

Freie Universität  Berlin

SCHOOL OF BUSINESS & ECONOMICS

Master of Science in Management & Marketing



Publisher

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Curriculum Structure

This is a two years Master program. In the first year the curriculum gives you the foundation of management knowledge and skills. The second year is devoted to developed areas of expertise and intercultural competence.

The Fall Semester of the second year will be spend abroad in one of the partner universities, the last semester focuses on elaborating a Master’s thesis.

Fall semester	Spring semester	Fall semester abroad	Spring semester
Buyer Behavior and Marketing Communication 5 CP	Business-to-Business-Marketing 5 CP	Knowledge Management Seminar 5 CP	Master Thesis
Knowledge Management 5 CP	Marketing Seminar 5 CP	Marketing Case Study Seminar 5 CP	
Empirical Research Methods 5 CP	Methods in Empirical Science 5 CP	Alliances and Networks Seminar 5 CP	
Leadership and Innovation 5 CP	Managing Inter-organizational Relations 5 CP	Leadership and Innovation Seminar 5 CP	
Theory and Praxis of Strategic Management 5 CP	Strategy Seminar 5 CP	Elective 5 CP	
Human Resource Management 5 CP	Human Resource Management 5 CP	Elective 5 CP	
30 CP	30 CP	30 CP	30 CP

Description of Modules and Syllabus

First Semester (Fall)

Buyer Behavior and Marketing Communications

Alfred Kuss

Learning Objectives

Knowledge about behavior of consumers and organizational buyers is fundamental for the development of marketing strategies. Companies achieve competitive advantages provided they can satisfy the needs of their consumers better than their competitors, or are able to have an impact on buyer behavior along with their goals. Furthermore, the behavioral foundations of consumer behavior are important aspects for understanding marketing problems more thoroughly and developing practical skills and applications in order to solve those problems. Additionally, these foundations are important for being able to understand scientific publications within the field. The course also covers important aspects of marketing communication strongly related to consumer behavior as both topics are based on the same foundations in behavioral science. Furthermore, marketing communication provides fundamental knowledge for a variety of careers in the communication and advertising industry that attract quite a lot of students specializing in marketing. Providing a broad theoretical overview is the most important learning target of the course. Of course, the practical relevance to marketing problems complements this overview throughout the whole course.

Content

- Individual determinants of buying processes (knowledge, information processing, learning, goals, emotions, attitudes, involvement, personal characteristics)
- Development of needs
- Typologies of buying decisions
- Buying processes and after purchase behavior
- Economic determinants, consumer policy, social determinants
- Impact of culture, international marketing
- Organizational buying behavior (business types, buying center, business relationships)
- Postmodern consumer research
- Buyer behavior on the internet
- Communication process models (e.g., elaboration likelihood model)
- Behavioral foundations of communication strategies

Forms of Teaching and Learning	Classroom Presence in Hours	Forms of Active Participation	Workload in Hours
Lecture/Tutorial	3 per semester week	Exercises, assignments and case studies Term paper Short presentation	Attendance 45 Preparation/wrap-up, including exercises and case studies 30 Literature 20 Term paper 15 Short presentation 10 Preparation for exam 30

Language German
Total Workload 150 hours
Duration of Module 1 semester
Frequency of Module Offering Fall semester
Prerequisites none

Forms of Teaching and Learning	Tests	Credit Points	Mandatory Participation
Lecture/Tutorial	Exam 120 min.	3	yes
	Short paper 2.000 words	1	yes
	Oral presentation 20 min.	1	yes
Credit Points 5			

Knowledge Management

Thomas Mellewig

Learning Objectives

- Knowledge of the essential concepts in the field of knowledge management from an economic perspective
- Knowledge of the prevailing streams, problems, and deficits of the empirical research on knowledge management
- Capability to systematically analyze literature on knowledge management
- Capability to use skills and knowledge to work on pre-specified research questions
- Capability to structure and outline complex topics and to contextualize them

Content

The „Knowledge Management“ module focuses on the essential concepts of knowledge management from an economic perspective. The main conceptual foundations are taught at the beginning. Special focus is on knowledge management in firms; especially on sharing and transferring knowledge stocks and flows in multiunit organizations. In addition, the process of organizational learning and the impact of information and communication technologies, and personnel management are highlighted. Moreover, the lecture refers to the gaining of competitive advantage as a result of knowledge and learning, both in and between organizations. Case studies are analyzed in groups of three to five students referring to pre-specified questions in order to emphasize the relevance of the knowledge management being practiced.

As a complementary tutorial, the reading course concentrates on conceptual and empirical studies on various issues within the field of knowledge management. The tutorial aims at extending the students' skills acquired in the lectures while putting emphasis on specific aspects. Each participant is required to read a text, analyze it, prepare a handout, and present its main contents in the tutorial.

Forms of Teaching and Learning	Classroom Presence in Hours	Forms of Active Participation	Workload in Hours
Lecture/Tutorial	3 per semester week	<p>Working on case studies in groups and presenting the results</p> <p>Working on scientific texts and presenting the contents (in groups)</p>	<p>Attendance 45</p> <p>Preparing the lecture 30</p> <p>Analyzing case studies 20</p> <p>Preparing the reading course (written text analysis and oral presentation) 25</p> <p>Preparing the final examination 30</p>

Language German
Total Workload 150 hours
Duration of Module 1 semester
Frequency of Module Offering Spring semester
Prerequisites none

Forms of Teaching and Learning	Tests	Credit Points	Mandatory Participation
Lecture	Exam 120 min.	3	yes
	Case Study	1	
Tutorial	Oral presentation 20 min.	1	yes

Credit Points 5

Empirical Research Methods

Alfred Kuss

Learning Objectives

Nowadays empirical research methods are essential in management and marketing research. These methods are also fundamental to a variety of applications of practitioners. The purpose of the course is to provide students with the most common research methods that should enable them to comprehend and evaluate studies (scientific as well as practical) that apply these methods. Furthermore, a basic knowledge, as well as an overview, of different methods provides a basis for the application of these methods should they be required.

Content

Foundations of scientific theories in management and marketing research.
 Further topics in the course are: study design; foundations of sampling; interview techniques; measurement; reliability and validity of qualitative and quantitative data; foundations and applications of experimental studies; content analysis; foundations of inference statistics (estimation, tests); analysis of variance; regression analysis; and overview of multivariate statistics.
 Prior knowledge from a basic course on “statistics for social science” is required.

Forms of Teaching and Learning	Classroom Presence in Hours	Forms of Active Participation	Workload in Hours
Lecture/Tutorial	3 per semester week	exercises, two short papers, short presentation	Attendance 45 Preparation/wrap-up 30 Exercises 15 Short papers 20 Short presentation 10 Preparation for exam 30

Language German
Total Workload 150 hours
Duration of Module 1 semester
Frequency of Module Offering Fall semester
Prerequisites none

Forms of Teaching and Learning	Tests	Credit Points	Mandatory Participation
Lecture/Tutorial	Exam 120 min. Short paper 2.000 words Oral presentation 20 min.	3 1 1	yes yes yes

Credit Points 5

Leadership and Innovation

Georg Schreyögg

Learning Objectives

- Educate students in the leading areas of theory and practice associated with leadership, innovation and change.
- Understanding concepts and frameworks of motivation in organizational processes.
- Developing skills and capabilities essential to leading others. Gaining a better understanding of own leadership preferences, strengths, and weaknesses.
- Understanding and applying frameworks for diagnosing and resolving leadership problems in organizational settings.
- Recognizing structures and processes that affect group performance, and reviewing common pitfalls associated with working in teams.
- Cultivating mindsets and building skills to understand the ways in which organizations and their members affect one another.
- Developing useful approaches for recognizing and dealing with change in business.
- Understanding the behavior of individuals and groups to be able to innovative management systems.
- Mastering concepts, frameworks, and tools to assess a firm’s innovativeness and to foster creativity and flexibility.

Content

The “leadership and innovation” module covers these main issues:

- Management process
- Leadership
- Motivation
- Small-group behavior
- Intergroup- conflict and cooperation
- Successful and unsuccessful change
- Organizational development
- Transformational change
- Drivers of innovation,
- Innovation and inertia
- Innovation management systems
- Open innovation

Students will present a specific topic in short presentations in class. During discussions the theoretical frameworks and tools will be applied to specific case studies

Forms of Teaching and Learning	Classroom Presence in Hours	Forms of Active Participation	Workload in Hours
Lecture	2 per semester week	Discussion questions, short presentations	Attendance 60 Preparation before and after lectures 25
Interactive Discussion Sessions	2 per semester week	Analysis of case studies	Preparation of case studies 20 Preparation of the presentation 20 Preparation of final exam and exam itself 25

Language German
Total Workload 150 hours
Duration of Module 1 semester
Frequency of Module Offering Fall semester
Prerequisites none

Forms of Teaching and Learning	Tests	Credit Points	Mandatory Participation
Lecture	Exam 120 min.	3	yes
	Oral presentation 20 min.	1	
Discussion	Case study 2.000 words	1	yes

Credit Points 5

Theory and Practice of Strategic Management

Rudi K. F. Bresser

Learning Objectives

Firms employ strategic management concepts and techniques to ascertain their long-term profitability and competitive advantage. Achieving such long-term advantages is difficult in contemporary business environments, which are becoming increasingly complex and dynamic. Research in strategic management is based on various theories and techniques which a firm's top management can use in its pursuit of long-term advantages. It is the aim of this module's lectures to familiarize students with the theoretical foundations of strategic management. Interactive discussion sessions based on case studies are used to help students analyze complex strategic problems and develop appropriate problem solutions.

Content

Theories covered in the lectures include concepts developed in institutional economics, neo-institutional organization theory, evolutionary theory, as well as the resource-based theory of the firm. The case study sessions encompass analyses of strategic decision makers, business environments, and firm resources and capabilities. In addition, the sessions will focus on the strengths and weaknesses of alternative corporate and business level strategies and their implementation.

Forms of Teaching and Learning	Classroom Presence in Hours	Forms of Active Participation	Workload in Hours
Lecture	2 per semester week	Discussion Questions, Short Presentations, Development of Propositions	Classroom Presence Lecture 30 Classroom Presence Interactive Discussion Sessions 30
Interactive Discussion Sessions	2 per semester week	Analysis and Presentation of Case Studies	Preparation of Content 40 Preparation of Case Studies 30 Preparation and Taking of Exams 20

Language German
Total Workload 150 hours
Duration of Module 1 semester
Frequency of Module Offering Fall semester
Prerequisites none

Forms of Teaching and Learning	Tests	Credit Points	Mandatory Participation
Lecture/Interactive Discussion Sessions/Independent Study	Exam 120 min.	3	yes
	Case study 2.000 words	1	yes
	Contribution during discussions	1	yes
Credit Points 5			

Human Resource Management

Gertraude Krell and Barbara Sieben

Learning Objectives

Acquirement of in-depth knowledge of the basic conditions, action fields and instruments of Human Resource Management. Acquirement of knowledge of the three focal topics of “programmatically perspectives of personnel related teaching”, “service work” and “gender and diversity studies”. Ability to take these perspectives and work out their implications for personnel-related teaching and research as well as for practical Human Resource Management (analysis of concepts, instruments, arguments etc. from the different theoretical/conceptual and actor-based perspectives).

Content

Programmatic perspectives of personnel related teaching, service work, gender and diversity studies; analysis of Human Resource Management action fields (e.g., personnel selection, appraisal, development and rewards) from these perspectives; implications for personnel teaching and practical Human Resource Management.

Forms of Teaching and Learning	Classroom Presence in Hours	Forms of Active Participation	Workload in Hours
Lecture	2 per semester week	Preparation and post-processing of the addressed topics, discussions, practical exercises in scientific writing, presentations	Attendance 45 Preparation and post-processing 45
Practical exercises	1 per semester week		Paper preparation 30 Exam preparation and exam itself 30

Language German
Total Workload 150 hours
Duration of Module 1 semester
Frequency of Module Offering Fall semester
Prerequisites none

Forms of Teaching and Learning	Tests	Credit Points	Mandatory Participation
Lecture and practical exercises	Exam 120 min.	3	yes
	Case study 2.000 words	1	yes
	Contribution during discussions	1	yes

Credit Points 5

Description of Modules and Syllabus

Second Semester (Spring)

Business-to-Business Marketing

Michael Kleinaltenkamp

Learning Objectives

The overall objectives of this course are to create an understanding of the basic principles of business-to-business markets as well as the methods for analyzing such markets, and the marketing strategies that can be applied. On the basis of theoretical and methodological inputs and the presentation of practical examples, students should achieve the ability to analyze the specific challenges of business-to-business markets and to develop marketing concepts for such markets.

Content

- Value chain structures on business-to-business markets
- Customer value and competitive advantages in business-to-business markets
- Procurement management and organizational buying behavior
- Analyzing customers and competitors in business-to-business markets
- Segmenting business-to-business markets
- Business types
- Marketing management for business-to-business markets
- Customer relationship management
- Multi-stage marketing

Forms of Teaching and Learning	Classroom Presence in Hours	Forms of Active Participation	Workload in Hours
Lecture	2 per semester week	Discussion, short presentations, comments on theses	Classroom lecture 30 Classroom exercises 15
Exercise	1 per semester week	Presentation of course exercises, case study work	Preparation and wrap-up 45 Course exercises work 40 Revision and test 20

Language German and English
Total Workload 150 hours
Duration of Module 1 semester
Frequency of Module Offering Spring semester
Prerequisites none

Forms of Teaching and Learning	Tests	Credit Points	Mandatory Participation
Lecture/Tutorial	Exam 120 min.	3	recommended
	Oral presentation 20 min.	1	recommended
	Contribution during discussions	1	recommended

Credit Points 5

Marketing Seminar

Alfred Kuss

Learning Objectives

- Knowledge of current research in important areas in marketing and its development
- Ability to explain and discuss scientific problems and critically evaluate them
- Ability to find relevant literature and present a literary review
- Ability to present and discuss research results

Content

Current research issues from Business-to-Business Marketing, Services Marketing, Research Methodology, Consumer Behavior, Marketing Strategy, Marketing Theory

Forms of Teaching and Learning	Classroom Presence in Hours	Forms of Active Participation	Workload in Hours
Seminar	2 per semester week	Term paper Presentation, in-class discussions	Literature review 40 Writing the paper 50 Preparation of the presentation 15
Classroom meetings to prepare the paper and the presentation	1 per semester week	Development of the literature review, the paper and the presentation	Presentations and discussions in the seminar 30 Classroom meetings for preparations 15

Language German
Total Workload 150 hours
Duration of Module 1 semester
Frequency of Module Offering Spring semester
Prerequisites none

Forms of Teaching and Learning	Tests	Credit Points	Mandatory Participation
Semiar	Term paper 5.000 words	3	yes
	Oral presentation 20 min.	1	yes
	Contribution during discussions	1	yes

Credit Points 5

Multivariate Methods

Martin Eisend and Christina Sichtmann

Learning Objectives

The application of multivariate statistics is an essential part of empirical research. The participants obtain knowledge principles and learn how typical questions are to be solved with multivariate data analysis. The main part of the lecture covers the application of several techniques as well as the interpretation of the results. Students get to know the application of usable software (e.g. SPSS, AMOS).

Content

- Research questions to be solved with multivariate statistics
- Variance analysis
- Linear regression analysis
- Logistic regression analysis
- Factor analysis
- Cluster analysis
- Conjoint analysis
- Linear structural equation modeling

Forms of Teaching and Learning	Classroom Presence in Hours	Forms of Active Participation	Workload in Hours
Lecture	2 per semester week	Discussions, short presentations	Attendance lecture 30 Attendance exercise 15
Tutorial	1 per semester week	Presentation of exercises, case studies	Preparation and wrap-up 45 Working on exercises and case studies 40 Preparation of exam 20

Language German
Total Workload 150 hours
Duration of Module 1 semester
Frequency of Module Offering Fall semester
Prerequisites none

Forms of Teaching and Learning	Tests	Credit Points	Mandatory Participation
Lecture/Tutorial/ Private Study	Exam 120 min.	3	recommended
	Oral presentation 20 min.	1	recommended
	Contribution during discussions	1	recommended

Credit Points 5

Research Design and Applied Data Analysis

Thomas Mellewig

Learning Objectives

- Knowledge on key concepts, methods and elements of the empirical research process
- Capability to use these concepts and methods in order to focus on relevant questions and develop viable solutions to research problems
- Capability to evaluate research designs critically
- Capability to present a solution that has been developed in teamwork in the classroom

Content

The module offers a comprehensive overview on the essential aspects and elements of empirical organization and strategy research. The students learn to independently and systematically plan and conduct empirical research projects. They become familiar with the ethical aspects of their actions as well as the potential difficulties in accessing data; the choice of adequate methods to collect and analyze data; criteria such as objectivity, reliability and validity; and the adequate presentation of findings. In addition to the lectures and tutorials the students are obliged to attend, the module requires substantial reading. Particular focus is on statistical analysis using software packages such as SPSS or STATA.

Forms of Teaching and Learning	Classroom Presence in Hours	Forms of Active Participation	Workload in Hours
Lecture/Tutorial	3 per semester week	Written project report and presentation	Attendance 45 Preparing the lecture incl. literature 45 Working on empirical research problems and writing a project report 60

Language German
Total Workload 150 hours
Duration of Module 1 semester
Frequency of Module Offering Spring semester
Prerequisites Empirical Research Methods

Forms of Teaching and Learning	Tests	Credit Points	Mandatory Participation
Lecture/Tutorial	<p>Project work: A group of 3-5 students focuses on a research project in order to run through the research process presented in the lecture, i.e., finding a research question, formulating hypotheses, collecting and analyzing data, and finally writing a report.</p>	3	yes
	Examination:		
	Research report		
	5.000 words		
Oral Presentation	1	yes	
20 min.	1	yes	
Contribution during	1	yes	
discussion			
Credit Points 5			

Qualitative Research Methods

Jörg Sydow

Learning Objectives

Students will advance their knowledge of research methods with the goal to be able to conduct their own research in line with scientific standards. They will apply theoretical and methodical skills learned in other modules to conduct an empirical case study by utilizing qualitative methodology. The goal will not only be to understand research methods but also to apply them and to enable students to better interpret results in empirical studies conducted by others.

Content

Changing and current topics in regards to management research or marketing research; possibly in context to a certain industry. Particular focus is on statistical analysis using software packages such as SPSS or STATA.

Forms of Teaching and Learning	Classroom Presence in Hours	Forms of Active Participation	Workload in Hours
Seminar	3 per semester week	Project report, presentation of project thesis, participation in class discussion	Attendance 45 Reading and preparing the literature 20 Report writing 40 Preparation of the presentation 20 Preparation of discussion sessions 25

Language German
Total Workload 150 hours
Duration of Module 1 semester
Frequency of Module Offering Selected spring semester
Prerequisites Empirical Research Methods

Forms of Teaching and Learning	Tests	Credit Points	Mandatory Participation
Project	Term paper 5.000 words	3	yes
	Presentation 20 min.	1	
	Contribution during discussions	1	yes

Credit Points 5

Managing Inter-organizational Relations

Jörg Sydow

Learning Objectives

This course will contribute to a better understanding of the chances and risks that are involved for organizations, most commonly firms, which work together in inter-organizational arrangements. Furthermore, it will suggest how to manage inter-organizational relations and, thereby, improve the chance-risk-ratio.

Content

Students will gain insights into the management of inter-organizational relations with the help of economic and (inter-) organizational theories as well as practical examples, case studies especially.

Forms of Teaching and Learning	Classroom Presence in Hours	Forms of Active Participation	Workload in Hours
Lecture/Exercises	3 per semester week	Discussions of papers, case studies, writing of short papers, behavioral-oriented exercises	Attendance 45 Short papers 15 Preparation of Case Studies 30 Preparation and Taking of Exams 30

Language German
Total Workload 150 hours
Duration of Module 1 semester
Frequency of Module Offering Spring semester
Prerequisites none

Forms of Teaching and Learning	Tests	Credit Points	Mandatory Participation
Lecture/Exercises	Exam 120 min.	3	yes
	Short paper 2.000 words	1	yes
	Contribution during discussions	1	yes

Credit Points 5

Strategy Seminar

Rudi K. F. Bresser

Learning Objectives

The overall objective of this seminar is to help students consolidate their theoretical knowledge of strategic management.

Content

Depending on the theoretical advances in the field and the research interests of the chair, different research questions will be analyzed.

Forms of Teaching and Learning	Classroom Presence in Hours	Forms of Active Participation	Workload in Hours
Seminar	3 per semester week	Discussion Questions, Presentation of Seminar Thesis	Classroom Presence Seminar 45 Preparation of Content 75 Preparation of Presentation 30

Language German
Total Workload 150 hours
Duration of Module 1 semester
Frequency of Module Offering Spring semester
Prerequisites Theory and Practice of Strategic Management

Forms of Teaching and Learning	Tests	Credit Points	Mandatory Participation
Seminar/Independent Studies	Term paper 5.000 words	3	yes
	Oral presentation 20 min.	1	yes
	Contribution during discussions	1	yes

Credit Points 5

Human Resource Management Seminar

Gertraude Krell and Barbara Sieben

Learning Objectives

Acquirement of in-depth knowledge of selected Human Resource Management topics. Acquirement of knowledge and skills in scientific writing (e.g., search for and analysis of relevant literature; writing of a structured text based on literature and own arguments). Acquirement of skills in oral presentation and discussion.

Content

Theoretical and empirical approaches to actual topics in Human Resource Management.

Forms of Teaching and Learning	Classroom Presence in Hours	Forms of Active Participation	Workload in Hours
Seminar	3 per semester week	Preparation and post-processing of the addressed topics, discussions	Attendance 45 Preparation and post-processing 15 Paper preparation 75 Preparation of the oral presentation and presentation itself 15

Language German
Total Workload 150 hours
Duration of Module 1 semester
Frequency of Module Offering Spring semester
Prerequisites Human Resource Management

Forms of Teaching and Learning	Tests	Credit Points	Mandatory Participation
Seminar	Term paper 5.000 words	3	yes
	Oral presentation 20 min.	1	yes
	Contribution during discussions	1	yes

Credit Points 5

Description of Modules and Syllabus

Third Semester (abroad/Fall)

Seminar in Knowledge Management

Thomas Mellewig

Learning Objectives

- Knowledge of the prevailing streams, problems, and deficits of the empirical research on knowledge management
- Capability to independently and systematically search for and analyze literature in libraries and databases
- Capability to use skills and knowledge to work on pre-specified research questions
- Capability to structure and outline complex topics and to contextualize them

Content

Current topics in knowledge management with special focus on empirical research. Topics are, for example: measuring knowledge; knowledge management and learning in strategic alliances and networks; sharing and transferring knowledge in organizations; competitive advantage and lock-in effects through knowledge in organizations.

Forms of Teaching and Learning	Classroom Presence in Hours	Forms of Active Participation	Workload in Hours
Seminar	3 per semester week	Term paper Presentation Active oral participation in the seminar	Attendance 45 Reading 30 Writing term paper 30 Preparing a presentation 25 Preparing the seminar 20

Language English
Total Workload 150 hours
Duration of Module 1 semester
Frequency of Module Offering Fall semester
Prerequisites none

Forms of Teaching and Learning	Tests	Credit Points	Mandatory Participation
Seminar	Term paper 5.000 words	3	yes
	Oral presentation 20 min.	1	yes
	Contribution during discussions	1	yes

Credit Points 5

Marketing Case Study Seminar

Michael Kleinaltenkamp

Learning Objectives

The overall objectives of this course are for the student to gain knowledge about typical marketing problems and to be able to independently develop solutions for them on a methodic basis. In the first part of the seminar, papers on theoretic and methodological basics, which have a close relation to the tasks of the case studies or business games, should help the student to understand the relevant problems and to use a methodic approach. In the second part of the seminar the students will develop within group discussion solutions for the selected cases of consumer, business-to-business, or services marketing; or the tasks to be solved within a business game. They will then present their results in a plenary discussion. Through this, the student will achieve or enhance their capabilities for the proper application of their marketing knowledge to specific problems and for preparing, describing and illustrating complex marketing issues in a structured way.

Content

- Case studies on consumer marketing and/or
- Case studies on business-to-business marketing and/or
- Case studies on services marketing and/or
- Marketing business game

Forms of Teaching and Learning	Classroom Presence in Hours	Forms of Active Participation	Workload in Hours
Seminar (part 1)	1 per semester week	Presentation of a paper	Classroom meetings (part 1) 15
Seminar (part 2)	2 per semester week	Group discussion, work on group results, presentation of group results and plenary discussion	Classroom meetings (part 2) 30 Literature review and writing of the paper 90 Presentation of the paper 15

Language English
Total Workload 150 hours
Duration of Module 1 semester
Frequency of Module Offering Fall semester
Prerequisites none

Forms of Teaching and Learning	Tests	Credit Points	Mandatory Participation
Seminar (part 1)	Term paper 5.000 words	3	yes
	Oral presentation 20 min.	1	yes
Seminar (part 2)	Contribution during discussions	1	yes
Credit Points 5			

Alliances and Networks Seminar

Jörg Sydow

Learning Objectives

Students will learn to critically receive and discuss a selected issue in the field of inter-organizational relations, in general, and the management of alliances and networks, in particular.

Content

Current and changing topics in the field of inter-organizational networks and alliances.

Forms of Teaching and Learning	Classroom Presence in Hours	Forms of Active Participation	Workload in Hours
Seminar	3 per semester week	Writing, presenting and discussing a paper	Attendance 45 Reading and preparing the literature 20 Paper writing 40 Preparation of the presentation 20 Preparation of discussion sessions 25

Language English
Total Workload 150 hours
Duration of Module 1 semester
Frequency of Module Offering Spring semester
Prerequisites none

Forms of Teaching and Learning	Tests	Credit Points	Mandatory Participation
Seminar	Term paper 5.000 words	3	yes
	Oral presentation 20 min.	1	yes
	Contribution during discussions	1	yes

Credit Points 5

Seminar in Leadership and Innovation

Georg Schreyögg

Learning Objectives

- Understanding evolution of modern management thought; especially in leadership, change and innovation
- Building writing skills for drafting essays and papers
- Improving skills to work with scientific literature critically, including usage of libraries' electronic system and electronic databases
- Developing the capability to orally present an argument by applying an appropriate presentation technique
- Building skills to apply acquired knowledge to another area
- Improving conceptual competence, in particular structuring complex issues and putting them in a broader perspective

Content

Up-to-date topics in leadership and management of innovation. Specific content will be: Perspectives of the management process, motivation theory, leadership theory, theory of innovation and change. Additionally: corporate culture, organizational inertia and path dependency, and open innovation.

Forms of Teaching and Learning	Classroom Presence in Hours	Forms of Active Participation	Workload in Hours
Seminar	3 per semester week	Term paper Presentation, discussion	Attendance 45 Reading and preparing the literature 20 Paper writing 40 Preparation of the presentation 20 Preparation of discussion sessions 25

Language English
Total Workload 150 hours
Duration of Module 1 semester
Frequency of Module Offering Spring semester
Prerequisites none

Forms of Teaching and Learning	Tests	Credit Points	Mandatory Participation
Seminar	Term paper 5.000 words	3	yes
	Oral presentation 20 min.	1	yes
	Contribution during discussions	1	yes
Credit Points 5			

Description of Modules and Syllabus

Elective

Marketing and Sourcing

Jörg Sydow

Learning Objectives

This course will increase students' understanding of managing buyer and supplier relations by applying the theories and tools taught in the introductory course.

Content

Management of buyer relations includes marketing of consumer goods and industrial goods as well as services. Managing supplier relations includes the sourcing of knowledge, labor and capital.

Forms of Teaching and Learning	Classroom Presence in Hours	Forms of Active Participation	Workload in Hours
Lecture/Exercises	3 per semester week	Discussions of papers, case studies, writing of short papers, behavioral-oriented exercises	Attendance 45 Writing short papers 40 Preparation of Case Studies 30 Preparation of Exercises 15 Preparation and Taking of Exams 20

Language English
Total Workload 150 hours
Duration of Module 1 semester
Frequency of Module Offering tba
Prerequisites Managing Inter-organizational Relations

Forms of Teaching and Learning	Tests	Credit Points	Mandatory Participation
Lecture/Exercises	Oral Exam 20 min. Presentation 20 min. Contribution during discussions	3 1 1	yes yes yes

Credit Points 5

Business German: Communicating and Negotiating

N.N.

Learning Objectives

Foreign students will

- be given introductory lessons in written and spoken German; including grammar, writing, pronunciation etc.
- learn how to conduct written business communication with other departments or corporations
- learn how to communicate appropriately and effectively with colleagues, employees and seniors in German
- learn how to negotiate with their counterparts from other departments of corporations
- learn how to get by in everyday life in Germany

Content

- Reading German (vocabulary, grammar, spelling etc.)
- Writing in German (vocabulary, grammar, spelling etc.)
- Speaking in German (pronunciation, formal speech, common speech etc.)

Forms of Teaching and Learning	Classroom Presence in Hours	Forms of Active Participation	Workload in Hours
Interactive lecture, exercises and discussions	6 per semester week	Discussions, short presentations, presentation of exercises, case studies	Attendance 90 Preparation and homework 45 Preparation of exam 15

Language German (Teaching staff can speak English)

Total Workload 150 hours

Duration of Module 1 semester

Frequency of Module Offering Fall semester

Prerequisites Master of Science in Management & Marketing (for exchange students only)

Forms of Teaching and Learning	Tests	Credit Points	Mandatory Participation
Lecture/Tutorial/ Private Study	Exam 120 min. Oral Exam 20 min. Contribution during discussions	3 1 1	yes yes yes

Credit Points 5

Germany's Economy and Business Environment

N.N.

Learning Objectives

Foreign students will

- acquire basic knowledge about German history, focusing on economic development
- acquire the ability to observe, analyze and critically review both historical and current events shaping Germany's economy and business environment
- become familiar with Germany's economy and business life today
- become familiar with Germany's business laws, i.e. taxation, trade law, commercial law and stock corporation law

Content

- German history, especially its economic development
- Germany's economy and business life today
- Relevant German laws applicable to business
- Current events shaping German business environment today

Forms of Teaching and Learning	Classroom Presence in Hours	Forms of Active Participation	Workload in Hours
Interactive lecture, exercises and discussions	3 per semester week	Discussions, case studies, short presentations	Attendance 45 Preparation of case studies 45 Preparation of presentation 30 Preparation of exam 15

Language German (Teaching staff can speak English)

Total Workload 150 hours

Duration of Module 1 semester

Frequency of Module Offering Fall semester

Prerequisites none

Forms of Teaching and Learning	Tests	Credit Points	Mandatory Participation
Lecture/Tutorial/ Private Study	Exam 120 min. Oral Exam 20 min. Contribution during discussions	3 1 1	yes yes yes

Credit Points 5

Management & Marketing Faculty
Professors

Rudi K. F. Bresser

Professor of Strategic Management

Rudi Bresser's current research interests include executive succession events, the M&A decision, competitive timing, and strategic management applications of institutional theory. He has published about two dozen scholarly articles in refereed journals such as the Strategic Management Journal, the Academy of Management Review, Omega, Organization Studies, the European Management Review, and Administration & Society. Rudi Bresser is an Associate Editor of the Strategic Management Journal, a founding member of the European Management Review, and he is an ad hoc reviewer to a dozen scholarly management journals.



Martin Eisend

Assistant Professor of Marketing

Martin Eisend's research activities center on theories, structures, processes and the impact of communication in markets, particularly in regard to communication towards consumers. His research is based on behavioral and social science theories, particularly on behavioral theories of communication and persuasion processes and theories of exchange in marketing. The research is empirical with an emphasis on empirical generalizations, particularly the application of meta-analyses. Martin Eisend has authored a number of papers providing meta-analytic results on effects of communication variables in marketing such as humor in advertising or message sidedness.



Michael Kleinaltenkamp

Professor of Business and Services Marketing

Michael Kleinaltenkamp's research interests include the fields of business-to-business marketing, relationship marketing, and services marketing. He focuses on the changes within the business-to-business value chains and the impact these developments have on the marketing and sales approaches as well as on the procurement strategies applied in this area. Among others he is author and co-editor of a five-volume textbook series on business-to-business marketing and sales. Furthermore, he is the Editor-in-Chief of the "Journal of Business Market Management" and Director of the "Executive Master of Business Marketing" program.



Gertraude Krell

Professor of Human Resource Management

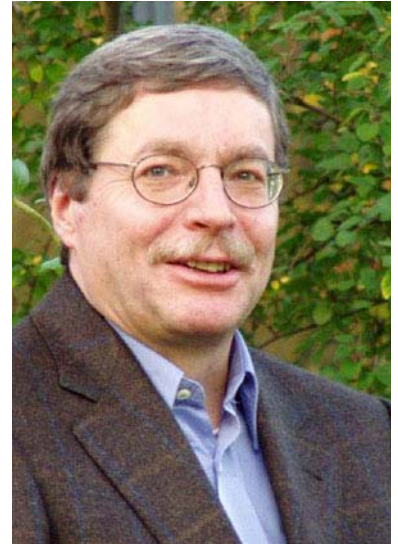
Gertraude Krell's main research interests concern gender & diversity in organizations, especially how investigating, teaching and practicing HRM can contribute to equal opportunities - in the field of practice as well as in the field of science. She is editor of the widely spread and recognized German manual „Chancengleichheit durch Personalpolitik“, for which she received the Margherita-von-Berantano-Award 2003 and member of the board of trustees of Total E-Quality Deutschland e.V. Further research interests and publications regard emotions in organizations, modeling and evaluating service work, the history of HRM, and Critical Management Studies.



Alfred Kuss

Professor of Marketing

Alfred Kuss is a professor of marketing at the Marketing Department of the Freie Universität Berlin. His research interests are focused on marketing research and consumer behavior. His publications appeared among others in the Journal of Consumer Research, Journal of Consumer Psychology, Advances in Consumer Research, Journal of Applied Psychology, Journal of Experimental Social Psychology. Alfred Kuss belongs to the internationally most cited marketing professors in Germany. He is the author of the books "Marketing Research" and "Introduction to Marketing" and the co-author of "Consumer Behavior" and "Marketing Planning". Alfred Kuss served as a dean at the faculties of business and economics of the Fernuniversität Hagen and the Freie Universität Berlin and in addition to that as a chairman of the business department at the Freie Universität Berlin.



Thomas Mellewigt

Professor of Knowledge Management

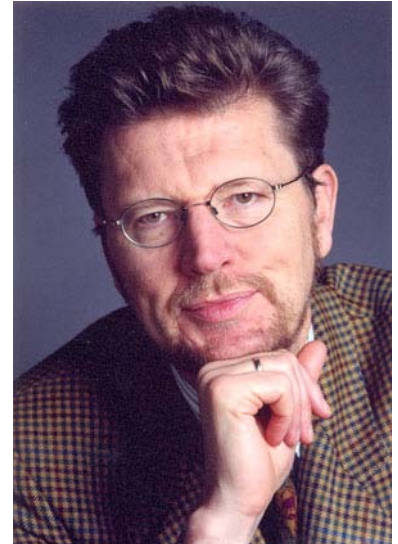
Thomas Mellewigt holds the Deutsche Telekom Foundation Distinguished Chair in Strategic Knowledge Management at the Freie Universität of Berlin (Germany). His research interests include contractual design and governance mechanisms of strategic alliances, determinants and management of outsourcing relationships, and organizational economics. His research has been published in the Journal of Business Venturing, Managerial and Decision Economics and other journals and has been presented at many meetings of the Academy of Management and the Strategic Management Society. He is also a member of the Editorial Board of the Strategic Management Journal.



Georg Schreyögg

Professor of Organization and Leadership

Georg Schreyögg's research interests include organizational theory, knowledge management, and organizational decision making. He has pioneered process approaches to organizational analysis, as well as their application to issues of strategy. He also has turned to the flip side of organizational capabilities, strategic inertia. Schreyögg helped to advance the path-dependency approach, which says that decisions taken at an early stage of a process may in special cases not only imprint later decision processes but also lead an organization into a lock-in. In his most recent research he collaborates with organizational theorists in other countries for studying practices and the evolution of organizational practicing. He is Elected Fellow of German National Science Foundation (DFG) and International Visiting Fellow of the Advanced Institute of Management Research (AIM).



Christina Sichtmann

Assistant Professor of Business-to-Business-Marketing

Christina Sichtmann's research focuses on business-to-business-marketing and services marketing. In particular, she focuses on the internationalization of services, marketing solutions in the industrial context (bundles of products and services) and the measurement of willingness-to-pay. She teaches courses in business-to-business-marketing, services marketing, customer relationship marketing and multivariate methods



Barbara Sieben

Assistant Professor of Human Resource Management/Diversity

Barbara Sieben's research interest focuses on diversity and its management with a special regard to different levels and intersections of cultural diversity. Her research is based on multiparadigmatic approaches, informed by critical management perspectives. Further interests include emotion in organisations and the management of service work. She presented parts of her work at international conferences e.g. of EGOS and EURAM, published papers in journals such as *Managementforschung* and *Human Relations*, and is co-editor of a volume on "Diversity Studies" (forthcoming).



Jörg Sydow

Professor of Management

Jörg Sydow's research interests include management and organization theory, strategic partnering and interfirm networking, technology and innovation management, project management, and industrial relations. He has published widely in leading academic journals like *Organization Science*, *Organization Studies*, and *Human Relations*. He is also a co-founding Co-Editor of two leading German journals, *Managementforschung* and *Industrielle Beziehungen – The German Journal of Industrial Relations*, and a member of the Editorial Boards of *Organization Studies*, *Organization Science* and the *Scandinavian Journal of Management*. He is Director of the doctoral program "Research on Organizational Paths" and International Visiting Fellow of the Advanced Institute of Management Research (AIM).



Admission Guidelines

Admission will be given to students in consideration of Bachelor Grades, a qualifying examination and personal interviews. In total there will be accepted 40 to 50 participants per year.