

**Prüfungsordnung für den nicht-konsekutiven Studiengang „European Master in Business Studies“ (EMBS) der Facoltà di Economia der Università degli Studi di Trento, Italien, des Institut de Management der Université de Savoie, Annecy, Frankreich, des Fachbereichs Wirtschaftswissenschaften der Universität Kassel und der Facultad de Ciencias Económicas y Empresariales der Universidad de León, Spanien vom 02. Februar 2011**

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## I. Allgemeines

### ***§ 1 Geltungsbereich***

Die Prüfungsordnung für den nicht-konsekutiven Studiengang „European Master in Business Studies“ (EMBS) der Facoltà di Economia der Università degli Studi di Trento, Italien, des Institut de Management der Université de Savoie, Annecy, Frankreich, des Fachbereichs Wirtschaftswissenschaften der Universität Kassel und der Facultad de Ciencias Económicas y Empresariales der Universidad de León, Spanien ergänzt für jedes Land die Allgemeinen Bestimmungen für Prüfungsordnungen mit den Abschlüssen Bachelor und Master der jeweiligen Universitäten in der jeweils geltenden Fassung.

### ***§ 2 Akademische Grade, Profiltyp***

(1) Aufgrund der bestandenen Masterabschlussprüfung verleihen die Università di Trento, Italien, die Université de Savoie Annecy, Frankreich, die Universität Kassel und die Universidad de León, Spanien, gemeinsam einen akademischen Grad auf Masterebene im Rahmen des „European Higher Education System“ für das Programme „European Master in Business Studies (EMBS)“. Er entspricht

– im italienischen Hochschulsystem einem „Laurea Magistrale in CLASSE LM77 Lauree Magistrali in Scienze Economico-Aziendali“

- im französischen Hochschulsystem einem „Master en Droit Economie Gestion“
- im deutschen Hochschulsystem einem „Master of Arts“
- im spanischen Hochschulsystem einem „Master Universitario Europeo en Dirección de Empresas“

(2) Der Studiengang „European Master in Business Studies“ ist vom Profiltyp als anwendungsorientierter Studiengang konzipiert. Näheres ergibt sich aus dem Diploma Supplement, erstellt nach den Vorgaben der Europäischen Kommission, des Europarates und der UNESCO/CEPES.

### ***§ 3 Regelstudienzeit, Umfang und Struktur des Studiums, Studienbeginn***

(1) Die Regelstudienzeit für den Masterstudiengang beträgt vier Semester, ein Semester an jeder der beteiligten Universitäten, einschließlich des Unternehmensprojekts gem. § 8, der Masterthesis gem. § 9 und des Praktikums gem. § 10.

(2) Im Masterstudium werden 120 ECTS-Credits erlangt, davon 15 ECTS-Credits für die Masterarbeit und 10 ECTS-Credits für das Praktikum.

(3) Das Masterstudium beginnt jeweils zum Wintersemester an der Università di Trento. Das 2. Semester wird an der Université de Savoie, Annecy, das 3. Semester an der Universität Kassel und das 4. Semester an der Universidad de León absolviert.

(4) Das gesamte Studium einschließlich Prüfungen wird in englischer Sprache durchgeführt.

#### **§ 4 Prüfungsausschuss**

- (1) Alle Entscheidungen in Prüfungsangelegenheiten trifft der gemeinsame Prüfungsausschuss „European Master in Business Studies“.
- (2) Der Prüfungsausschuss wird von den beteiligten Universitäten gebildet.
- (3) Dem Prüfungsausschuss gehören an:
  - a) vier Professorinnen oder Professoren des Studiengangs „European Master in Business Studies“
  - b) eine wissenschaftliche Mitarbeiterin / ein wissenschaftlicher Mitarbeiter oder Lehrbeauftragte / Lehrbeauftragter
  - c) eine Studierende / ein Studierender des Masterstudiengangs.
- (4) Die Mitglieder des Prüfungsausschusses haben das Recht, den Prüfungen zuzuhören.

#### **§ 5 Prüfungsleistungen, Modulprüfungen, Wiederholungen**

- (1) Prüfungsleistungen werden im Modulhandbuch beschrieben; es kommen in Frage:
  - schriftliche Prüfungen (90 bis 120 Minuten für ein ganzes Modul),
  - mündliche Präsentationen (15 bis 30 Minuten)
  - mündliche Prüfungen (15 bis 30 Minuten),
  - schriftliche Hausarbeiten,
  - Referate (mit oder ohne Präsentationen),
  - Gruppenarbeiten mit Angabe der individuellen Anteile der beteiligten Studierenden
  - andere akademische Leistungen, wie z.B. (individualisierte) Bearbeitung von Fallstudien,
  - eine Kombination aus zuvor genannten Leistungen
- (2) Die studienbegleitenden Modulprüfungen können auch aus mehreren Teilprüfungen bestehen.
- (3) Die Modulprüfung ist bestanden, wenn alle Modulteilprüfungsleistungen mit mindestens „ausreichend“ (entspricht den Noten 18 in Italien, 10 in Frankreich, 4 in Deutschland, 5 in Spanien) bewertet werden.  
Nicht bestandene Modulprüfungen können zweimal wiederholt werden. Eine Wiederholung bestandener Modulprüfungen ist nicht zulässig.
- (4) Besteht eine Modulprüfung aus mehreren Modulteilprüfungsleistungen, so können die mit „nicht ausreichend“ bewerteten Teilprüfungsleistungen zweimal wiederholt werden. Ein Wechsel zu anderen, eventuell möglichen Teilleistungen anlässlich einer Wiederholung ist ausgeschlossen. Eine Wiederholung bestandener Teilprüfungsleistungen ist nicht zulässig.
- (5) Versäumt die/der Studierende, aus Gründen, die sie/er selbst zu vertreten hat, eine Prüfung oder kommt anderen Verpflichtungen aus dieser Prüfungsordnung nicht nach, z. B. im Rahmen des Unternehmensprojekts, der Masterarbeit oder des Praktikums (§§ 8, 9, 10), so gilt das entsprechende Modul bzw. Teilmodul als nicht bestanden.  
Liegen Gründe für das Versäumnis vor, die die/der Studierende nicht selbst zu vertreten hat, so entscheidet der Prüfungsausschuss darüber, wie die/der Studierende die erforderlichen Voraussetzungen erfüllen kann.
- (6) Studenten haben Einsicht in ihre Examensarbeiten und die Ergebnisse, und zwar gemäß den Regelungen der Universität, an der die Prüfung stattgefunden hat.

## II. Masterabschluss

### ***§ 6 Zulassungsvoraussetzungen zum Masterstudium***

(1) Ein Bewerber / eine Bewerberin kann zum Masterstudium nur zugelassen werden, wenn er / sie vor Beginn des Programms

a) die Bachelorprüfung oder einen fachlich gleichwertigen Abschluss (mit einer Regelstudienzeit von mindestens sechs Semestern und 180 erworbenen ECTS) mindestens mit der nationalen Gesamtnote „gut“ (2,5) in Deutschland, 95 in Italien, 13 in Frankreich, 6,5 in Spanien bestanden hat

b) sehr gute englische Sprachkenntnisse auf dem Niveau B 2 des FCE oder 560 Punkte im paper-based (87 im internet-based) TOEFL oder vergleichbare Testergebnisse nachweist. Der Nachweis ist nur erforderlich, wenn die Muttersprache des Bewerbers nicht Englisch ist oder die Unterrichtssprache des Programms, das zum ersten akademischen Grad führte, nicht Englisch ist.

c) ein Auswahlgespräch zur Feststellung von Motivation und Kenntnissen durchlaufen hat, sofern a) und b) nachgewiesen sind

(2) Das fachliche Profil des Studienabschlusses gem. Abs. 1 a) muss den Anforderungen des Studiengangs „European Master in Business Studies“ entsprechen und insbesondere angemessene wirtschaftswissenschaftliche Kenntnisse auf Basis eines einschlägigen Studiums beinhalten. Letztere müssen mindestens 50 % von in Bachelorstudiengängen der Betriebswirtschaftslehre / Volkswirtschaftslehre gängigen Inhalte umfassen. Das Vorliegen der Voraussetzungen ist schriftlich zu belegen und mit den Bewerbungsunterlagen einzureichen.

(3) Der Prüfungsausschuss kann einen Bewerber / eine Bewerberin auch unter der Bedingung zulassen, dass er / sie zusätzliche Kurse vor Studienbeginn erfolgreich absolviert.

(4) Der gesamte Zulassungsprozess einschließlich der Erfüllung der Zulassungsbedingungen wird für jeden Bewerber dokumentiert und archiviert.

### ***§ 7 Prüfungsteile des Masterabschlusses***

(1) Der Masterabschluss besteht aus den Modulprüfungen / Teilmodulprüfungen der in Absatz 2 aufgeführten Module einschließlich dem Unternehmensprojekt, der Masterthesis und dem Praktikum gem. §§ 8, 9 und 10.

(2) Folgende Module sind für den Masterabschluss zu erbringen (insgesamt 120 ECTS-Credits):

### 1. Semester in Verantwortung der Università di Trento

European and International Commercial Law	6 Credits
Organizational Behaviour and Human Resources Management	5 Credits
Information System and ICT	5 Credits
International Accounting	5 Credits
International Strategic Management	5 Credits
Unternehmensprojekt	4 Credits

### 2. Semester in Verantwortung der Université de Savoie, Annecy

Marketing Research	10 Credits
Teilmodul "Statistics applied to Marketing Research"	5 Credits
Teilmodul "EuroSurvey Intensive Programme"	5 Credits
Supply Chain Management	5 Credits
Communication	10 Credits
Teilmodul "B-to-B and Business Negotiations"	5 Credits
Teilmodul "Cross-Cultural Communication"	5 Credits
Customer Behaviour	5 Credits

### 3. Semester in Verantwortung der Universität Kassel

Economics	(10 Credits)
Teilmodul "Global Economic Policy"	5 Credits
Finance	(5 Credits)
Teilmodul "Corporate Finance"	2 Credits
Marketing Management	10 Credits
Teilmodul "International Marketing Management"	5 Credits
Teilmodul "Distribution Management"	5 Credits
Services and Quality	(5 Credits)
Teilmodul "Services Management"	3 Credits
Masterthesis	(15Credits)
Teilmodul "1. Teil einschließlich Intermediate Report / Präsentation"	10 Credits

### 4. Semester in Verantwortung der Universidad de León

Economics	(10 Credits)
Teilmodul "European Economy Structure"	5 Credits
Finance	(5 Credits)
Teilmodul "Financial Markets & Asset Pricing"	3 Credits
Innovation and Knowledge Management	5 Credits
Services and Quality	(5 Credits)
Teilmodul "Quality Management"	2 Credits
Praktikum	10 Credits
Masterthesis	(15 Credits)
Teilmodul "2. Teil einschließlich Final Report / Präsentation"	5 Credits

(3) Alle Module sind für die Studierenden verpflichtend. Jedes Semester umfasst 30 ECTS-Credits. Für 1 Credit sind 25 bis 30 Arbeitsstunden aufzuwenden (Anwesenheit in Veranstaltungen, Vor- und Nachbereitung von Veranstaltungen, Prüfungen / Leistungsnachweise und Vorbereitung hierauf).

### ***§ 8 Unternehmensprojekt***

Für alle Studierenden ist im ersten Semester die Teilnahme an einem Unternehmensprojekt, bestehend aus der Bearbeitung einer praktischen Fragestellung für ein Unternehmen, verpflichtend. Das Unternehmensprojekt erfolgt in Gruppenarbeit. Die Note setzt sich zusammen aus der Beurteilung der Arbeit für das Unternehmen, eines schriftlichen Berichts und einer mündlichen Präsentation. Alle Noten werden durch Hochschullehrer vergeben; die Beurteilung der Arbeit für das Unternehmen kann auf dessen Empfehlung basieren. Die Individualleistungen der Studierenden müssen erkennbar sein. Die Einzelbewertungen gehen zu je einem Drittel in die Gesamtnote ein.

### ***§ 9 Masterthesis***

(1) Für die Masterthesis mit Präsentation werden insgesamt 15 Credits vergeben (10 Credits für den „1. Teil bis zum Zwischenbericht mit Präsentation“ und 5 Credits für den „2. Teil bis zur endgültigen Abgabe mit Präsentation“).

(2) Das Thema der Masterthesis wird im dritten Semester auf Antrag der / des Studierenden vom Prüfungsausschuss festgelegt. Die Bearbeitungszeit der Masterthesis beträgt acht Wochen im dritten Semester und vier Wochen im vierten Semester. Die entsprechenden Zeitpläne sehen gesonderte Zeiträume für die Bearbeitung vor. Eine Verlängerung der Bearbeitungszeit ist, außer bei Gründen, die der Student / die Studentin nicht zu vertreten hat, nicht möglich. Eine Verlängerung der Bearbeitungszeit ist insgesamt um maximal 6 Wochen möglich.

(3) Der Fortschritt der Masterthesis ist am Ende des dritten Semesters auf Basis eines Zwischenberichts in einer Präsentation dem(n) Betreuer(n) vorzustellen. Der Zwischenbericht mit Präsentation wird mit „bestanden“ oder „nicht bestanden“ bewertet. In letzterem Fall ist eine einmalige Wiederholung am Ende des 4. Semesters möglich.

(4) Nach Fertigstellung der Arbeit ist diese abschließend vor Ende des vierten Semesters bzw. bei notwendiger Wiederholung des Zwischenberichts am Ende des Studienprogramms einer gemeinsamen Kommission zu präsentieren. Mitglieder der gemeinsamen Kommission sind mindestens ein akademischer Vertreter aus jeder Partneruniversität, die vom Prüfungsausschuss ernannt werden.

(5) An der Abschlusspräsentation können außer dem Kandidatin/der Kandidaten der Erstgutachter und ein Beobachter, vorzugsweise der Zweitgutachter, teilnehmen. Die Abschlusspräsentation soll spätestens zwölf Wochen nach Abgabe der Masterthesis erfolgen.

(6) Zwischenbericht und Endfassung der Masterthesis sind fristgerecht beim Prüfungsausschuss einzureichen (zwei gebundene Exemplare und einmal in elektronischer Form).

(7) Es findet eine abschließende Bewertung von Masterthesis und Präsentation am Ende des Studienprogramms statt. Die Gewichtung von Präsentation und schriftlicher Arbeit erfolgt im Verhältnis von 30% zu 70 %. Sowohl schriftliche Arbeit als auch Präsentation können einmal am Studienende wiederholt werden.

### **§ 10 Praktikum**

(1) Im Rahmen des Masterstudiengangs ist ein dreimonatiges Praktikum in einer / einem für die Ausrichtung des Masterstudiengangs relevanten Einrichtung / Unternehmen zu absolvieren. Das Praktikum wird in Verantwortung der Universidad de León durchgeführt. Für das Praktikum werden 10 ECTS-Credits vergeben.

(2) Grundlage der Bewertung sind ein Praktikumsbericht und eine empfehlende Beurteilung durch das Unternehmen. Der Bericht wird mit 70%, die Bewertungsempfehlung durch das Unternehmen mit 30% gewichtet.

### **§ 11 Bildung und Gewichtung der Noten**

(1) Alle Noten werden entsprechend dem nationalen Notensystem des Landes ausgewiesen, in dem die entsprechende (letzte) Modul- bzw. Teilmodulprüfung abgelegt wurde. Die nachstehende Umrechnungstabelle ist Bestandteil des Diploma Supplement. Sie dient als Schlüssel zur Berechnung der Noten von Modulen, deren Teilmodule in unterschiedlichen Ländern erbracht worden sind. Die gleiche Vorgehensweise ergibt sich für die Gesamtnote. Diese wird in den vier nationalen Noten ausgewiesen. Ergibt die Umrechnung einer Note einen Wert zwischen zwei Notenstufen, erfolgt eine entsprechende Auf- oder Abrundung (0,5 wird auf den günstigeren Wert gerundet). Eine Umrechnung erfolgt immer nur einmal auf Basis der Ursprungsnote eines nationalen Notensystems.

<b>Italien</b>	<b>Frankreich</b>	<b>Deutschland</b>	<b>Spanien</b>
30 L / 30	20 / 19 / 18	1,0	10
29	17	1,3	9
28	16	1,7	8,5
27	15	2,0	8,0
26	14,5		7,5
25	14	2,3	7
	13,5		6,5
24	13	2,7	
23	12,5		6
22	12	3,0	
21	11,5	3,3	5,5
20	11	3,7	
19	10,5		
18	10	4,0	5
<18	<10	4,3 / 5,0	<5

(2) Besteht ein Modul aus Teilmodulen mit Teilnoten, wird die Gesamtmodulnote als arithmetisches Mittel aus den Teilnoten, gewichtet mit den jeweiligen ECTS-Credits, berechnet.

(3) Die Gesamtnote des Masterstudiengangs errechnet sich (auf eine Dezimalstelle hinter dem Komma genau) aus dem gewichteten arithmetischen Mittel der Gesamtnote der Modulprüfungen, einschließlich Unternehmensprojekt, Masterthesis und Praktikum. Die Gewichtung erfolgt auf Basis der jeweiligen ECTS-Credits. Die Gesamtnote wird in allen vier nationalen Notensystemen auf Basis der obigen Umrechnungstabelle berechnet.

(4) Neben der Note nach Absatz (3) setzt der Prüfungsausschuss aus Gründen der Transparenz zusätzlich eine Note nach dem System des European Credit Transfer Systems (ECTS-Note) auf Basis des Durchschnitts von 5 Kohorten fest:

- A = die besten 10% der erfolgreichen Kandidatinnen / Kandidaten eines Jahrgangs (eine im Vergleich hervorragende Leistung);
- B = die nächsten 25% der erfolgreichen Kandidatinnen / Kandidaten eines Jahrgangs (eine im Vergleich überdurchschnittliche Leistung);
- C = die nächsten 30% der erfolgreichen Kandidatinnen / Kandidaten eines Jahrgangs (eine im Vergleich durchschnittliche Leistung);
- D = die nächsten 25% der erfolgreichen Kandidatinnen / Kandidaten eines Jahrgangs (eine im Vergleich unterdurchschnittliche Leistung);
- E = die nächsten 10% der erfolgreichen Kandidatinnen / Kandidaten eines Jahrgangs (eine im Vergleich weit unterdurchschnittliche, aber noch ausreichende Leistung);
- F = die minimalen Kriterien wurden nicht erreicht.

### III. Schlussbestimmung

#### *§ 12 In-Kraft-Treten*

Diese Prüfungsordnung tritt gemäß den nationalen Regelungen der vier Partneruniversitäten in Kraft, z.B. am Tag nach ihrer Veröffentlichung in den jeweiligen Hochschulpublikationen oder nach Unterschrift.

Kassel, den 09. August 2011

Der Dekan des Fachbereichs Wirtschaftswissenschaften  
Prof. Dr. Georg von Wangenheim

#### **Anhang**

Grafik zum Studienverlauf  
Modul-Handbuch  
Diploma Supplement



## Anlage 1 – Musterstudienplan

Semester	Location	ECTS credits	Modules (all obligatory)					
4	Universidad de León	30	Internship (10 ECTS)	Innovation and Knowledge Management (5 ECTS)	<b>Economics:</b> - European Economy Structure (5 ECTS)	<b>Finance:</b> - Financial Markets & Asset Pricing (3 ECTS)	<b>Services and Quality:</b> - Quality Management (2 ECTS)	<b>Master Thesis:</b> - 2 <sup>nd</sup> part until final report with presentation (5 ECTS)
3	Universität Kassel	30	<b>Marketing Management:</b> - International and Global Marketing - Distribution Management (10 ECTS)		<b>Economics:</b> - Global Economic Policy (5 ECTS)	<b>Finance:</b> - Corporate Finance (2 ECTS)	<b>Services and Quality:</b> - Services Management (3 ECTS)	<b>Master Thesis:</b> - 1 <sup>st</sup> part until Intermediate report with presentation (10 ECTS)
2	Université de Savoie, Annecy	30	<b>Marketing Research:</b> - Statistics applied to Marketing Research, - EuroSurvey Intensive Programme (10 ECTS)		<b>Communication:</b> - B-to-B and Business Negotiations - Cross-Cultural Communication (10 ECTS)		<b>Supply Chain Management</b> (5 ECTS)	<b>Customer Behaviour</b> (5 ECTS)
1	Università di Trento	30	European and International Commercial Law (6 ECTS)	Organizational Behaviour and Human Resource Management (5 ECTS)	Information Systems (5 ECTS)	International Accounting (5 ECTS)	International Strategic Management (5 ECTS)	Consultancy Project (4 ECTS)
Sum		120						

## Anlage 2 a – Modulhandbuch (Trento)

<b>Università degli Studi di Trento</b> European Master in Business Studies				
<b>EUROPEAN AND INTERNATIONAL COMMERCIAL LAW</b>				
Semester	Duration	Type	ECTS-credits	Student workload
1 <sup>st</sup> semester	Within one semester (blocked periods over approximately 9 weeks)	Mandatory	6	150 hours (35 contact hours – intensive course, 115 hours of self-study)
Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
-	-	1 written exam (= 120 minutes = 80%), discussion in class of standard contractual terms/moot arbitral case (= 20%)	seminar, case studies, discussion	Prof. Anna Veneziano
<b>Qualification objectives</b>				
<ul style="list-style-type: none"> <li>• To be able to understand and to solve the main practical problems and needs arising from international contracting, both at a European and at a global level;</li> <li>• Students will be able to offer an overview of the responses to the above mentioned needs provided by legal tools;</li> <li>• Students learn working with the different sources of law in international trade and their practical application;</li> </ul>				
<b>Contents of the module</b>				
<ol style="list-style-type: none"> <li>1. Introduction to transnational contracting.</li> <li>2. Basic problems and needs in international trade.</li> <li>3. Sources of international and European trade law; jurisdiction and conflict of law rules; relationship between domestic laws and international instruments; relationship among different international sources (hard law-soft law).</li> <li>4. Substantive rules applicable to international sales contracts, with particular focus on: (a) formation, standard terms and liability during negotiations; (b) supervening events; (c) remedies for non-performance.</li> <li>5. International carriage contracts.</li> <li>6. International guarantees and secured transactions.</li> <li>7. International dispute resolution, with particular focus on arbitration.</li> </ol>				
<b>Literature</b>				
<ul style="list-style-type: none"> <li>• Folsom, Gordon, and Spanogle's International Business Transactions in a Nutshell, 7th Ed., 2004 (Nutshell Series), West Publishing</li> <li>• Additional legal sources and materials are available online to registered students</li> </ul>				

<b>Università degli Studi di Trento</b> European Master in Business Studies				
<b>ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCES MANAGEMENT</b>				
Semester	Duration	Type	ECTS-credits	Student workload
1 <sup>st</sup> semester	Within one semester (4 hours over 9 weeks)	Mandatory	5	150 hours (35 contact hours – intensive course, 115 hours of self-study and project work)

Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
-	-	1 written exam (120 minutes = 50%), 1 essay, 1 team presentation (each 20%), + class participation (10%)	formal lectures, case and readings discussions, team presentation, individual work	Prof. Marco Zamarian

#### Qualification objectives

- The main goal of this course is to make students understand and let them analyze some of the variables affecting organizational and group behaviour.
- Students are expected to achieve an understanding of concepts that influence human behaviour in organizations and how these concepts influence group-level performance.
- Moreover they will learn how to deal with some of the more common problems faced in the management of personnel and will be able to develop solutions.

#### Contents of the module

The course is divided into ten units. Each unit will include a traditional lecture with an introduction of the theme of the unit, and an open discussion of the topic, presented in cases and readings. Students are required to familiarize themselves with the readings before class.

The course will present a selection of HR and preliminary organizational behavior topics:

1. Linking strategy and HRM.
2. OB: Multicultural teams and diversity.
3. OB: Gender and race diversity.
4. Generating demand: HRM Information Systems.
5. Selection and Hiring.
6. Training methods and decision making.
7. Assessing performance.
8. OB: Linking motivation and performance.
9. Incentive schemes and compensation.
10. Managing careers.

#### Literature

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- Beatty, R.W., Huselid, M.A., Scheiner, C.E. 2003 "New HR metrics: scoring on the business scorecard" Organizational Dynamics, 32(2) 107-121.
- Leanne E. Atwater, David A. Waldman, Joan F. Brett Understanding and optimizing multisource feedback, Human Resource Management, Volume 41, Issue 2, Date: Summer 2002, Pages: 193-208.
- Manuel London, Edward M. Mone, John C. Scott, Performance management and assessment: Methods for improved rater accuracy and employee goal setting, Human Resource Management, Volume 43, Issue 4, Date: Winter 2004, Pages: 319-336.
- Sara L. Rynes, Barry Gerhart, Kathleen A. Minette, (2004), The importance of pay in employee motivation: Discrepancies between what people say and what they do, Human Resource Management Volume 43, Issue 4 , Pages 381 – 394.
- Hochschild, Arlie Russell. When Work Becomes Home and Home Becomes Work. California Management Review, Summer 1997, pp. 79-97.

**Università degli Studi di Trento**  
European Master in Business Studies

### INFORMATION SYSTEM AND ICT

Semester	Duration	Type	ECTS-credits	Student workload
1 <sup>st</sup> semester	Within one semester (4 hours over 9 weeks)	Mandatory	5	150 hours (35 contact hours – intensive course, 115 hours of self-study)

Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
-	-	1 written exam (= 120 minutes = 100%)	seminar, individual work	Prof. Andrea Molinari

### Qualification objectives

The course addresses the major principles of IS and ICTs in order to prepare managers and staff in the modern enterprise to understand the role of information technology in a modern organization operating in the digital economy.

After completing the module students will be better able to:

- Understand the main characteristics of modern Information Systems.
- Understand how technologies can help their work.
- Address the role of ICTs in Information Systems.
- Use modern technologies to improve or create new business opportunities.
- Follow the constant evolution of ICTs in order to improve the Information System and the business opportunities for the company.
- Manage the acquisition of ICT applications and infrastructure.

### Contents of the module

The course is divided into a number of topics that are designed to develop the competences outlined above:

1. IT Support of Organizational Performance.

2. Information Technologies: Concepts and Management.
3. Data Management: Data, Databases, and Warehousing.
4. Networking: Discovery, Communication, Collaboration.
5. E-Business and E-Commerce.
6. Mobile, Wireless, and Pervasive Computing.
7. Knowledge Management.
8. Business Intelligence and Corporate Performance Management.
9. IT Strategy and Planning.
10. Information Technology Economics.
11. Acquiring IT applications and Infrastructure.

#### Literature

- Turban, Leidner, McLean, Wetherbe: Information Technology for Management: Transforming Organizations in the Digital Economy, 6th Edition, 2008.

### Università degli Studi di Trento

#### European Master in Business Studies

#### INTERNATIONAL ACCOUNTING

Semester	Duration	Type	ECTS-credits	Student workload
1 <sup>st</sup> semester	Within one semester (4 hours over 9 weeks)	Mandatory	5	150 hours (35 contact hours – intensive course, 115 hours of self-study)

Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
-	-	1 written exam (= 120 minutes = 100%)	formal lecture, individual work	Prof. Michele Bertoni

#### Qualification objectives

- Students will understand the causes of international accounting differences and the implications of accounting harmonization.
- They will especially be familiar with the adoption of International Financial Reporting Standards (IFRS) by EU companies.

#### Contents of the module

1. Basics in financial reporting: the balance sheet, the income statement, the statement of cash flows.
2. The role of conservatism in the evaluation of assets and liabilities.
3. Fair value accounting and historical cost accounting.
4. National differences in accounting systems.
5. Classification of accounting and reporting systems.

6. The pressure for international accounting harmonization.
7. "Anglo-Saxon" and "European Continental" accounting systems.
8. International accounting systems and the stock market.
9. Implications of accounting differences for financial statement analysis.
10. Global convergence, the role of US-GAAP and of the International Accounting Standards Board (IASB).
11. The EU and other regulatory bodies involved in international accounting harmonization.
12. Adoption of international accounting standards in the EU. International business combinations, goodwill and intangibles.
13. Accounting for derivatives and other financial instruments.
14. Accounting for foreign currency transactions and management of foreign exchange risk.
15. Inflation accounting.
16. Small GAAP vs. large GAAP.
17. Analysis of the most relevant International Financial Reporting Standards (IFRSs) issued by the IASB: IAS 1, IAS 17, IAS 38, IAS 39, IFRS 2, IFRS 3, IFRS 4. The new "Conceptual Framework" of the IASB.

#### Literature

- Radebaugh, L.H.; Gray, S.J.; Black, E.L., International Accounting and Multinational Enterprises, 6th Edition, Wiley, New York, 2006 (ISBN: 0-471-65269-5).

**Università degli Studi di Trento**  
European Master in Business Studies

#### INTERNATIONAL STRATEGIC MANAGEMENT

Semester	Duration	Type	ECTS-credits	Student workload
1 <sup>st</sup> semester	Within one semester (4 hours over 9 weeks)	Mandatory	5	150 hours (35 contact hours – intensive course, 115 hours of self-study)

Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
-	-	1 written exam (= 120 minutes = 75%), 1 written report with presentation (25%)	lecture, presentations, individual inputs	Prof. Italo Trevisan

#### Qualification objectives

- Students will understand international commerce, globalization of competitive environments and the determinants of international competitive advantage.
- They are able to explain the concepts of international Business and Multinational Enterprise.
- They know, understand and can apply approaches to foreign markets and possible strategies of internationalisation: trade, foreign direct investment, cooperation (licensing, franchising etc).
- They will understand the role of technology and SMEs in the international business arena.
- They will understand the internationalisation process and the strategy behind it.
- They can identify strategic orientations that affect strategic planning of international activities

- They understand how this strategy is formulated (particular attention to assessment of internal and external environment)
- They are able to undertake analysis, segmentation and choice of foreign markets
- They understand how strategy is implemented, with particular attention to location, ownership decision and functional area implementation.

### Contents of the module

Moving from an overview of international commerce to discuss the globalization of the competitive environment, the course examines the various aspects of a firm's activity in the light of the process of internationalization. The course is divided into a number of topics that are designed to develop the competencies outlined above:

1. The process of globalization and the development of the international trade system.
2. International trade theory and theories on the internationalization of the firm.
3. Foreign Direct Investments and the multi national companies.
4. Strategies for the international firm.
5. Organization of the international firm.
6. Production strategy for international firms.
7. Marketing in foreign markets.
8. International Human resources management.
9. International financial management.
10. Quality management systems.

### Literature

- Hill C, International Business, McGraw-Hill, New York, 2007
- Rugman A. m. Collinson S., International Business, Prentice Hall, Harlow, 2006

## Università degli Studi di Trento European Master in Business Studies

### CONSULTANCY PROJECT

Semester	Duration	Type	ECTS-credits	Student workload
1 <sup>st</sup> semester	From mid October to mid March	Mandatory	4	150 hours of directed work, including presentation

Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
-	-	1 final report (1/3), 1 final presentation (1/3) and a company evaluation (1/3)	Individual consultancy project work presentations	Prof. Dr. Stéphane Ganassali

### Qualification objectives

- Students learn working as a partner with a client being a firm, institution or association.
- They will be able to develop a mission within a professional context, including an analysis, giving recommendations and suggesting some actions.
- They can report the work carried out and the results of the assignments.

- They will have experience with a practical case of export and cross-cultural marketing or selling.

### Contents of the module

#### Principles:

1. Assignments given by a real client.
2. The topic deals with a study on different European markets (desk research).
3. The concrete activities consist in the development of qualified contacts: potential distributors, customers, competitors... (field research).

A "memorandum of understanding" is signed between the students and the company, including: assignments description, agenda, material and financial matters, privacy aspects if necessary. It is validated by the academic tutor. The students then have to report regularly the assignment progression to their tutor and client. They produce an intermediate report and an intermediate presentation at half-time. As a conclusion, they do a final presentation and write the final report that will be evaluated both by the academic tutors and the company managers.

### Literature

According to individual project



## Anlage 2 b – Modulhandbuch (Annecy)

<b>Université de Savoie</b> European Master in Business Studies				
<b>MARKETING RESEARCH</b>				
Semester	Duration	Type	ECTS-credits	Student workload
2 <sup>nd</sup> semester	within one semester (starts with the intensive programme then blocked periods over approximately 8 weeks)	Mandatory	<b>10</b>	300 hours (120 contact-hours, 180 hours of self-study)
Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
All EMBS-courses of the 1 <sup>st</sup> semester	-	1 final exam (120 minutes = 50%), 1 written report with presentation (each 25%)	seminar, case studies, presentations, individual work	Prof. Dr. Jean Moscarola
<b>Qualification objectives</b>				
<ul style="list-style-type: none"> <li>• The students will understand the necessary marketing research tools on the basis of scientific and statistic methods.</li> <li>• They will understand approaches of marketing research in different cultures and countries.</li> <li>• They will be able to apply market research to make better business decisions.</li> <li>• They will learn to design concepts of market research and implement them in a company environment.</li> <li>• They will learn to work in international teams and stick to time constraints.</li> </ul>				
<b>Contents of the module</b>				
<b>1st part-module: Statistics applied to market research</b> <ol style="list-style-type: none"> <li>1. International marketing research methodology : questionnaire design, sampling techniques, different modes of data collection,</li> <li>2. Descriptive, bivariate and multivariate statistics. Textual data analysis.</li> <li>3. Workshops on survey software Sphinx</li> </ol>				
<b>2nd part-module: EuroSurvey Intensive Programme</b> <p>The intensive programme "EuroSurvey" is officially approved and granted by the Erasmus LLP Agency: 10 days of an international programme bringing together 80 students and 20 teachers from 10 different countries. The project is about real company tasks on international consumer research and contains:</p> <ol style="list-style-type: none"> <li>1. Objectives of Marketing Research</li> <li>2. Different approaches and methodologies used to perform marketing research and to understand international markets</li> <li>3. Techniques of qualitative and quantitative international marketing research projects</li> <li>4. Different methods of data collection with a focus on Internet-based marketing research</li> </ol>				

- techniques
5. Survey software implementation
  6. Descriptive statistics
  7. Bivariate and multivariate data analysis
  8. Textual data analysis
  9. Report writing and presentation techniques

#### Literature

- Malhotra N. : Marketing Research - An Applied Orientation, Prentice Hall, 2007.
- Groves R., Fowler F., Couper M., Lepkowski J., Singer E., & Tourangeau R.: Survey Methodology, Wiley, 2004.
- Saunders M., Lewis P. & Thornhill A. : Research Methods for Business Students, Prentice Hall, 2007.
- Hair J., Black W., Babin B. & Anderson R. : Multivariate Data Analysis, Prentice Hall; 2009.

#### Courses

Lecturer	Title of the course	ECTS-credits	Student workload
Prof. Dr. Stephane Ganassali	Statistics applied to market research	5	150 hours (60 contact-hours, 90 hours of self-study)
Prof. Dr. Jean Moscarola	EuroSurvey Intensive Programme	5	150 hours (60 contact-hours, 90 hours of self-study)

#### Université de Savoie

European Master in Business Studies

#### SUPPLY CHAIN MANAGEMENT

Semester	Duration	Type	ECTS-credits	Student workload
2 <sup>nd</sup> semester	within one semester (blocked periods over approximately 8 weeks + 1-week block professional seminar)	Mandatory	5	150 hours (60 contact-hours, 90 hours of self-study)

Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
All EMBS-courses of the 1 <sup>st</sup> semester	-	1 final exam (120 minutes = 50%), 1 written report with presentation (each 25%)	formal lectures, study cases, presentations, contributions of logistics managers from retailing, distribution and	Prof. Dr. Caroline Mothe and Dr. Nicolas Mialon

			purchasing departments	
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### Qualification objectives

- Students will understand fundamental concepts of logistics in a professional context.
- They will have learnt how to take into consideration logistics aspects in international project activities.
- They will be able to implement logistic concepts.

### Contents of the module

1. Supply chain management rationale and impact on the firm's performance
2. Demand forecasting
3. Inventory control
4. Distribution management
5. Transportation and warehouse management and location
6. Distribution network design
7. International aspects of procurement, production and distribution

### Literature

- Cohen S. & Roussel J.: Strategic Supply Chain Management - McGraw-Hill, 2004.
- Hugos M.: Essentials of Supply Chain Management – Wiley, 2002.
- Chopra S. & Meindl P.: Supply Chain Management (3rd Edition) - Prentice Hall, 2006.
- Wisner J., Tan K-C & Keong Leong G.: Principles of Supply Chain Management, South-Western College Pub, 2008.

## Université de Savoie

European Master in Business Studies

### COMMUNICATION

Semester	Duration	Type	ECTS-credits	Student workload
2 <sup>nd</sup> semester	within one semester blocked periods over approximately 10 weeks)	Mandatory	<b>10</b>	300 hours (120 contact-hours, 180 hours of self-study)

Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
All EMBS-courses of the 1 <sup>st</sup> semester	-	2 Study case reports and 2 personal workshop evaluations (each 12,5%), 1 written exam (120 minutes = 50%)	formal lectures, case studies, role plays	Prof. Dr. Benedicte Serrate and Dr. Anne Poncet

### Qualification objectives

- The students will understand the strategies, tools and techniques of successful B to B Business.
- They understand the negotiation issue and develop individual negotiation skills.
- They understand and practice communication techniques.
- Overall, they will be able to acquire, refine and practice skills necessary for success in an international, cross cultural environment.

### Contents of the module

#### 1st part-module: B-to-B and Business Negotiation

1. Specificity of B-to-B business compared to B-to-C business
2. Notion of the "demand chain": market intelligence, product or solution development, positioning for value
3. Go-to-market tactics: distribution channels, demand generation, sales force management, account penetration
4. B-to-B marketing specific promotional activities: professional customer relationship management, direct marketing, fairs and congresses, public relations, sales promotion, resellers network management (motivation and control)
5. Negotiation situations in life and business
6. Conceptual framework to better identify and understand the principles and processes behind a successful negotiation
7. Different stages in the negotiation process and their critical aspects
8. Preparing negotiations
9. Argumentation techniques
10. Dealing with price and money in general
11. Responses to objections
12. Conclusion techniques
13. Negotiation follow-up

#### 2nd part-module: Cross-Cultural Communication

1. Introduction:
  - a. Importance of communication skills in professional (and personal) life
  - b. International projects management and related communication issues
  - c. Potential cross-cultural communication problems because of cultural differences
2. Communication techniques:
  - a. Written communication: emailing and reporting techniques
  - b. Oral communication techniques: presentations and meetings
  - c. Development of listening capabilities
3. Leadership skills:
  - a. Objectives definition
  - b. Planning activities
  - c. Control, evaluation and feedback
  - d. Motivation
  - e. Team building

### Literature

- Brennan R., Canning L. & McDowell R. : Business-to-Business Marketing, Sage, 2007.
- Vitale R. & Giglierano J. : Business to Business Marketing: Analysis and Practice in a Dynamic Environment, South-Western College Pub, 2001.
- Lewicki R. & Hiam A. : Mastering Business Negotiation : A Working Guide to Making Deals and Resolving Conflict, Jossey-Bass, 2006.
- Mead R. : International Management: Cross-Cultural Dimensions, Wiley-Blackwell, 2004.

- Norales F. : Cross-Cultural Communication: Concepts, Cases and Challenges, Cambria Press, 2006.
- Reynolds S. & Valentine D. : Guide to Cross-Cultural Communication, Prentice Hall, 2003.
- Hofstede G. : Cultures and Organizations: Software of the Mind, McGraw-Hill, 2004.

<b>Courses</b>			
<b>Lecturer</b>	<b>Title of the course</b>	<b>ECTS-credits</b>	<b>Student workload</b>
Dr. Anne Poncet	B-to-B and Business Negotiation	5	150 hours (60 contact-hours, 90 hours of self-study)
Prof. Dr. Benedicte Serrate	Cross-Cultural Communication	5	150 hours (60 contact-hours, 90 hours of self-study)

<b>Université de Savoie</b> European Master in Business Studies				
<b>CUSTOMER BEHAVIOUR</b>				
<b>Semester</b>	<b>Duration</b>	<b>Type</b>	<b>ECTS-credits</b>	<b>Student workload</b>
2 <sup>nd</sup> semester	within one semester blocked periods over approximately 10 weeks)	Mandatory	5	150 hours (60 contact-hours, 90 hours of self-study)

<b>Pre-requisite for participation</b>	<b>Applicability</b>	<b>Module examination</b>	<b>Teaching and learning method</b>	<b>Responsible person for the module</b>
All EMBS-courses of the 1 <sup>st</sup> semester	-	1 written exam (120 minutes = 75%), case studies in groups (25%)	seminar, case studies, individual work, group work	Prof. Dr. Stephane Ganassali and Pr. Dr. Carmen Rodriguez-Santos

<b>Qualification objectives</b>
<ul style="list-style-type: none"> <li>• Students will understand that customers and consumption is central to management in general and to marketing in particular.</li> <li>• They will be exploring why customers buy and why they select certain products, services, and brands (in all their diversity) and the role of consumption in their life.</li> <li>• They will know the fundamentals of organisational behaviour - including the influence of stakeholders on organizational decision making and inter-organisational relationships.</li> <li>• They will be able to analyse the implications of customer behavior for marketing and communication.</li> </ul>

<b>Contents of the module</b>
1. Factors influencing customer decision making: cultural, sociological, personal, psychological

and situational aspects

2. Theoretical stages of the decision making process: from the perception of needs to post-purchase feelings
3. Consumption as a natural and ancestral human activity: why do we consume?
4. Culture, lifestyles and consumption
5. Impact of sociodemographics on consuming priorities and purchasing patterns
6. Sociological aspects in customer behaviour: the different persons involved in the decision process, group influence phenomena and opinion leadership
7. Psychological explorations of customer behavior, e.g. perception, learning, motivation, involvement, attitudes
8. Symbolic consumption and identity (self-image)
9. Purchase environment and shopping behavior
10. Post-modern customers and brand consumption
11. Inter-organisational relationships and organisational buying behavior

#### **Literature**

- Solomon R. : Consumer Behavior, Prentice Hall, 2008.
- Bagozzi R., Gurhan-Canli Z., & Priester J. : The Social Psychology of Consumer Behaviour (Applying Social Psychology), Open University Press, 2002.
- Sheth J. & Mittal B. : Customer Behavior: A Managerial Perspective, South-Western College Pub, 2003.

## Anlage 2 c – Modulhandbuch (Kassel, León)

**Universität Kassel / Universidad de León**

European Master in Business Studies

<b>ECONOMICS</b>				
<b>Semester</b>	<b>Duration</b>	<b>Type</b>	<b>ECTS-credits</b>	<b>Student workload</b>
3 <sup>rd</sup> and 4 <sup>th</sup> semester	Over two semesters; Kassel: Oct. – Jan. on an average 4 hours per week; León: March – May on an average 4 hours per week	Mandatory	<b>10</b>	300 hours (120 contact-hours, 180 hours of self-study)
<b>Pre-requisite for participation</b>	<b>Applicability</b>	<b>Module examination</b>	<b>Teaching and learning method</b>	<b>Responsible person for the module</b>
All EMBS-courses of the 1 <sup>st</sup> and 2 <sup>nd</sup> semester	-	1 final exam (120 minutes = 50%, 1 written report (50%))	lecture, seminar, individual work	Prof. Dr. Christoph Scherrer
<b>Qualification objectives</b>				
<ul style="list-style-type: none"> <li>• The students understand the efforts to politically regulate the world markets.</li> <li>• They will be able to develop a notion of the main institutions and actors shaping this process</li> <li>• They can interpret concrete global economic policy issues in the light of broader trends in global economic governance.</li> <li>• They will be able to analyse the preconditions for global economic governance.</li> <li>• Structures and processes of economic and political institutions at European Union level.</li> <li>• Learn to research basic economic issues using resources of the library and internet on the subject of the EU.</li> <li>• Demonstrate a basic understanding of the key concepts of European Union Economy.</li> <li>• Understand economic systems and forces which are having a profound influence on the current European Union Integration process.</li> <li>• Discuss about the past economic problems of European Union in order to understand and recognize possible future risks in areas of interest.</li> <li>• Speak knowledgeably on the contents of the required readings.</li> </ul>				
<b>Contents of the module</b>				
<b>1st part-module: Global Economic Policy</b>				
<ol style="list-style-type: none"> <li>1. Historical events: <ol style="list-style-type: none"> <li>a. the British gold standard</li> <li>b. monetary crisis in the interwar period</li> <li>c. the fixed exchange rate regime of Bretton Woods</li> <li>d. the failure of the International Trade Organization and the establishment of the GATT</li> <li>e. the closing of the "gold window" and the move toward flexible exchange rates</li> <li>f. UNCTAD and the "New Economic Order"</li> <li>g. the failure of global Keynesianism</li> </ol> </li> </ol>				

- h. the Latin American debt crisis and its management
  - i. the ozone regime
  - j. multilateralism and regional free trade areas
  - k. moving from GATT to the WTO, the IMF and the Asian crisis
2. Theories
- l. theory of hegemonic stability
  - m. theory of international regimes

### 2nd part-module: European Economy Structure

- 3. Main economics characteristics of the European Union.
- 4. The main facts and the role of the European institutions from an economic point of view.
- 5. Analysis of the main economic indicators at European level with special reference to the macroeconomic and general indicators.
- 6. Characterization of the main economic activities and policies followed by European Union institutions.

### Literature

- Herr, Hansjörg, and Priewe, Jan (2005), *The Macroeconomics of Development and Poverty Reduction. Strategies Beyond the Washington Consensus*, Baden-Baden, Nomos,
- O'Brien, Robert, and Marc Williams, 2007: *Global Political Economy. Evolution and Dynamics*, Basingstoke [u.a.] : Palgrave Macmillan
- Raffer, Kunibert & Hans W. Singer (2001), *The Economic North-South Divide. Six Decades of Unequal Development*. (Cheltenham/Northampton; Edward Elgar),
- *The Institutions of the European Union (New European Union Series)* by John Peterson and Michael Shackleton.
- *The European Union: Economics and Policies* by Ali El-Agraa.
- *Origins and Evolution of the EU (New European Union Series)* by Desmond Dinan.
- *The European Union as a Global Actor* by John Vogler and Charlotte Bretherton

### Courses

Lecturer	Title of the course	ECTS-credits	Student workload
Prof. Dr. Christoph Scherrer	Global Economic Policy	5	150 hours (60 contact-hours, 90 hours of self-study)
Prof. Dr. Nuria González Rabanal	European Economy Structure	5	150 hours (60 contact-hours, 90 hours of self-study)

### Universität Kassel / Universidad de León European Master in Business Studies

#### FINANCE

Semester	Duration	Type	ECTS-credits	Student workload
3 <sup>rd</sup> and 4 <sup>th</sup> semester	Over two semesters; Kassel: one week blocked course; León: blocked	Mandatory	5	150 hours (60 contact-hours, 90 hours of self-study)



	course within 5 weeks			
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Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
All EMBS-courses of the 1 <sup>st</sup> and 2 <sup>nd</sup> semester	-	Written exam (20%) + individual essay (20%) for 1 <sup>st</sup> part-module; 24% assignments (on suggested problem sets and suggested readings); and 36% written exam for 2 <sup>nd</sup> part-module	Seminar, group discussions	Prof. Dr. Jose Luis Fanjul Suárez

#### Qualification objectives

- To provide insight and understanding of financial concepts along with practical approaches to analysis and decision-making.
- To be able to to financial planning, management of working capital, analysis of investment opportunities, source of long-term financing and dividend policy.
- To understand the major questions and problems of the firm's investment and finance decisions.
- To be able to analyse financial and investment situations of a company.
- Suggest adequate methods to deal with finance and investment problems.
- To understand how markets' covariance and correlation affect the power of diversification, in order to reduce portfolio risk and construct efficient portfolios.
- To develop an understanding of the current state of asset pricing focusing on the strengths and weaknesses of the common theories.
- To understand the concept of market efficiency and be able to analyze and compare the efficiency of different financial markets
- To understand the futures and options contracts, the markets in which they trade and their applications to portfolio management.

#### Contents of the module

##### 1st part-module: Corporate Finance

1. An Overview of Financial Management and the Financial Environment
2. Time Value of Money
3. Bonds, Bond Valuation and Interest Rates
4. Risk, Return and the Capital Asset Pricing Model
5. Portfolio Theory and Other Asset Pricing Models
6. Stock, Stock Valuation and Stock Market Equilibrium
7. The Cost of Capital
8. Working Capital Management

##### 2nd part-module: Financial Markets

9. Portfolio Theory
10. Asset-Pricing Theory

11. Market Efficiency
12. Equity Valuation
13. Fixed Income Pricing
14. Derivative Securities

#### Literature

- Financial Management: Theory and Practice, (12th edition), Eugene F. Brigham and Michael C. Ehrhardt, Thomson South-Western, 2008.
- Bodie, Z., Kane, A., and Marcus, A.J. (2007) Essentials of Investments, McGraw-Hill.
- Elton, E.J. Gruber, M.J., Brown, S.J. and Goetzmann, W.N. (2006) Modern Portfolio theory and Investment Analysis, Wiley.
- Ross, S.A., Westerfield, R.W. and Jordan, B.D. (2008) Essentials of Corporate Finance, Irwing.
- Poitras, G. (2004) Security Analysis and Investment Strategy, Blackwell.

#### Courses

Lecturer	Title of the course	ECTS-credits	Student workload
Prof. Dr. Robert Spear	Corporate Finance	2	60 hours (24 contact-hours, 36 hours of self-study)
Prof. Dr. Jose Luis Fanjul Suárez	Financial Markets	3	90 hours (36 contact-hours, 54 hours of self-study)

### Universität Kassel

European Master in Business Studies

#### Marketing Management

Semester	Duration	Type	ECTS-credits	Student workload
3 <sup>rd</sup> semester	within one semester (blocked periods over approximately 7 weeks)	Mandatory	10	300 hours (120 contact-hours, 180 hours of self-study)

Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
All EMBS-courses of the 1 <sup>st</sup> and 2 <sup>nd</sup> semester	–	2 written exams (each 120 minutes = 25%, 2 seminar papers (each = 15%), + each with presentation (each = 10%)	seminar, group work, case studies, presentations, individual work, company visit	Prof. Dr. Reinhard Hünenberg

#### Qualification objectives

After completion of the module students

- will understand the special challenges of marketing beyond borders
- will understand the globalisation issues in marketing
- will understand the specific role of distribution within marketing / international marketing
- are able to analyse the international framework of a company with view to marketing
- are able to analyse the distribution framework and approaches of (international) companies
- can develop international marketing strategies for a given situation, especially for distribution
- can suggest marketing-mix solutions for international settings, especially for retailing / wholesaling
- have learnt to work in international teams and convince colleagues of marketing solutions
- have learnt to solve conflicts in international teams over marketing issues and tackle ethical challenges in marketing

### Contents of the module

#### 1st part-module: International and Global Marketing

1. Selected Aspects of the International Marketing Concept and the Globalisation Process
2. Selected Aspects of the International Marketing Environment
3. Selected Aspects of International / Global Marketing Strategies
4. Selected Aspects of International / Global Marketing Instruments
5. Selected Aspects of the International / Global Marketing Processes

#### 2nd part-module: Distribution Management

6. Distribution within Marketing / International Marketing / Global Marketing
7. Manufacturing, Wholesaling, and Retailing
8. Selected Problems:
  - a. Multichannel Approaches
  - b. Contract Marketing
  - c. The Internet Channel
  - d. Sales Management
  - e. Marketing Logistics

### Literature

- Berman, B.: Marketing Channels, John Wiley & Sons, 1996
- Brassington, F. / Pettitt, S.: Principles of Marketing, 3rd ed., Prentice Hall, 2003
- Czinkota, Michael R. / Ronkainen, Ilkka A.: International Marketing, 7th edition, Thomson Learning 2003
- Dent, J.: Distribution Channels: Understanding and Managing Channels to Market, Kogan Page, 2008
- Ghauri, Pervez / Cateora, Philip: International Marketing, 2nd edition, McGrawHill 2006
- Hollensen, Svend: Global Marketing, 4th edition, Pearson Education, 2007
- Johansson, Johny K.: Global Marketing, 4th edition, McGrawHill 2006
- Keegan, Warren J. / Green, Mark C.: Global Marketing Management, 5th edition, Pearson Education International 2008
- Kotler, P. / Keller K.L.: Marketing Management, 13th ed., Pearson Education International, 2009
- Rosenbloom, B.: Marketing Channels, 7th ed., South Western, 2003

### Courses

Lecturer	Title of the course	ECTS-credits	Student workload
Prof. Dr. Reinhard Hünérberg	International and Global Marketing	5	150 hours (60 contact hours, 90 hours of self study)

Prof. Dr. Reinhard Hünerberg	Distribution Management	5	150 hours (60 contact hours, 90 hours of self study)
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**Universität Kassel / Universidad de León**

European Master in Business Studies

**SERVICES AND QUALITY**

Semester	Duration	Type	ECTS-credits	Student workload
3 <sup>rd</sup> and 4 <sup>th</sup> semester	Over two semesters: Kassel: blocked course over 10 days; León: within one semester (blocked periods over approximately 7 weeks)	Mandatory	5	150 hours (60 contact-hours, 90 hours of self-study)

Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
All EMBS-courses of the 1 <sup>st</sup> and 2 <sup>nd</sup> semester	-	1 written exam (90 minutes = 48%), 1 report with presentation (12%) for 1 <sup>st</sup> part-module  1 written exam (90 minutes = 30%), participation in class (10%) for 2 <sup>nd</sup> part-module	seminar, individual work, presentations, case studies	Prof. Dr. Jose Ángel Miguel Dávila

**Qualification objectives**

After completing the module students will be able to:

- Understand the nature of services, how they differ from physical products and the implications of this for management.
- Plan and create a successful interactive service experience.
- Use various approaches to service flow charting to enhance service design and delivery.
- Manage the service encounter and ensure its on-going quality.
- Enhance the capacity of service employees to deliver a quality service encounter.
- Measure service quality and manage knowledge to maintain service quality.
- Manage capacity and yield.
- Identify or define quality, Awards in quality, European Foundation Quality Management, ISO 9000:2000, etc.
- Explain why quality is important, Total Quality Management, continuous improvement, benchmarking, quality service, etc.

### Contents of the module

#### 1st part-module: Services Management

1. Framing the service experience.
2. Service design.
3. Service blue-printing and flow charting.
4. Managing the service system.
5. The service encounter.
6. Service standards.
7. Building a winning team.
8. The service setting.
9. Quality management systems.
10. Measuring service quality.
11. Establishing a service information system.
12. Service pricing.
13. Capacity management.
14. Organisational performance.

#### 2nd part-module: Quality Management

15. Definitions of quality
16. European Foundation of Quality Management
17. ISO 9000 / 2000
18. Total Quality Management
19. Benchmarking
20. Quality service

### Literature

- Fitzsimmons J. / Fitzsimmons M.: Service Management: Operations, Strategy, Information Technology, Mcgraw-Hill Higher Education, 2007.
- Hoyle, D. (2007): Quality. Management Essentials, 2007.
- Mitra, A.: Fundamentals of Quality Control and Improvement, 1998.
- Oakland, J.S.: Oakland on Quality Management, 2004.
- Oakland, J.S.: Total Quality Management, 2003.

### Courses

Lecturer	Title of the course	ECTS-credits	Student workload
Prof. Dr. David Foster	Services Management	3	90 hours (36 contact-hours, 54 hours self-study)
Prof. Dr. Jose Ángel Dávila Miguel	Quality Management	2	60 hours (24 contact-hours, 36 hours of self-study)

### Universidad de León

European Master in Business Studies

### INNOVATION AND KNOWLEDGE MANAGEMENT

Semester	Duration	Type	ECTS-credits	Student workload
4 <sup>th</sup> semester	March – May on an average	Mandatory	5	150 hours (60 contact-hours, 90 hours self-study)

	4 hours per week			
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Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
All EMBS-courses of the 1 <sup>st</sup> , 2 <sup>nd</sup> and 3 <sup>rd</sup> semester	-	1 case analysis (80%), class participation (20%)	seminar, case studies, individual work	Prof. Dr. Mariano Nieto Antolín

#### Qualification objectives

- Students will understand the knowledge and innovation processes in organizations and the factors, both internal and external, that influences the rate, timing and success of innovations.
- They will learn how the process of R&D management, the strategic management of technology, the dynamics of technology life cycles and organizational influences on engineering and manufacturing processes works.
- They will be able to apply innovation and knowledge tools in a company context

#### Contents of the module

1. Sources of innovation
2. Types and patterns of innovation
3. Collaboration strategies
4. Standards battles and design dominante
5. Timing of entry
6. Defining of organizations strategic direction
7. Scientific-technological infrastructures and innovation policies
8. Protecting innovation
9. Organization for innovation and managing new product development

#### Literature

- Elroy M.: The New Knowledge Management. Complexity, Learning and Sustainable Innovation, Butterworth Heinemann, 2002.
- Schilling, M.A.: Strategic Management of Technological Innovation, 2nd edition. Boston: McGraw Hill, 2008.

### Universität Kassel / Universidad de León

European Master in Business Studies

#### MASTER THESIS

Semester	Duration	Type	ECTS-credits	Student workload
3 <sup>rd</sup> and 4 <sup>th</sup> semester	Two semester (approximately 8 weeks in Kassel and 4 weeks in León reserved for	Mandatory	15	450 hours directed work

	master thesis)			
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Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
All EMBS-courses of the 1 <sup>st</sup> and 2 <sup>nd</sup> semester	-	The evaluation is based on the final report and its presentation in León considering the thesis performance as a whole. An intermediate report and its presentation at the end of the semester in Kassel is a serious control step in the process towards the final result. At this point the students get a pass or no-pass evaluation. The latter requires a new start, in general with a new topic after the very end of the normal study programme in León.	-	Prof. Dr. Reinhard Hünnerberg and Prof. Dr. Carmen Santos - Rodriguez

#### Qualification objectives

- Students will be able to find interesting academic topics for a thesis.
- They will be able to find literature sources and select relevant material.
- They will have experience how to find and interview experts.
- They will know how to discover academic and practical problems and be able to develop solutions.
- They will be able to assume arguments and evaluate opinions of authors.
- They will be able to write a convincing report in an academic context.
- They will be able to defend their own findings and deal with counter-arguments.

#### Contents of the module

The initial proposal of a master thesis subject is the task of the students. They should use their prior experience from own work / internships, from the EMBS consultancy project, from cases and course work during their studies and suggest an interesting topic. A first discussion of the topic on the basis of a preliminary structure of the thesis with a member of the Kassel master thesis consultancy team is to take place not later than at the end of the fifth day officially allocated to the preparation of the master thesis.

The first step of the consultancy process is to decide on a (broad) topic and to determine an individual tutor in Kassel or in one of the other three locations. The final and binding topic is in any case to be

formulated before handing in the intermediate report.  
The master thesis is a 15 ECTS module within the EMBS and due in the third semester in Kassel (10 ECTS) and in the fourth semester in León (5 ECTS).

#### Literature

According to topic of master thesis.

#### Courses

Lecturer	Title of the course	ECTS-credits	Student workload
Prof. Dr. Reinhard Hünerberg	Master Thesis 1 <sup>st</sup> part until intermediate report with presentation	10	300 hours of directed work
Prof. Dr. Santos - Rodriguez	Master Thesis 2 <sup>nd</sup> part until final report and presentation	5	150 hours of directed work

#### Universidad de León

European Master in Business Studies

#### INTERNSHIP

Semester	Duration	Type	ECTS-credits	Student workload
4 <sup>th</sup> semester	Three month	Mandatory	10	According to work contract

Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
All EMBS-courses of the 1 <sup>st</sup> and 2 <sup>nd</sup> semester	-	1 internship report (70%), 1 company evaluation (30%)	Written report, individual work, evaluation by the company	Prof. Dr. Carmen Santos - Rodriguez

#### Qualification objectives

- Being able to apply in a real work environment the knowledge and competences learned
- To develop oral and written communication skills
- Responsibility at work
- Capacity to assume and manage tasks
- Be able to take decisions and direct a group of people

#### Contents of the module

1. The students have to look for an intership.
2. At the initial step coordinators will check the option selected evaluating: the firm and the task to be done during the intership.
3. Continuous contact will be done with the students and the firm and at the final step a final contact will be done with the firm to ask for an evaluation, as well as with the students, who will have to present the result of the task carried out during the intership.

#### Literature



According to work projects.

# Anlage 3

## Diploma Supplement



This Diploma supplement model was developed by the European Commission, Council of Europe and UNESCO/CEPES. The purpose of the supplement is to provide sufficient independent data to improve the international 'transparency' and fair academic and professional recognition of qualifications (diplomas, degrees, certificates, etc.). It is designed to provide a description of the nature, level, context, content and status of the studies that were pursued and successfully completed by the individual named on the original qualification to which this supplement is appended. It should be free from any value judgements, equivalence statements or suggestions about recognition. Information in all eight sections should be provided. Where information is not provided, an explanation should give the reason why.

### 1. HOLDER OF THE QUALIFICATION

1.1 **Family Name / First Name**

1.2 **Date, Place, Country of Birth**

1.3 **Student ID Number or Code**

### 2. QUALIFICATION

2.1 **Name of Qualification** (full, abbreviated; in original language)

Master of Arts, M.A.

**Title conferred** (full, abbreviated; in original language)

Master of European Business Studies

2.2 **Main Field(s) of Study**

European and International Management

2.3 **Institution Awarding the Qualification** (in original language)

Università degli Studi di Trento, Université de Savoie, Universität Kassel,

Universidad de León (joint degree)

**Status (Type / Control)**

Public universities

2.4 **Institution Administering Studies** (in original language)

Università degli Studi di Trento, Université de Savoie, Universität Kassel,

Universidad de León (joint degree)

**Status (Type / Control)**

Public universities

2.5 **Language(s) of Instruction/Examination**

English

Certification Date:

\_\_\_\_\_  
Chairman examination committee [Name]**3. LEVEL OF THE QUALIFICATION****3.1 Language(s) of Instruction Level**

Graduate / second degree (two years), with thesis

**3.2 Official Length of Program**

2 years (4 semesters), 120 ECTS Credits

**3.3 Access Requirements**

Bachelor degree or equivalent (at least amounting to 6 semesters and 180 ECTS) with at least a grade of 95 in Italy, 13 in France, 2,5 in Germany, 1,3 in Spain or the equivalent in other countries. Prior knowledge of Management and Economics is necessary. Good English knowledge.

**4. CONTENTS AND RESULTS GAINED****4.1 Mode of Study**

Full-time study  
Internship in company

**4.2 Programme Requirements/Qualification Profile of the Graduate**

The EMBS - European Master in Business Studies is a Master's degree in Management, composed of 4 semesters in 4 different European countries (Italy - France - Germany – Spain), representing a total of 120 ECTS.

**4.3 Programme Details**

See EMBS certificate (Final Examination Certificate) for list of courses, grades and topic of thesis, including evaluations.

**4.4 Grading Scheme**

General grading scheme, cf. section 8.6. EMBS grading:

Italy	France	Germany	Spain
30 L / 30	20 / 19 / 18	1,0	10
29	17	1,3	9
28	16	1,7	8,5
27	15	2,0	8,0
26	14,5		7,5
25	14	2,3	7
	13,5		6,5
24	13	2,7	
23	12,5		6
22	12	3,0	
21	11,5	3,3	5,5
20	11	3,7	
19	10,5		
18	10	4,0	5
<18	<10	4,3 / 5,0	<5

**4.5 Overall Classification** (in original language)

Overall grade

Certification Date:

\_\_\_\_\_  
Chairman of Examination committee [Name]

## 5. FUNCTION OF THE QUALIFICATION

### 5.1 Access to Further Study

Access to doctoral studies

### 5.2 Professional Status

Qualification according to the recognition directive of the EU 89/48/EEC

## 6. ADDITIONAL INFORMATION

### 6.1 Additional Information

### 6.2 Further Information Sources

Sekretariat Fachgebiet Marketing  
Diagonale 12  
34109 Kassel  
Germany

<http://www.embs.eu>

## 7. CERTIFICATION

This Diploma Supplement refers to the following original documents:

Urkunde

Zeugnis

[ggf.] Transcript

Certification Date:

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Chairman of Examination committee [Name]

(Official Stamp/Seal)

## 8. NATIONAL HIGHER EDUCATION SYSTEM

The information on the national higher education system on the following pages provides a context for the qualification and the type of higher education that awarded it (DSDoc 01/03.00).

**8. INFORMATION ON THE GERMAN HIGHER EDUCATION SYSTEM<sup>1</sup>**

**8.1. Types of Institutions and Institutional Control**

Higher education (HE) studies in Germany are offered at three types of *Hochschulen*<sup>2</sup>

- *Universitäten* (Universities), including various specialized institutions, comprise the whole range of academic disciplines. In the German tradition, universities are also institutional foci of, in particular, basic research, so that advanced stages of study have strong theoretical orientations and research-oriented components.
- *Fachhochschulen* (Universities of Applied Sciences): Programs concentrate in engineering and other technical disciplines, business-related studies, social work, and design areas. The common mission of applied research and development implies a distinct application-oriented focus and professional character of studies, which include one or two semesters of integrated and supervised work assignments in industry, enterprises or other relevant institutions.
- *Kunst- and Musikhochschulen* (Colleges of Art/Music, etc.) offer graduate studies for artistic careers in fine arts, performing arts and music; in such fields as directing, production, writing in theatre, film, and other media; and in a variety of design areas, architecture, media and communication.

<sup>1</sup>The information covers only aspects directly relevant to purposes of the Diploma Supplement. All Information as of 1 Jan 2000.

<sup>2</sup>Hochschule is the generic term for higher education institutions.

HE institutions are either state or state-recognized institutions. In their operations, including the organization of studies and the designation and award of degrees, they are both subject to HE legislation.

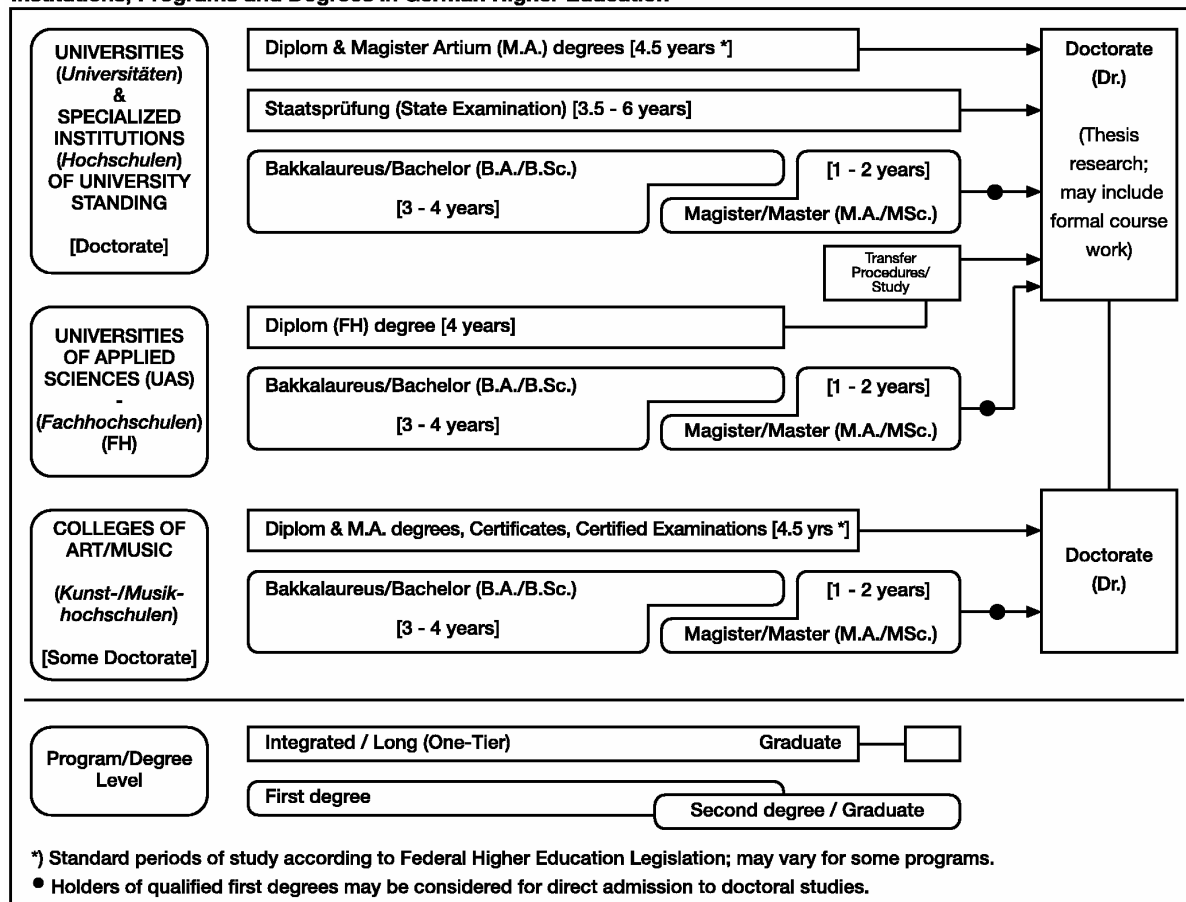
**8.2 Types of programs and degrees awarded**

- Studies in all three types of institutions are traditionally offered in integrated "long" (one-tier) programs leading to *Diplom- or Magister Artium* degrees or completion by a *Staatsprüfung* (State Examination).
- In 1998, a new scheme of first- and second-level degree programs (*Bakkalaureus/Bachelor* and *Magister/Master*) was introduced to be offered parallel to or *in lieu* of established integrated "long" programs. While these programs are designed to provide enlarged variety and flexibility to students in planning and pursuing educational objectives, they enhance also international compatibility of studies.
- For details cf. Sec. 8.41 and Sec. 8.42, respectively. Table 1 provides a synoptic summary.

**8.3 Approval/Accreditation of Programs and Degrees**

To ensure quality and comparability of qualifications, the organization of studies and general degree requirements have to conform to principles and regulations jointly established by the Standing Conference of Ministers of

**Institutions, Programs and Degrees in German Higher Education**



Education and Cultural Affairs of the *Länder* in the Federal Republic of Germany (KMK) and the Association of German Universities and other Higher Education Institutions (HRK). In 1999, a system of accreditation for programs of study has become operational under the control of an Accreditation Council at national level. Programs and qualifications accredited under this scheme are designated accordingly in the Diploma Supplement.

#### 8.4 Organization of Studies

##### 8.41 Integrated "Long" Programs (One-Tier):

###### *Diplom degrees, Magister Artium, Staatsprüfung*

Studies are either mono-disciplinary (single subject, *Diplom* degrees, most programs completed by a *Staatsprüfung*) or comprise a combination of either two major or one major and two minor fields (*Magister Artium*). As common characteristics, in the absence of intermediate (first-level) degrees, studies are divided into two stages. The first stage (1.5 to 2 years) focuses - without any components of general education - on broad orientations and foundations of the field(s) of study including propaedeutical subjects. An Intermediate Examination (*Diplom-Vorprüfung* for *Diplom* degrees; *Zwischenprüfung* or credit requirements for the M.A.) is prerequisite to enter the second stage of advanced studies and specializations. Degree requirements always include submission of a thesis (up to 6 months duration) and comprehensive final written and oral examinations. Similar regulations apply to studies leading to a *Staatsprüfung*.

- Studies at *Universities* last usually 4.5 years (*Diplom* degree, *Magister Artium*) or 3.5 to 6 years (*Staatsprüfung*). The *Diplom* degree is awarded in engineering disciplines, the exact/natural and economic sciences. In the humanities, the corresponding degree is usually the *Magister Artium* (M.A.). In the social sciences, the practice varies as a matter of institutional traditions. Studies preparing for the legal, medical, pharmaceutical and teaching professions are completed by a *Staatsprüfung*. The three qualifications are academically equivalent. As the final (and only) degrees offered in these programs at graduate-level, they qualify to apply for admission to doctoral studies, cf. Sec. 8.5.
- Studies at *Fachhochschulen* (FH) /Universities of Applied Sciences (UAS) last 4 years and lead to a *Diplom* (FH) degree. While the FH/UAS are non-doctorate granting institutions, qualified graduates may pursue doctoral work at doctorate-granting institutions, cf. Sec. 8.5.
- Studies at *Kunst- and Musikhochschulen* (Colleges of Art/Music, etc.) are more flexible in their organization, depending on the field and individual objectives. In addition to *Diplom/Magister* degrees, awards include Certificates and Certified Examinations for specialized areas and professional purposes.

##### 8.42 First/Second Degree Programs (Two-tier):

###### *Bakkalaureus/Bachelor, Magister/Master degrees*

These programs apply to all three types of institutions. Their organization makes use of credit point systems and modular components. First degree programs (3 to 4 years) lead to *Bakkalaureus/Bachelor* degrees (B.A., B.Sc.). Graduate second degree programs (1 to 2 years) lead to *Magister/Master* degrees (M.A., M.Sc.). Both may be awarded in dedicated form to indicate particular

specializations or applied/professional orientations (B./M. of ... ; B.A., B.Sc. or M.A., M.Sc. in ... ). All degrees include a thesis requirement.

#### 8.5 Doctorate

Universities, most specialized institutions and some Colleges of Art/Music are doctorate-granting institutions. Formal prerequisite for admission to doctoral work is a qualified *Diplom* or *Magister/Master* degree, a *Staatsprüfung*, or a foreign equivalent. Admission further requires the acceptance of the Dissertation research project by a supervisor. Holders of a qualified *Diplom* (FH) degree or other first degrees may be admitted for doctoral studies with specified additional requirements.

#### 8.6 Grading Scheme

The grading scheme usually comprises five levels (with numerical equivalents; intermediate grades may be given): "Sehr Gut" (1) = Very Good; "Gut" (2) = Good; "Befriedigend" (3) = Satisfactory; "Ausreichend" (4) = Sufficient; "Nicht ausreichend" (5) = Non-Sufficient/Fail. The minimum passing grade is "Ausreichend" (4). Verbal designations of grades may vary in some cases and for doctoral degrees. Some institutions may also use the ECTS grading scheme.

#### 8.7 Access to Higher Education

The General Higher Education Entrance Qualification (*Allgemeine Hochschulreife, Abitur*) after 12 to 13 years of schooling gives access to all higher education studies. Specialized variants (*Fachgebundene Hochschulreife*) allow for admission to particular disciplines. Access to *Fachhochschulen*/(UAS) is also possible after 12 years (*Fachhochschulreife*). Admission to Colleges of Art/Music may be based on other or require additional evidence demonstrating individual aptitude.

#### 8.8 National Sources of Information

- *Kultusministerkonferenz* (KMK) [Standing Conference of Ministers of Education and Cultural Affairs of the *Länder* in the Federal Republic of Germany] - Lennéstrasse 6, D-53113 Bonn; Fax: +49/[0]228/501-229; with
  - Central Office for Foreign Education (ZaB) as German NARIC and ENIC; www.kmk.org; E-Mail: zab@kmk.org
  - "Documentation and Educational Information Service" as German EURYDICE-Unit, providing the national dossier on the education system (EURYBASE, annual update, www.eurydice.org; E-Mail eurydice@kmk.org).
- *Hochschulrektorenkonferenz* (HRK) [Association of German Universities and other Higher Education Institutions]. Its "Higher Education Compass" (www.higher-education-compass.hrk.de) features comprehensive information on institutions, programs of study, etc. Ahrstrasse 39, D-53175 Bonn; Fax: +49/[0]228 / 887-210; E-Mail: sekr@hrk.de

DSDoc 01/03.00