



# Master of Science in Management & Marketing

Consecutive Master's Program



**Publisher**

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October 2014

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## Aims and Scope

Our “Master of Science in Management & Marketing” is intense and challenging. Graduates of the Freie Universität Berlin, one of the winners of the Excellence Initiative of the German Federal Ministry of Education and Research and the German Research Foundation (DFG), are expected to develop a bundle of skills which benefit students in a number of ways. The program equips students with key qualifications required to adequately face the high expectations and requirements in today’s business and academic environment. The curriculum offers a unique combination of rigorous theoretical foundations and practical issues and promotes the acquisition of managerial skills in technical, conceptual, and social terms.

Students complete a sound curriculum that prepares them for advanced work in academic and professional fields. We enable students to develop technical skills in terms of knowledge, heuristics, and problem-solving know-how in Management and Marketing. These skills form the foundation for further education.

In addition, conceptual skills are developed to enable students to structure complex managerial problems. These skills are complemented by the acquisition of social skills through teamwork, group discussions, role-playing, and team projects.

Moreover, an increasingly globalized world demands the integration of social skills into intercultural competence. This particularly involves the ability to successfully operate in different countries, languages, and cultures and to participate in cross-cultural teams. Therefore, the third semester is spent at one of our partner universities abroad.

## Curriculum Structure

This is a two-year Master's program. In the first year, the curriculum provides the students with foundational management and marketing knowledge and skills. The second

year offers the students the opportunity to gain deeper insights into individual areas of interest as well as the chance to gather intercultural experience.

First Semester Fall	Second Semester Spring	Third Semester (Abroad) Fall	Fourth Semester Spring
Buyer Behavior and Marketing Communications  (6 ECTS)	Business-to-Business Marketing  (6 ECTS)	Management Theory  (6 ECTS)	
Foundations of Empirical Research Methods  (6 ECTS)	Managing Interorganizational Relations  (6 ECTS)	Marketing Theory  (6 ECTS)	Master's Thesis  (24 ECTS)
Leadership and Organization  (6 ECTS)	Multivariate Methods of Analysis and Qualitative Research Methods I  (6 ECTS)	Management Case Study Seminar  (6 ECTS)	
Strategic Management  (6 ECTS)	Marketing Research  (6 ECTS)	Marketing Case Study Seminar  (6 ECTS)	
Employment Relations  (6 ECTS)	Management Research  (6 ECTS)	Language Classes  (6 ECTS)	Multivariate Methods of Analysis and Qualitative Research Methods II  (6 ECTS)
30 ECTS	30 ECTS	30 ECTS	30 ECTS

## Description of Modules and Syllabus

### First Semester (Fall)



# Buyer Behavior and Marketing Communication

## Learning Objectives

Knowledge about the 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 if they 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 as well as developing practical skills and applications in order to solve those problems. Additionally, these foundations are important for understanding 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 number of students specializing in marketing. Providing a broad theoretical overview is the most important learning objective of the course. Naturally, the practical relevance to marketing problems complements this overview throughout the whole course.

## Content

The course covers the following: 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 (e.g. business types, buying center); instruments of Marketing Communications; communication process models (e.g., elaboration likelihood model); behavioral foundations of communication strategies (arguments and appeals); media planning

Forms of Teaching and Learning	Classroom Presence*	Forms of Active Participation	Workload in Hours
Lecture	2	<ul style="list-style-type: none"> <li>– Active oral participation</li> <li>– Answering discussion questions</li> <li>– Short presentations</li> </ul>	Attendance (L) 30 Preparation/wrap-up (L) 35
Tutorial	2	<ul style="list-style-type: none"> <li>– Case studies</li> <li>– Oral Presentations</li> </ul>	Attendance (T) 30 Preparation/wrap-up (T) 35 Preparation for examinations and examination 50

\* Contact hours per semester week

Language	German
Total Workload	180 hours (6 ECTS)
Duration of Module	1 semester
Frequency of Module Offering	Fall semester
Obligation of regular attendance	yes

# Foundations of Empirical Research Methods

## Learning Objectives

Nowadays, empirical research methods are essential in management and marketing research. These methods are also fundamental to a variety of applications by 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, 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 *	Forms of Active Participation	Workload in Hours
Lecture	2	<ul style="list-style-type: none"> <li>– Active oral participation</li> <li>– Answering discussion questions</li> <li>– Discussion of managerial implications</li> </ul>	Attendance (L) 30 Preparation/wrap-up (L) 30
Tutorial	2	<ul style="list-style-type: none"> <li>– Short presentations with discussions and written summaries</li> <li>– Discussion of scientific articles and managerial implications</li> </ul>	Attendance (T) 30 Preparation/wrap-up (T) 30 Preparation for examinations and examination 60

\* Contact hours per semester week

Language	German
Total Workload	180 hours (6 ECTS)
Duration of Module	1 semester
Frequency of Module Offering	Fall semester
Obligation of regular attendance	yes

# Leadership and Organization

## Learning Objectives

After completion of the course, students know and understand the most important theories of motivation, leadership, and organization, and they are able to apply them to managerial problems. In addition, they acquire the ability to connect concepts of leadership and organization with general topics of business administration and marketing.

These competences are complemented by *social competencies*: The students are able to solve leadership and organization problems through teamwork and workshops, and they can present results in an intelligible and appealing manner.

*Conceptual competences* complete the course's learning objectives: Students can structure and describe complex issues. They are able to investigate and discuss such issues from different perspectives, and they are able to make scientifically sound decisions, reflecting consequences in wider contexts (e.g. economy, society, ethics, etc.).

## Content

The module covers current theories of leadership and motivation, organization and innovation. In particular, the following topics are taught: management process, organizational structures and processes, small group behavior, intergroup conflict and cooperation, successful and unsuccessful change, organizational development, transformational change, drivers of innovation, innovation and inertia, innovation management systems, and open innovation.

Forms of Teaching and Learning	Classroom Presence *	Forms of Active Participation	Workload in Hours
Lecture	2	<ul style="list-style-type: none"> <li>– Active oral participation</li> <li>– Group work</li> <li>– Short presentations of discussion results</li> </ul>	Attendance (L) 30 Preparation/wrap-up (L) 35
Tutorial	2	<ul style="list-style-type: none"> <li>– Case studies as group exercises</li> <li>– Discussion of results</li> <li>– Short presentations</li> </ul>	Attendance (T) 30 Preparation/wrap-up (T) 35 Preparation for examinations and examination 50

\* Contact hours per semester week

Language	German
Total Workload	180 hours (6 ECTS)
Duration of Module	1 semester
Frequency of Module Offering	Fall semester
Obligation of regular attendance	yes

# Theory and Practice of Strategic Management

## Learning Objectives

Firms employ strategic management concepts and techniques to ensure 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 that a firm's top management can use in its pursuit of long-term competitive advantages. It is the aim of this module's interactive discussion session to familiarize students with the theoretical foundations of strategic management. Additionally, a case study seminar serves to help students analyze complex strategic problems and develop appropriate problem solutions.

## Content

Theories covered in the interactive discussion sections include concepts developed in institutional economics, neo-institutional organization theory, evolutionary theory, competitive dynamics as well as the resource-based theory of the firm. The case study sessions encompass analyses of corporate governance, business environments, firm resources and capabilities, and alternative corporate and business level strategies of specific firms.

Forms of Teaching and Learning	Classroom Presence *	Forms of Active Participation	Workload in Hours
Lecture	2	Discussion questions, short presentations, development of propositions	Attendance (L) 30 Preparation/wrap-up (L) 35
			Attendance (T) 30 Preparation/wrap-up (T) 35
Case Study Seminar	2	Analysis and presentation of case studies	Preparation for examinations and examination 50

\* Contact hours per semester week

Language	German
Total Workload	180 hours (6 ECTS)
Duration of Module	1 semester
Frequency of Module Offering	Fall semester
Obligation of regular attendance	yes

# Employment Relations (HRM)

## Learning Objectives

One goal of this course is to understand the key theories from the areas of employment relations and learn to apply these to the analysis of contemporary problems. Furthermore, students should be able to reflect on the methodological and conceptual foundations of the field of employment relations and be able to provide a critical analysis and application thereof. They should also demonstrate the ability to analyze different domains of employment relations and discuss the application of various instruments of human resource management (HRM). Another point is the ability to analyze the potential consequences of HRM decisions within their social context (e.g. corporate strategy, governance, society, international division of labor, etc) as well as understand these from an internationally comparative perspective. The role of gender and diversity within HRM research and practice should be understood as well. The ability to interpret complex material in case studies in relation to the theories and themes presented in the course has to be demonstrated. Students should possess the ability to link themes of HRM and employment relations to wider questions of management and marketing.

## Content

This module is designed as an advanced introduction to current social scientific research in employment relations. Part 1 deals with the key theories of the employment relationship, including perspectives rooted in economics, sociology, and human resource management. Part 2 applies these theoretical concepts to understanding contemporary issues surrounding employment and HRM research. Part 3 examines the international and comparative dimensions of employment relations.

Forms of Teaching and Learning	Classroom Presence *	Forms of Active Participation	Workload in Hours
Lecture	2	<ul style="list-style-type: none"> <li>– Active oral participation</li> <li>– Group work</li> <li>– Short presentations of discussion results</li> </ul>	Attendance (L) 30 Preparation/wrap-up (L) 35
Tutorial	2	<ul style="list-style-type: none"> <li>– Case studies as group exercises</li> <li>– Discussion of results</li> <li>– Short presentations</li> </ul>	Attendance (T) 30 Preparation/wrap-up (T) 35  Preparation for examinations and examination 50

\* Contact hours per semester week

Language	English
Total Workload	180 hours (6 ECTS)
Duration of Module	1 semester
Frequency of Module Offering	Fall semester
Obligation of regular attendance	yes

## Second Semester (Spring)



# Business-to-Business Marketing

## 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 acquire 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 *	Forms of Active Participation	Workload in Hours
Lecture	2	<ul style="list-style-type: none"> <li>– Active oral participation</li> <li>– Answering discussion questions</li> <li>– Discussion of managerial implications</li> </ul>	Attendance (L) 30 Preparation/wrap-up (L) 35
Tutorial	2	<ul style="list-style-type: none"> <li>– Short presentations with discussions</li> <li>– Discussion of scientific articles and managerial implications</li> </ul>	Attendance (T) 30 Preparation/wrap-up (T) 35 Preparation for examinations and examination 50

\* Contact hours per semester week

Language	German or English
Total Workload	180 hours (6 ECTS)
Duration of Module	1 semester
Frequency of Module Offering	Spring semester
Obligation of regular attendance	yes

# Managing Inter-organizational Relations

## 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, in particular case studies.

Forms of Teaching and Learning	Classroom Presence *	Forms of Active Participation	Workload in Hours
Lecture	2	<ul style="list-style-type: none"> <li>– Active oral participation</li> <li>– Group work</li> </ul>	Attendance (L) 30 Preparation/wrap-up (L) 35
Tutorial	2	<ul style="list-style-type: none"> <li>– Case studies as group exercises</li> <li>– Presentation and discussion of results</li> </ul>	Attendance (T) 30 Preparation/wrap-up (T) 35  Preparation for examinations and examination 50

\* Contact hours per semester week

Language	German
Total Workload	180 hours (6 ECTS)
Duration of Module	1 semester
Frequency of Module Offering	Spring semester
Obligation of regular attendance	yes

# Multivariate Methods of Analysis and Qualitative Research Methods Part I

## Learning Objectives

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

## Content

This module offers a comprehensive overview of the essential aspects and elements of empirical research designs with both multivariate data analysis methods and qualitative research methods.

With regard to multivariate data analysis, students revisit the basics of statistics and learn to apply variance analysis, regression analysis, factor analysis, cluster analysis, and conjoint analysis.

In the realm of qualitative research methods, students learn to differentiate between different qualitative research paradigms such as narrative analysis, grounded theory, comparative case analysis, objective hermeneutics, discourse analysis, and ethnography.

Forms of Teaching and Learning	Classroom Presence *	Forms of Active Participation	Workload in Hours
Lecture	2	<ul style="list-style-type: none"> <li>– Active oral participation</li> <li>– Group work and presentations</li> </ul>	Attendance (L) 30 Preparation/wrap-up (L) 35
Methodological exercises	2	<ul style="list-style-type: none"> <li>– Exercises</li> <li>– Case studies</li> <li>– Short presentations</li> </ul>	Attendance (ME) 30 Preparation/wrap-up (ME) 35 Preparation for examinations and examination 50

\* Contact hours per semester week

Language	German and English
Total Workload	180 hours (6 ECTS)
Duration of Module	1 semester
Frequency of Module Offering	Spring semester
Obligation of regular attendance	yes

# Marketing Research

## Learning Objectives

After the successful completion of the marketing seminar, students are ready to independently, systematically, and critically search and analyze literature with the help of library systems and databases. They are able to critically reflect current theories and research results from the area of marketing. Students can independently develop, structure, justify, and appropriately formulate scholarly arguments. Complex issues can not only be presented in an adequate manner, students can also put them into the broader context of this specific research field.

## Content

The seminar covers current topics from the field of marketing research; e.g. problems of business-to-business marketing, services marketing, empirical marketing research, buyer behavior, marketing planning, and marketing theory. Moreover, literature review, academic writing, and presentation techniques are taught in this seminar.

<b>Forms of Teaching and Learning</b>	<b>Classroom Presence *</b>	<b>Forms of Active Participation</b>	<b>Workload in Hours</b>
Seminar	2	<ul style="list-style-type: none"> <li>– Active oral participation</li> <li>– Presentations</li> </ul>	Attendance (S) 30 Preparation/wrap-up (S) 15
Colloquium	1	<ul style="list-style-type: none"> <li>– Literature search</li> <li>– Concept development</li> <li>– Presentation techniques</li> </ul>	Attendance (C) 15 Preparation/wrap-up (C) 40 Preparation for examinations and examination 80

\* Contact hours per semester week

<b>Language</b>	German
<b>Total Workload</b>	180 hours (6 ECTS)
<b>Duration of Module</b>	1 semester
<b>Frequency of Module Offering</b>	Spring semester
<b>Obligation of regular attendance</b>	yes

# Management Research

## Learning Objectives

After the successful completion of the management seminar, students are ready to independently, systematically, and critically search and analyze literature with the help of library systems and databases. They are able to critically reflect current theories and research results from the area of management. Students can independently develop, structure, justify, and appropriately formulate scholarly arguments. Complex issues can not only be presented in an adequate manner, students can also put them into the broader context of this specific research field.

## Content

The seminar covers current topics from the field of management research; e.g. problems of strategic management, leadership, innovation and organizational change, networks and alliances, or human resource management. Additionally, literature review, academic writing, and presentation techniques are taught in this seminar.

Forms of Teaching and Learning	Classroom Presence *	Forms of Active Participation	Workload in Hours
Seminar	2	<ul style="list-style-type: none"> <li>– Active oral participation</li> <li>– Discussion of presentations</li> </ul>	Attendance (S) 30 Preparation/wrap-up (S) 30
Colloquium	1	<ul style="list-style-type: none"> <li>– Active oral participation</li> <li>– Studying current scientific articles</li> </ul>	Attendance (C) 15 Preparation/wrap-up (C) 40 Preparation for examinations and examination 65

\* Contact hours per semester week

Language	German and English
Total Workload	180 hours (6 ECTS)
Duration of Module	1 semester
Frequency of Module Offering	Spring semester
Obligation of regular attendance	yes

## Third Semester (Fall/Abroad)



# Management Theory

## Learning Objectives

Students understand important theories of management. They can reflect on methodological preconditions and paradigms of theories. They are able to apply theory to complex case studies. They are able to make decisions based on theoretical concepts and devise potential impacts for the surrounding environment. They can develop solutions to specific issues in teams and present their results. They have the necessary skills to connect fields of knowledge of management to issues of business administration and marketing.

## Content

- Theories of cooperation and/or
- Theories of organization and/or
- Theories of strategy and/or
- Theories of human resource management and/or
- Theories of organizational learning and/or
- Theories of innovation management

Forms of Teaching and Learning	Classroom Presence *	Forms of Active Participation	Workload in Hours
Lecture	2	<ul style="list-style-type: none"> <li>– Active oral participation</li> <li>– Group work and presentations</li> </ul>	Attendance (L) 30 Preparation/wrap-up (L) 35
Tutorial	2	<ul style="list-style-type: none"> <li>– Presentation of article summaries</li> <li>– Analysis and presentation of case studies</li> </ul>	Attendance (T) 30 Preparation/wrap-up (T) 35  Preparation for examinations and examination 50

\* Contact hours per semester week

Language	English
Total Workload	180 hours (6 ECTS)
Duration of Module	1 semester
Frequency of Module Offering	Fall semester
Obligation of regular attendance	yes

# Marketing Theory

## Learning Objectives

Students understand important theories of marketing. They can reflect on methodological preconditions and paradigms of theories. They are able to apply theory to complex case studies. They are able to make decisions based on theoretical concepts and devise potential impacts for the surrounding environment. They can develop solutions to specific issues in teams and present their results. They have the necessary skills to connect fields of knowledge of marketing to issues of business administration and management.

## Content

- Theories of buyer behavior and/or
- Theories of business-to-business marketing and/or
- Theories of services marketing and/or
- Theories of logistics and/or
- Theories of E-Commerce

Forms of Teaching and Learning	Classroom Presence *	Forms of Active Participation	Workload in Hours
Lecture	2	<ul style="list-style-type: none"> <li>– Active oral participation</li> <li>– Group work and presentations</li> </ul>	Attendance (L) 30 Preparation/wrap-up (L) 35
Tutorial	2	<ul style="list-style-type: none"> <li>– Presentation of article summaries</li> <li>– Analysis and presentation of case studies</li> </ul>	Attendance (T) 30 Preparation/wrap-up (T) 35  Preparation for examinations and examination 50

\* Contact hours per semester week

Language	English
Total Workload	180 hours (6 ECTS)
Duration of Module	1 semester
Frequency of Module Offering	Fall semester
Obligation of regular attendance	yes

## Management Case Study Seminar

### Learning Objectives

Students acquire knowledge on typical management problems. They can independently develop solutions on a methodological basis. Papers on theoretic and methodological basics will help them understand the specific problems and learn to use a methodic approach. Students can develop solutions for cases studies within group discussion. They will present their results in a plenary discussion. The students will acquire or enhance their capabilities of properly using their management knowledge for specified problems and learn to prepare, to describe, and to illustrate complex management issues in a structured way.

### Content

- Case studies on corporate culture and/or
- Case studies on leadership and/or
- Case studies on organizational culture and/or
- Case studies on organizational teams and/or
- Case studies on innovation management and/or
- Case studies on organizational identity.

Forms of Teaching and Learning	Classroom Presence *	Forms of Active Participation	Workload in Hours
Seminar	2	<ul style="list-style-type: none"> <li>– Active oral participation</li> <li>– Discussion of presentations</li> </ul>	<b>Attendance (S) 30</b> <b>Preparation/wrap-up (S) 30</b>
Colloquium	1	<ul style="list-style-type: none"> <li>– Active oral participation</li> <li>– Studying current scientific articles</li> </ul>	<b>Attendance (C) 15</b> <b>Preparation/wrap-up (C) 40</b> <b>Preparation for examinations and examination 65</b>

\* Contact hours per semester week

Language	English
Total Workload	180 hours (6 ECTS)
Duration of Module	1 semester
Frequency of Module Offering	Fall semester
Obligation of regular attendance	yes

## Marketing Case Study Seminar

### Learning Objectives

Students acquire knowledge on typical marketing problems. They can independently develop solutions on a methodological basis. Papers on theoretic and methodological basics will help them understand the specific problems and learn to use a methodical approach. Students can develop solutions for cases studies within group discussion. They will present their results in a plenary discussion. By that the students will acquire or enhance their capabilities of properly using their marketing knowledge for specified problems and learn to prepare, to describe, and to illustrate 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 *	Forms of Active Participation	Workload in Hours
Seminar	2	<ul style="list-style-type: none"> <li>– Group discussions</li> <li>– Short presentations</li> </ul>	Attendance (S) 30 Preparation/wrap-up (S) 30
Colloquium	1	<ul style="list-style-type: none"> <li>– Presentation and discussion of group work</li> </ul>	Attendance (C) 15 Preparation/wrap-up (C) 30  Preparation for examinations and examination 75

\* Contact hours per semester week

Language	English
Total Workload	180 hours (6 ECTS)
Duration of Module	1 semester
Frequency of Module Offering	Fall semester
Obligation of regular attendance	yes

## Language Classes

### Learning Objectives

We want our students to be successful in a globalized world, and this requires the ability to make oneself understood in different cultural contexts and languages. Language classes are therefore an integral part of the program's curriculum. Students are free to choose whichever language they wish to study. Depending on the student's prior language proficiency, they can either optimize their current level of knowledge or learn an entirely new language.

### Content

The following languages are offered by the Language Center, the center of foreign language education at Freie Universität Berlin: Arabic, English, French, Italian, Japanese, Portuguese, Russian, Spanish, and Turkish.

Forms of Teaching and Learning	Classroom Presence *	Forms of Active Participation	Workload in Hours
Language lessons and exercises	4	Various individual and group exercises	Attendance 60 Preparation/wrap-up 90  Preparation for examinations and examination 30

\* Contact hours per semester week

Language	Depending on student's choice
Total Workload	180 hours (6 ECTS)
Duration of Module	1 semester
Frequency of Module Offering	Each semester

## Fourth Semester (Spring)



# Multivariate Methods of Analysis and Qualitative Research Methods Part II

## Learning Objectives

- Advance the students' knowledge of research methods with the goal of being able to conduct their own research project
- Capability to apply theoretical and methodical skills acquired in the previous module
- Capability to use quantitative and qualitative data analysis software

## Content

In this module, the students learn how to apply their knowledge of qualitative and quantitative research methods in practice.

To apply the basic understanding of multivariate data analysis, the students learn how to apply these methods with the help of data analysis software packages such as SPSS. The students learn how to code and prepare data for processing, how to run different multivariate analysis techniques, and how to interpret results.

With regard to qualitative research methods, the students will learn and test how to collect and analyze different types of qualitative data such as half-structured interviews, participant observations, and archival data.

Forms of Teaching and Learning	Classroom Presence *	Forms of Active Participation	Workload in Hours
Lecture	2	Active oral participation Group work and presentations	Attendance (L) 30 Preparation/wrap-up (L) 35  Attendance (ME) 30 Preparation/wrap-up (ME) 35
Methodological exercises	2	Exercises Case studies Short presentations	Preparation for examinations and examination 50

\* Contact hours per semester week

Language	German and English
Total Workload	180 hours (6 ECTS)
Duration of Module	1 semester
Frequency of Module Offering	Spring semester
Obligation of regular attendance	yes

## Master's Thesis

The Master in Management & Marketing is a scholarly oriented program in which students study current theories and methods in the field of Management and Marketing and apply them to managerial problems. In order to show their ability to treat subjects in the areas of Management

and Marketing under supervision with scientifically sound methods, students are asked to write a thesis at the end of the program. This thesis can either be of conceptual or empirical nature. It is supposed to be crafted within 22 weeks, and it should be comprised of 9,000 words.



## Management & Marketing Faculty Professors



**Professor Rudi K. F. Bresser | 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 was 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.

**Assistant Professor Leonhard Dobusch | Management, specifically Organization Theory**

Leonhard Dobusch's main research interests include the management of digital communities and private regulation via standards, specifically in the field of copyright. He investigates respective questions with mainly qualitative research methodology by looking at cases such as the community of volunteer editors around Wikipedia. He has published his work in journals such as *Managementforschung*, *Organization Studies*, or *Review of International Political Economy* and is editor of the research blog "Governance across borders".

**Assistant Professor Ingmar Geiger | Business & Services Marketing**

Ingmar Geiger was appointed assistant professor for business and services marketing at the Freie Universität Berlin in September 2009. He holds a diploma in industrial engineering and management from the Technische Universität Berlin (Dipl.-Ing.) and a master's degree in business studies from ESCP Europe Business School Paris. In 2007, he completed his PhD on industrial sales negotiations under the supervision of Prof. Dr. Dr. h.c. Klaus Backhaus at the Technische Universität Berlin. Before his current position, he worked as a full-time top management consultant at Roland Berger Strategy Consultants' competence center for marketing & sales where he consulted firms worldwide. His research interests include negotiation analysis, business-to-business marketing, services marketing, market research as well as entrepreneurial and marketing decision making.

**Professor Gregory Jackson | Human Resource Management and Labor Politics**

Professor Jackson's research examines how corporate governance is influenced by diverse organizational and institutional contexts. His research utilizes cross-national comparison to better understand the regulatory and other societal influences on the corporation, particularly using the cases of Germany, Japan, the UK, and the USA. His research aims to link disparate fields of scholarship, including institutional theory, organizational analysis, economic sociology, and comparative political economy. Particular empirical interests have been the relationship of corporate governance and human resource management as well as issues around corporate social responsibility and labor standards. His current projects seek to apply methods of fuzzy set and qualitative comparative analysis (QCA) to understanding. Gregory Jackson's research has been published widely in leading business journals. A number of his projects on public policy have been sponsored by the Department of Trade and Industry (UK), the Ministry of Economy, Trade, and Industry (Japan), the Institute of Chartered Accountants of England and Wales, and the Hans Boeckler Foundation. His research is also cited by *The Economist*, *Financial Times*, and *BBC Radio*. He is an editor of *British Journal of Industrial Relations* and has served as Chief Editor of *Socio-Economic Review* since 2012.

**Professor Michael Kleinaltenkamp | Business and Services Marketing**

Michael Kleinaltenkamp's research interests include the fields of business-to-business, services and relationship marketing as well as marketing theory. His work has been published in leading German and international journals. Furthermore, he is the Founding Editor of the *Journal of Business Market Management* (jbm). From November 2007 to January 2008, he was a visiting professor at the School of Marketing of the University of New South Wales, Sydney. Since 2004, he has been a permanent visiting professor at the European School of Management and Technology (esmt), Berlin, and since 2012, he has been an Accredited Teacher of Cranfield University School of Management. In November 2013, he was awarded an honorary doctorate from the University of Rostock.

**Assistant Professor Henning Kreis | Marketing Communications**

Henning Kreis is interested in Business-to-Consumer Marketing, and his research focuses on a variety of topics including word-of-mouth communication, drivers of customer loyalty and service failure, and recovery research. Within his work, he puts an emphasis on a strategic perspective and most often applies multivariate or quantitative methods to the respective research questions. His papers have been published in journals such as *Marketing ZFP-Journal of Research and Management*, *Journal of Business Market Management*, and *Sports Management Review*.

**Professor Thomas Mellewigt | Knowledge Management**

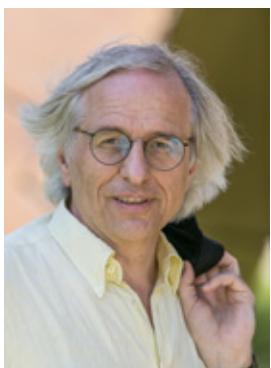
Thomas Mellewigt holds the Deutsche Telekom Foundation Distinguished Chair in Strategic Knowledge Management at the Freie Universität of Berlin. His research interests include governance of strategic alliances, management of plural sourcing and escalation of commitment in strategic alliances. His research has been published in the *Strategic Management Journal*, *Journal of Applied Psychology*, *Journal of Retailing*, and *Journal of Business Venturing*, and has been presented at many conferences of the *Academy of Management* as well as the *Strategic Management Society*. He is also a member of the Editorial Board of the *Strategic Management Journal* and *Die Betriebswirtschaft*.

**Assistant Professor Elke Schüßler | Organization Theory**

Elke Schüßler's research examines questions of organizational and institutional change, creativity, and path dependence in different industry and policy contexts. A particular focus is how temporary events as well as different forms of collaboration facilitate innovation and value creation. Her academic and professional background is in human resource management and industrial relations, and she also pursues research on topics such as employee representation and the career strategies of creative entrepreneurs. Her research is published in renowned international journals such as the *Academy of Management Journal*, *Industrial and Corporate Change*, *Industry & Innovation*, or *Economic and Industrial Democracy*. She has recently edited a special issue on digital technology and the creative industries in *Technological Forecasting and Social Change*.

**Professor Georg Schreyögg | Organization and Leadership**

Since 1994, Georg Schreyögg has been professor for Organization and Leadership at the Management Department at the Freie Universität Berlin. Previously, he was Professor for Business at the University Bamberg and the FernUniversität Hagen. His publication list holds over 200 scholarly articles and books on management and organization theory, corporate governance, and strategic management. He is member of the Editorial Boards of several international journals. From 2004 to 2008, Prof. Schreyögg was a member of the compartment council of economic science of the German National Science Foundation (DFG), former Vice Chairman of the European Group of Organizational Studies (EGOS), and from 2005 to 2006 Chairman of the Federation of Professors of Business (VHB). Currently he is spokesman of the DFG postgraduate program: path dependence in organizational processes. His main research focus is on dynamic capabilities, organizational path dependence, and uncertainty management.

**Professor Jörg Sydow | 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 *Academy of Management Journal*, *Academy of Management Review*, *Organization Studies*, *Organization Science*, and the *Scandinavian Journal of Management*. From 2005 to 2007, he was International Visiting Fellow of the Advanced Institute of Management Research (AIM) in London. Since 2008, he has been a visiting professor at the Graduate School of Business of the University of Strathclyde in Glasgow.

## Admission Guidelines

The master's program in Management & Marketing is a program with restricted admission. The admission requirements for the applicants are as follows. A Bachelor's degree in Business Administration or its equivalent at a university in Germany or abroad. The Bachelor's program must be comprised of at least 180 ECTS. Moreover, the share of Accounting and/or Taxation must make up a minimum of 18 ECTS. However, modules or seminars in related fields such as Finance and Controlling cannot be counted. In addition, the share of Mathematics, Statistics, and/or Econometrics must make up at least 18 ECTS. Classes or seminars in Informatics, Economics, or Operations Research cannot be counted.

Applicants are required to show the ability to treat subjects in the areas of Management and Marketing under supervision with scientifically sound methods. The Bachelor's thesis or a term paper of more than 15 pages may serve as proof of this ability.

Regarding the language proficiency, it is required that applicants have knowledge of English on the level B2 of the Common European Framework of Reference for Languages (CEFR) (corresponds to seven years of English instruction in school). Applicants whose mother tongue is not German require a proof of German proficiency. In this case, a proof of completion of one of the following examinations is required: TestDaF (German as a Foreign Language) achieving at least the grade of 3 in all four parts; completed course B2 or B2.2 CEFR, attendance of a course C1 CEFR; or DSH-1

## Further Information

Further information on the program's curriculum and modules, faculty, and admission guidelines are provided at the following website:

[www.wiwi.fu-berlin.de/studium-lehre/master/m-m](http://www.wiwi.fu-berlin.de/studium-lehre/master/m-m)



