Studienordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) Integrative written examination: at least 30% Case study (teamwork + presentation of the results), class participation, discussion: max. 70% Within these guidelines the lecturer is free to choose an adequate proportioning of the weighting. More information about the proportioning is available in the course outline which the participants get before the course starts.				
Weighting of the grade of the module element in the final grade	5%				

Qualification objectives of the module	<p>After participating in this course, students should be able to:</p> <ul style="list-style-type: none"> • understand the probabilistic foundations of hypothesis testing and inference; • select appropriate statistical techniques according to the research question addressed; • describe the concepts of presented statistical techniques as well as their scopes, objectives and underlying assumptions; • understand the various steps and decisions involved in the application of analysis methods; • read, interpret, and communicate the statistical findings; • master statistical software for multivariate data analysis.
Content of the module	<p>This course focuses on various multivariate statistical methods used in analysing quantitative data for effective managerial decision making in fields like marketing or management. At the beginning, participants will be introduced to the basics of hypothesis formulation and testing. Next, the lectures cover techniques for multivariate dependence and interdependence analysis. Topics include analysis of variance, linear regression, and logistic regression (analysis of dependence) as well as cluster analysis and exploratory/confirmatory factor analysis (analysis of interdependence). Computer sessions (including exercises/case studies) using the statistical software SPSS will help participants to appropriately apply the data analysis methods covered in the lectures to “real world” problems.</p>
Features	Practical module with exercise sessions and case studies
Bibliography	<p>Selection:</p> <ul style="list-style-type: none"> • Malhotra, N. K., Nunan, D., Birks, D. F. (2017), Marketing Research – An Applied Approach, 5 ed., New York: Pearson. • Mazzocchi, M. (2008), Statistics for Marketing and Consumer Research, London: Sage. • Sarstedt, M., Mooi, E. (2014), A Concise Guide to Market Research – The Process, Data, and Methods Using IBM SPSS Statistics, 2. ed., Berlin: Springer.

	<p>A complete list of recommended/compulsory literature that enables participants to prepare and reinforce their learning will be provided in the course outline. Additionally, participants will get lecture notes from the professor.</p>
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Module 6: Behavioural Management							
Workload 360h		ECTS-Credits 12 CP		Study year <u>Full-time:</u> 1 st or 2 nd semester <u>Part-time:</u> 1 st up to 8 th semester; recommended scheduling: 3 rd , 4 th , 5 th or 6 th semester			
1	Elements of the module	Preparation time	Contact hours	Workload during module week	Post-processing time	Total workload	ECTS-Credits
	M6-1 Consumer Behaviour	20h	30h	20h	20h	90h	3CP
	M6-2 Entrepreneurship (International Week)	20h	24h	20h	26h	90h	3CP
	M6-3 Leadership and Human Resource Management	20h	30h	20h	20h	90h	3CP
	M6-4 Cross-Cultural Management	20h	24h	20h	26h	90h	3CP
2	Methods of teaching (examples): Lectures, case studies, group work, discussion						
3	Number of participants: Max. 20 participants. The number of participants is limited to guarantee an ideal working atmosphere and an optimal participants-lecturer ratio.						
4	Qualification objectives: This module concentrates on understanding important behavioural relations in order to enable participants to understand the interrelation between human characteristics and the results of corporate strategies. Students will recognize the importance of the human factor for the success of a company and transfer this knowledge to their daily work routine. Human capital is an important factor in the value chain of every company. This module introduces specific challenges of Human Capital Management. At the end of the course,						

	<p>participants will have gained a broad knowledge of human resource practices and will be able to deliver successful strategies for companies. Students will also be aware of issues associated with leading international teams and will be able to explore and interpret approaches to managing people in international organisations. Moreover, students will have learned about country-specific differences and their relevant aspects. They will have developed an intuition for intercultural differences and know how to prevent problems caused by culture-specific differences. The focus of this course is not only set on theoretical basics, but rather on an application-oriented communication of knowledge. Practical case studies are an inherent part of the course.</p>
5	<p>Content:</p> <p>The module examines the behaviour of human beings in their roles as consumers and employers. Participants will learn key words and basic theories of human behaviour. In the course Consumer Behaviour, participants learn about cognitive processes of consumer and environmental conditions which influence buying behaviour. They learn more about consumers' motivations and about the variety of methods to influence consumer behaviour. In the course Entrepreneurship, participants learn behavioural skills for entrepreneurs in different situations and methods for enforcing changing processes. Both module elements consist of a theoretical and a practical part (team project, case studies).</p> <p>Furthermore, the module deals with definitions and basic approaches to human capital management. Strong emphasis is put on explanations about the differences between national and international human resource management. Case studies and discussions about the role of human resource management in multinational companies as well as cultural influences on human resource management are part of the module too.</p>
6	<p>Teaching and learning methods of the module:</p> <p>Main characteristic is the highly academic content of the knowledge and skills that are taught. We respect a reasonable combination of inductive and deductive types of teaching. Deductive forms are used during readings: professor's lecture, Power Point presentation, slides. More inductive forms which are used during the course are for example case studies, presentations, discussions, teamwork. The combination of both forms allows students to make use of their own professional experiences and motivates to share them with fellow participants. Lecturers are free to pick specific readings, but are requested to include both inductive and deductive methods in the module.</p>
7	<p>Types of examination:</p> <p>Integrative written examination/paper/assignment and oral grades (for example: class participation, contribution to discussions, case studies).</p> <p>The weighting of the written grade counts at least 30 percent of the whole grade.</p>

	The lecturers decide about the weighting of the various oral performances before the course takes place and give due notice (→ course outline).												
8	<p>Requirements for the allocation of credit points: Basis for the evaluation is the French grading system:</p> <table> <tr> <td>excellent</td> <td>20-19 points</td> </tr> <tr> <td>very good</td> <td>18-17 points</td> </tr> <tr> <td>good</td> <td>16-15 points</td> </tr> <tr> <td>satisfactory</td> <td>14-12 points</td> </tr> <tr> <td>sufficient</td> <td>11-10 points</td> </tr> <tr> <td>insufficient</td> <td>< 10 points</td> </tr> </table>	excellent	20-19 points	very good	18-17 points	good	16-15 points	satisfactory	14-12 points	sufficient	11-10 points	insufficient	< 10 points
excellent	20-19 points												
very good	18-17 points												
good	16-15 points												
satisfactory	14-12 points												
sufficient	11-10 points												
insufficient	< 10 points												
9	<p>Weighting of the grade in the total grade: Proportionate subject to credit points.</p>												
10	<p>Frequency of courses offered: Once a year.</p>												
11	<p>Person responsible for this module: Univ.-Prof. Dr. Bastian Popp</p>												

Module-no./ Module name	M6-1 Consumer Behaviour				
Semester	<u>Full-time:</u> 1 st or 2 nd semester <u>Part-time:</u> 1 st up to 8 th semester; recommended scheduling: 3 rd , 4 th , 5 th or 6 th semester				
Duration of the module	4 days + written examination (90 minutes)				
Registration	Moodle				
Requirements	Participant of the postgraduate MBA-programme “European Management”. Basic interest in psychological aspects of consumer behaviour. It is recommended to attend module M4 first.				
Applicability of the module	Full-time and part-time participants				
Name of the lecturers	Univ.-Prof. Dr. Andrea Gröppel-Klein Chair of Marketing Saarland University/ Germany Univ.-Prof. Dr. Güliz Ger Director of the Center for Research in Transitional Societies Bilkent University Faculty of Business Administration/ Turkey				
Lecture language	English				
ECTS-Credits	3 credit points				
Total workload and its composition	Preparation time	Contact hours	Workload during module week	Post-processing time	Total workload
	20h	30h	20h	20h	90h
Type of examination/Requirements for awarding ECTS-Credits	Legal basis: <i>Ordnung zur Änderung der Prüfungsordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) <i>Ordnung zur Änderung der Studienordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) Integrative written examination: at least 30% Case study (teamwork + presentation of the results), class participation, discussion: max. 70% Within these guidelines the lecturer is free to choose an adequate proportioning of the weighting. More information				

	about the proportioning is available in the course outline which the participants get before the course starts.
Weighting of the grade of the module element in the final grade	5%
Qualification objectives of the module	Students acquire a clear perspective and understanding of consumer behaviour and of how consumers' decisions are influenced by emotional, cognitive and unconscious processes. Students experience a multitude of possibilities to transfer their new knowledge about consumer behaviour to real-world business problems in a European context.
Content of the module	The aim of this course is to give an overview of findings of consumer behaviour that are highly relevant to understand consumers' responses to Marketing strategies. The course intends to provide inspiration to MBA students when dealing with topics related to consumer behaviour. Also, it intends to give an up-to-date state-of-the-art overview of research on consumer behaviour to students.
Features	The programme will consist of lectures, discussions, special interest sessions and case studies.
Bibliography	<p>Selection:</p> <ul style="list-style-type: none"> • Szmigin, E.; Piacentini, M. (2015) Consumer Behaviour, Oxford University Press. • Solomon, M.; Bamossy, G.; Askegaard, S.; Hogg, M. (2010), Consumer Behaviour – A European Perspective, 4 ed. • Groeppel-Klein, A. (2005): Arousal and consumer in-store behaviour, in: Brain Research Bulletin, 67 (5), 428–437. • Gröppel-Klein, A.; Bartmann, B. (2009): Turning Bias and Walking Patterns: Consumers' Orientation in a Discount Store, in: Marketing - Journal of Research and Management, 29 (1), 41–53. • Gröppel-Klein, A. und J. Helfgen (2016): "Consumers' Orientation in Brick and Mortar Stores - Why Consumers Should be Guided in a Clockwise Direction", EIRASS conference, Edinburgh, 2016.

- Groeppel-Klein, A. (ed) (2014): Emotions, Special Issue, GfK, Marketing Intelligence Review, Vol. 6, No.1.
- Groeppel-Klein, A., J. Helfgen, A. Spilski, and L. Schreiber (2017): The impact of age stereotypes on elderly consumers' self-efficacy and cognitive performance, in: *Journal of Strategic Marketing*, 25 (3), 211-225.
- O'Guinn, Albert M. and Thomas O'Guinn (2001) 'Brand Community', *Journal of Consumer Research*, 27, (March) pp.412-432.
- Fournier, Susan and Lara Lee (2009) 'Getting Brand Communities Right', *Harvard Business Review*, April, pp.105-111.
- Fournier, Susan (1998) 'Consumers and their brands: Developing relationship Theory in Consumer Behaviour', 24, *Journal of Consumer Research* (March), pp. 343-344 and 348-361.
- McCracken, Grant (1981) 'Culture and Consumption: A theoretical account of the structure and movement of cultural meaning of consumer goods', *Journal of Consumer Research*, 13, June, pp.71-84.
- Banister, Emma and Margaret Hogg (2001) 'Mapping the Negative Self: From 'So not me' ... to 'Just not me'', *Advances in Consumer Research*, vol.28, 1: 242-248.
- Kozinets, Robert V. (2002), 'The field behind the screen: using netnography for marketing research in online communities' *Journal of Marketing Research*, 39, 1: 61-72.

A complete list of recommended/compulsory literature that enables participants to prepare and reinforce their learning will be provided in the course outline. Additionally, participants will get lecture notes from the professors.

Module-no./ Module name	M6-2 Entrepreneurship				
Semester	<u>Full-time:</u> 1 st or 2 nd semester <u>Part-time:</u> 1 st up to 8 th semester; recommended scheduling: 3 rd , 4 th , 5 th or 6 th semester				
Duration of the module	4 days + written paper to submit				
Registration	Moodle				
Requirements	Participant of the postgraduate MBA-programme “European Management”. Basic understanding of corporate processes and human behaviour.				
Applicability of the module	Full-time and part-time participants				
Name of the lecturer	Jun.-Prof. Dr. Benedikt Schnellbächer Saarland University, Chair of Digital Transformation and Start-Ups Prof. Dr. Sven Heidenreich Saarland University, Chair of Technology and Innovations Management Dr. Joachim Behrendt Business angel, independent management consultant and owner of two consulting companies				
Lecture language	English				
ECTS-Credits	3 credit points				
Total workload and its composition	Preparation time	Contact hours	Workload during module week	Post-processing time	Total workload
	20h	24h	20h	26h	90h
Type of examination/Requirements for awarding ECTS-Credits	Legal basis: <i>Ordnung zur Änderung der Prüfungsordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) <i>Ordnung zur Änderung der Studienordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) Integrative written paper to submit: at least 30% Case study (teamwork + presentation of the results), class participation, discussion: max. 70%				

	<p>Within these guidelines the lecturer is free to choose an adequate proportioning of the weighting. More information about the proportioning is available in the course outline which the participants get before the course starts.</p>
Weighting of the grade of the module element in the final grade	5%
Qualification objectives of the module	<p>Upon successful completion of this module, assuming that attendance, participation and completion of the assessment have been undertaken, students should be able to:</p> <ul style="list-style-type: none"> • understand what an entrepreneur is, what his/ her benefits, risks, and responsibilities are • understand what a good opportunity is and what kinds of opportunity sources there are • understand the mechanics of entrepreneurial process • understand the process of initiating product and service development • understand technology driven entrepreneurship • understand available resources for start up and growth • understand organizational approaches towards global growth
Content of the module	<p>The role of entrepreneurship in an economic unit has been well documented and is of interest not only to business people and politicians but also to students – the future entrepreneurs. Creating and growing a new venture inside or outside a corporation is a task that few individuals are able to accomplish, even though many profess the desire. This course is based on an understanding of strategic areas of business and applies the tools and analytical techniques of these areas to the new venture creation process in a domestic and international setting.</p> <p>The entrepreneurship module has been designed in a way that prepares participants very well for pursuing careers as owner/managers. It also offers a generic examination of the general principles of entrepreneurship and entrepreneurial activity. Adopting this unit does not confine participants to the limitations of small business and its related activities. It supports the full development of entrepreneurial skills and</p>

	sensitivities for use in existing organizations, to facilitate the management of change and/or the achievement or organizational goals.
Teaching and learning methods of the module	The module will use a variety of teaching and learning methods to enhance learning and understanding including lectures, workshops and seminars, and it will put an emphasis on developing critical skills of analysis, strategic choice and implementation through the use of workshops and case studies. Methods will include critical reading and thinking; engagement with new business ideas/opportunities from filmed case studies and ‘dragons den’ pitches; conceptual development of models and theories of entrepreneurial practice; peer interaction; secondary data research and analysis; tutorial support and guidance.
Features	-
Bibliography	<p>Selection:</p> <ul style="list-style-type: none"> • Baron, R.A., Shane, S.A. (2008). <i>Entrepreneurship: A Process Perspective</i>. 2 ed., Thomson. • Deakins, D., Freel, M. (2009). <i>Entrepreneurship and small firms</i>, 5 ed. McGraw Hill: Maidenhead, Berks. • De Wit, B., Meyer, R. (2004). <i>Strategy: Process, Content, Context: An International Perspective</i>, 3 ed., Thomson Learning, London. • Hisrich, R.; Peters M.; Shepherd, D., 2006: <i>Entrepreneurship</i>, 7 ed., McGraw-Hill/Irwin. • Kotler, P., Armstrong, G., Saunders, J. and Wong, V. (2006), <i>Principles of Marketing</i>, 4 European ed. Pearson. • Stokes, D., Wilson, N., Mador, M. (2010), <i>In Search of Entrepreneurship</i>, 2 ed., Thomson Publishing. <p>A complete list of recommended/compulsory literature that enables participants to prepare and reinforce their learning will be provided in the course outline. Additionally, participants will get lecture notes from the professor.</p>

Module-no./ Module name	M6-3 Leadership and Human Resource Management				
Semester	<u>Full-time:</u> 2 nd semester <u>Part-time:</u> 1 st up to 8 th semester; recommended scheduling: 2 nd , 4 th or 6 th semester				
Duration of the module	4 days + written examination (90 minutes)				
Registration	Moodle				
Requirements	Participant of the postgraduate MBA-programme “European Management”.				
Applicability of the module	This course is attended by full-time and part-time participants.				
Name of the lecturer	Univ.-Prof. Dr. Torsten Kühmann Chair of Human Resource Management University of Bayreuth				
Lecture language	English				
ECTS-Credits	3 credit points				
Total workload and its composition	Preparation time	Contact hours	Workload during module week	Post-processing time	Total workload
	20h	30h	20h	20h	90h
Type of examination/Requirements for awarding ECTS-Credits	Legal basis: <i>Ordnung zur Änderung der Prüfungsordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) <i>Ordnung zur Änderung der Studienordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) Integrative written examination: at least 30% Case study (teamwork + presentation of the results), class participation, discussion: max. 70% Within these guidelines the lecturer is free to choose an adequate proportioning of the weighting. More information about the proportioning is available in the course outline which the participants get before the course starts.				
Weighting of the grade of the module element in the final grade	5%				
Qualification objectives of the module	This course will help students understand strategic dimensions of leadership and Human Resource				

	<p>Management in times of disruptive change. Students should be able to explain the foundations of professional HRM on a strategic level. They should be aware of how leadership as well as HRM function contribute to optimizing human capital and creating added value for organisations. They will get insight into recent research on leadership and HRM and behavior-related and measurement-related perspectives in HRM. They should be able to find solutions for highly recurrent challenges in leadership.</p>
Content of the module	<p>This module focuses on the basic and advanced aspects of modern leadership and HRM. It covers current challenges and classifies them along a professionalization framework for HRM. Topics are – among others – the organization of HRM, Darwiportunism and the ethics of HRM, organizational culture, leadership and HRM in global context, the specific challenges of leadership in times of digitalisation, and the monetary measurement of human capital.</p>
Features	<p>International case studies.</p>
Bibliography	<p>Selection:</p> <ul style="list-style-type: none"> • Kunnanatt, J. T. (2016): 3D Leadership – Strategy-Linked Leadership Framework for Managing Teams, in: Management & Financial Markets 11 (3), 30-55. • Mortensen, M./Gardner, H. K. (2017): The Overcommitted Organization, in: Harvard Business Review 95 (5), 58-65. • Meyer, E. (2015): Getting to Sí, Ja, Oui, Hai, and Da. How to Negotiate across Cultures, in: Harvard Business Review 93 (12), 74-80. • Nica, E. (2012): Driving Forces for the Professionalisation of Human Resource Management in Europe, in: Management & Financial Markets 7 (4), 197-202. • Scholz, C. (2004): Darwiportunism. Understanding Modern Work without Job Guarantees. • Scholz, C., Stein, V. (2003): International Virtual Teams (IVTs): A Triple „Mission Impossible“?, Paper Presented on the 7th Conference on International Human Resource Management, University of Limerick, Ireland, 4th – 6th June 2003, Dublin.

	<ul style="list-style-type: none">• Scholz, C., Böhm, H. (2008): Human Resource Management in Europe. Comparative Analysis and Contextual Understanding. London – New York: Routledge.• Scholz, C, Stein, V. (2010): Human Capital Measurement: Linking Accountability to Variety. Manuscript. <p>A complete list of recommended/compulsory literature that enables participants to prepare and reinforce their learning will be provided in the course outline. Additionally, participants will get lecture notes from the professor.</p>
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Module-no./ Module name	M6-4 Cross-Cultural Management				
Semester	<u>Full-time:</u> 2 nd semester <u>Part-time:</u> 1 st up to 8 th semester; recommended scheduling: 2 nd , 4 th or 6 th semester				
Duration of the module	3 days + written paper to submit				
Registration	Moodle				
Requirements	Participant of the postgraduate MBA-programme "European Management".				
Applicability of the module	Full-time and part-time participants				
Name of the lecturer	Prof. Dr. Robert Münscher Work Area: Human Resource Management, Organization & Business Ethics University of Worms				
Lecture language	English				
ECTS-Credits	3 credit points				
Total workload and its composition	Preparation time	Contact hours	Workload during module week	Post-processing time	Total workload
	20h	24h	20h	26h	90h
Type of examination/Requirements for awarding ECTS-Credits	Legal basis: <i>Ordnung zur Änderung der Prüfungsordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) <i>Ordnung zur Änderung der Studienordnung für den postgradualen Studiengang „European Management“</i> (as amended on September 29, 2016) Integrative written paper to submit: at least 30% Case study (teamwork + presentation of the results), class participation, discussion: max. 70% Within these guidelines the lecturer is free to choose an adequate proportioning of the weighting. More information about the proportioning is available in the course outline which the participants get before the course starts.				
Weighting of the grade of the module element in the final grade	5%				

Qualification objectives of the module	As a result of the course, students will be able to review major theories of cross-cultural management, make an initial cultural diagnosis of a cross-cultural project and connect theoretical insights into current cross-cultural challenges to daily practice.
Content of the module	Students learn about cultural influences on human resource management, communication and collaboration in international contexts. The course connects classical perspectives on culture and diversity to recent views on cultural dynamics and intercultural collaboration. Students learn to reflect on the multi-layered character of culture (societal, organizational, and professional) and the ways cultural practices work out in daily organizational life in a globalised world. The course provides students with a basic knowledge of models of cross-cultural communication and cultural theory. Participants will further get an understanding of the way culture influences the collaboration in multicultural teams or organizations. Furthermore, themes such as cultural negotiation, intercultural competence and diversity management will be addressed.
Features	International case studies.
Bibliography	<p>Selection:</p> <ul style="list-style-type: none"> • Browaeys, M.-J.; Price, R.: Understanding Cross-Cultural Management. Harlow, Prentice Hall, 2016. <p>A complete list of recommended/compulsory literature that enables participants to prepare and reinforce their learning will be provided in the course outline. Additionally, participants will get lecture notes from the professor.</p>

Module 7: Master Thesis														
Workload	ECTS-Credits	Study year												
450h	15 CP	At the end of each study year. For detailed information please see below.												
1	Qualification objectives: The participants learn to acquire a critical scientific attitude, to formulate research questions and to define a research path. During the preparation of the Master Thesis, they learn how to independently collect information and data and how to critically analyse research results. They learn to report their results in a scientific way and to translate new findings to a broad public.													
2	Content: The content of the Master Thesis and the setting of the task depend on the supervisor. The supervisors are asked to provide trends, practical questions and extraneous events in their topics. EIABM supports the cooperation with companies. Participants who are interested in such a practical cooperation should mention that before the general themes are announced.													
3	Types of examination: ---													
4	Requirements for the allocation of credit points: Basis for the evaluation is the French grading system: <table style="margin-left: 40px; border: none;"> <tr> <td>excellent</td> <td>20-19 points</td> </tr> <tr> <td>very good</td> <td>18-17 points</td> </tr> <tr> <td>good</td> <td>16-15 points</td> </tr> <tr> <td>satisfactory</td> <td>14-12 points</td> </tr> <tr> <td>sufficient</td> <td>11-10 points</td> </tr> <tr> <td>insufficient</td> <td>< 10 points</td> </tr> </table> Legal basis: <i>Ordnung zur Änderung der Prüfungsordnung für den postgradualen Studiengang „European Management“ (as amended on September 29, 2016)</i> <i>Ordnung zur Änderung der Studienordnung für den postgradualen Studiengang „European Management“ (as amended on September 29, 2016)</i>		excellent	20-19 points	very good	18-17 points	good	16-15 points	satisfactory	14-12 points	sufficient	11-10 points	insufficient	< 10 points
excellent	20-19 points													
very good	18-17 points													
good	16-15 points													
satisfactory	14-12 points													
sufficient	11-10 points													
insufficient	< 10 points													
5	Weighting of the grade in the total grade: 25%													
6	Frequency of courses offered: Once a year.													
7	Duration of the module Full-time participants: 3 months, Part-time participants: 6 months													
8	Timetable (in general)	(Full-time programme/ Part-time programme)												

	Announcement of the general themes through EIABM	~ in November/December
	Registration for the Master Thesis in the office of EIABM	~ in April/ January
	Publication of the single themes through chairs	~ in May/ January
	Hand in of individual preference order through each participant in the office of EIABM	~ in May/ February
	Distribution of the themes through EIABM	~ in May/ February
	Start of the processing time	~ in June/ March
	End of the processing time	~ in September
	Hand in of the Master Thesis in the office of EIABM until 5 pm	
	Deadline for the grades	~ in October
	Communication of the grades	~ in October
9	Type of course Compulsory to complete the MBA programme.	
	Requirements Participant of the postgraduate MBA programme “European Management”. Participants should have successfully completed at least 14 courses. In justified exceptional cases, participants are allowed to write the Master Thesis already after the successful completion of 11 courses.	
10	Name of the lecturer At the beginning of every study year, the lecturers are disclosed.	
11	Language English	
12	Type of examination/Requirements for awarding ECTS-Credits Successful completion of the Master Thesis.	
13	Features An outstanding Master Thesis is available at EIABM.	
14	Person responsible for this module: Univ.-Prof. Dr. Bastian Popp/ Univ.-Prof. Dr. Andrea Gröppel-Klein	