

Fachprüfungsordnung 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 (IAE) der Université de Savoie Mont Blanc, Annecy, Frankreich, des Fachbereichs Wirtschaftswissenschaften der Universität Kassel und der Facultad de Ciencias Económicas y Empresariales der Universidad de León, Spanien vom 21. Juni 2017

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I. Allgemeines

§ 1 Geltungsbereich

Die Fachprüfungsordnung 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 Mont Blanc, Annecy, Frankreich, des Fachbereichs Wirtschaftswissenschaften der Universität Kassel und der Facultad de Ciencias Económicas y Empresariales der Universidad de León, Spanien ergänzt die Allgemeinen Bestimmungen für Fachprüfungsordnungen mit den Abschlüssen Bachelor und Master an der Universität Kassel sowie die entsprechenden Regelungen der anderen beteiligten Hochschulen in der jeweils geltenden Fassung.

§ 2 Akademische Grade, Profiltyp

(1) Aufgrund der bestandenen Masterabschlussprüfung verleihen die Università di Trento, Italien, die Université de Savoie Mont Blanc, 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 inkl. Kolloquium) 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 IAE der Université de Savoie Mont Blanc, Annecy, das 3. Semester an der Universität Kassel und das 4. Semester an der Universidad de León absolviert.

(4) Als Ausnahmeregelung kann einhergehend mit den nationalen Vorgaben eine Verlängerung des Praktikums bis zum Zeitpunkt der Zeugnisübergabe gestattet werden.

(5) 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 (von jeder beteiligten Universität ein Vertreter)
 - b) eine wissenschaftliche Mitarbeiterin/ein wissenschaftlicher Mitarbeiter oder Lehrbeauftragte/Lehrbeauftragter
 - c) eine Studierende/ein Studierender des Masterstudiengangs.
- (4) Die Mitglieder des Prüfungsausschusses sind berechtigt, bei den Prüfungen anwesend zu sein.

§ 5 Prüfungsleistungen, Modulprüfungen, Wiederholungen

- (1) Prüfungsleistungen werden im Studien- und Prüfungsplan 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. Versäumt die/der Studierende aus Gründen, die sie/er nicht selbst zu vertreten hat, eine Prüfung, so entscheidet der Prüfungsausschuss, wie die Prüfungsleistung nachzuholen ist.

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

und

c) ein Auswahlgespräch (entsprechend der Regelungen der Università di Trento in der jeweils gültigen Fassung) 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 in dem elektronischen Zulassungssystem der Università di Trento archiviert. Der Verlauf und Ergebnis des Auswahlgesprächs sind in einem Protokoll zu dokumentieren.

§ 7 Prüfungsteile des Masterabschlusses

(1) Der Masterabschluss besteht aus den Modulprüfungen/Teilmodulprüfungen der in Abs. 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	5 Credits
International Accounting	5 Credits
International Strategic Management	9 Credits
2. Semester in Verantwortung der Université de Savoie Mont Blanc, Annecy	
Statistics and Marketing Research	8 Credits
Teilmodul "Principles of Marketing Research"	4 Credits
Teilmodul "Intensive Programme"	4 Credits
Purchasing and Supply Chain Management	5 Credits
European and Global Economics	6 Credits
European and Global Consumer Behaviour	6 Credits
Financial Markets and Corporate Finance	5 Credits
3. Semester in Verantwortung der Universität Kassel	
Business negotiation	5 Credits
Distribution Management	5 Credits
Research methods and Master Thesis	20 Credits
Teilmodul "Research methods"	5 Credits
Teilmodul "Thesis"	15 Credits
4. Semester in Verantwortung der Universidad de León	
Sustainable and Responsible Management	5 ECTS
Innovation and Entrepreneurship	5 ECTS
Communication Challenges	10 ECTS
Teilmodul "Cross Cultural Obstacles"	5 ECTS
Teilmodul "Company Project"	5 ECTS
Internship	10 ECTS

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

§ 8 Unternehmensprojekt

Für alle Studierenden ist im vierten Semester die Teilnahme an einem Unternehmensprojekt, bestehend aus der Bearbeitung einer praktischen Fragestellung für ein Unternehmen und der Implementierung eines Kommunikationsplanes, verpflichtend. Das Unternehmensprojekt erfolgt in Gruppenarbeit. Die Note setzt sich aus einem schriftlichem Bericht (70 %) und einer mündlichen Präsentation (30 %) zusammen. 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.

§ 9 Masterthesis

- (1) Für die Masterthesis mit Präsentation werden insgesamt 15 Credits vergeben.
- (2) Das Thema der Masterthesis und die Bestellung des/der Betreuer/s wird im dritten Semester festgelegt. Die Studierenden haben ein Vorschlagsrecht hinsichtlich des Themas und des Betreuers. Die Bearbeitungszeit der Masterthesis beträgt zwölf Wochen im dritten Semester und beginnt mit dem Tag der Bekanntgabe des Themas. 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) Nach Fertigstellung der Arbeit ist diese abschließend vor Ende des dritten Semesters einer gemeinsamen Kommission zu präsentieren. Mitglieder der gemeinsamen Kommission sind mindestens ein akademischer Vertreter aus jeder Partneruniversität, die vom Prüfungsausschuss ernannt werden.
- (4) An der Abschlusspräsentation können außer dem Kandidatin/der Kandidaten der Erstgutachter und ein Beobachter, vorzugsweise der Zweitgutachter, teilnehmen.
- (5) Die Endfassung der Masterthesis ist fristgerecht beim Prüfungsausschuss einzureichen (zwei gebundene Exemplare und einmal in elektronischer Form).
- (6) Es findet eine abschließende Bewertung von Masterthesis und Präsentation während der ersten Hälfte des vierten Semesters 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. Die Allgemeinen Bestimmungen der Universität Kassel für Praxissemester in der jeweils aktuellen Fassung finden sinngemäß und im Einklang mit den Bestimmungen der Universidad de León Anwendung.

§ 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 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.

Italy	France	Germany	Spain
30 L	20 / 19	1,0	10
30	18	1,0	10
29	17	1,3	9
28	16	1,7	8,5
27	15	2,0	8,0
26	14,5	2,0	7,5
25	14	2,3	7
25	13,5	2,3	6,5
24	13	2,7	6,25
23	12,5	2,7	6
22	12	3,0	5,75
21	11,5	3,3	5,5
20	11	3,7	5,5
19	10,5	3,7	5,25
18	10	4,0	5
<18	<10	4,3 / 5,0	<5

Anmerkung: Um deutsche und spanische Noten in italienische oder französische Noten zu verwandeln, ist bei zwei möglichen Lösungen die daraus resultierende höchste Note zu vergeben (vorausgesetzt, dass die im französischen System verliehene Höchstnote 18 ist). Zum Beispiel: 2,7 in Deutschland würde in Italien als 24 und in Frankreich als 13 umgerechnet werden.

(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 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.

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 22. Januar 2018

Der Dekan des Fachbereichs Wirtschaftswissenschaften
Prof. Dr. Patrick Spieth

Anlage 1 – Musterstudienplan

Semester	Location	ECTS credits	Modules (all obligatory)				
4	Universidad de León	30	Sustainable and Responsible Management (5 ECTS)	Communication Challenges - <i>Cross Cultural Obstacles</i> - <i>Company Project</i> (10 ECTS)		Innovation and Entrepreneurship (5 ECTS)	Internship (10 ECTS)
3	Universität Kassel	30	Master Thesis - <i>Research Methods</i> - <i>Master Thesis</i> (20 ECTS)		Business Negotiation (5 ECTS)	Distribution Management (5 ECTS)	
2	Université de Savoie Mont Blanc, Annecy	30	Statistics and Marketing Research: - <i>Principles of Marketing Research</i> - <i>Intensive study Programme</i> (8 ECTS)	Purchasing and Supply Chain Management (5 ECTS)	European and Global Consumer Behaviour (6 ECTS)	European and Global Economics (6 ECTS)	Financial markets and corporate finance (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 (9 ECTS)
Sum		120					

Anlage 2 – Modulhandbuch

Anlage 2 a – Modulhandbuch Trento

Università degli Studi di Trento European Master in Business Studies			
EUROPEAN AND INTERNATIONAL COMMERCIAL LAW			
Semester	Type	ECTS	Student workload
1 st semester	Mandatory	6	150 hours (36 teaching hours, 114 hours of self-study)
Pre-requisite for participation	Module examination	Teaching and learning method	Responsible person for the module
none	written exam (= 90 minutes = 90%), optional presentations and class discussion (= 10%)	seminar, case studies, discussion	Prof. Corrado Malberti
Major intended learning outcomes			
<p>Upon completion of the module students will</p> <ul style="list-style-type: none"> • be familiar with the different sources of law in European and national law and their practical implications (programme ILO K1) • be familiar with the main practical problems and needs arising from European and international company law (programme ILO K1) • be able to formulate managerial responses to the above mentioned needs provided by legal tools (programme ILO K2) • be able to think analytically within a legal framework (programme ILO S1) • have learnt to discuss / work together as an international team (programme ILO S2 and IP2) • be able to take into account European / international legal restrictions for management decisions (programme ILO IP1) • have become aware of the impact of the legal framework on management decisions (programme ILO T2) 			
Content of the module			

General Principles of EU Law; General Overview on the Institutions of the European Union; Company Law: Basic Elements; The Freedom of Establishment; The Freedom of Establishment in the Decisions of the CJEU; The Harmonisation Programme; The 1st and the 11th Company Law Directives (Disclosure, Agency and Nullity); The 2nd Company Law Directive (Legal Capital); The 3rd and the 6th Company Law Directives (Mergers and Divisions); Cross-Border Mergers; European Business Organizations; Formation and Financing of EU Companies; Management and Control; The Influence of European Financial Markets Regulation on European Company Law (Takeover Bids and Shareholders' Rights)

Literature

- Adriaan Dorresteijen, et al., *European Corporate Law*, Kluwer, (last edition)
- Additional legal sources and materials are made available online to the students

Other related readings:

- Andenas - Wooldridge, *European Comparative Company Law*, Cambridge University Press, 2009;
- Dorresteijen, et al., *European Corporate Law* Kluwer Law International, 2nd Edition 2009;
- Edwards, *EC Company Law*, Clarendon Press, 1999;
- Grundmann, *European Company Law: Organization, Finance and Capital Markets*, Intersentia, 2nd Edition 2011;

Università degli Studi di Trento European Master in Business Studies				
ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCES MANAGEMENT				
Semester	Duration	Type	ECTS	Student workload
1 st semester	Within one semester (4 hours over 9 weeks)	Mandatory	5	125 hours (35 teaching hours, 90 hours of self-study and project work)
Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
none	EMBS course only and few Erasmus students	1 written exam (60 min = 50%), Class participation and case discussions (30%) 2 presentations in team (20%)	Formal lectures, case studies and reading discussions, presentations, and individual work	Prof. Roberta Cuel
Major intended learning outcomes				
<p>Upon completion of the module students will</p> <ul style="list-style-type: none"> • and be able to analyse some of the basic concepts of Human Resource Management (HRM) and the most important variables affecting organizational and group behaviour (programme ILO K1) • get aware of some of the more common problems faced in the management of personnel and be able to apply methodological and practical instruments to deal with them (programme ILO K2) • have learnt to make convincing presentations (programme ILO S1) • have learnt to discuss / work together as an international team (programme ILO S2 and IP2) • consider ethical aspects in organizational and human resource decisions as important variables (programme ILO A2) • look at organizational and human resource decisions from an international perspective (programme objective IP1) • be able to apply behavioural theory in the organizational and human resource context to practical company problems (programme ILO BW1) 				

Content of the module

The course is divided into units. Each unit will include a traditional lecture with an introduction of the theme of the unit, and an open discussion of the topic using cases and readings. Students are requested to present some specific techniques or case studies during class.

The course will present a selection of HR and preliminary organizational behaviour topics, such as:

1. Linking strategy and HRM.,
2. Diversity management and multicultural teams;
3. HR demand and market;
4. Selection and Hiring;
5. Training methods and decision making;
6. HR assessment;
7. Motivation, performances and incentive schemes
8. Careers management and compensation systems.

Literature

For each topic a set of articles is provided. The list changes every year according to the last research findings but the following readings are considered fundamental:

- Noel Tichy, Charles Fombrun, and Mary Ann Devanna "Strategic HRM" Working paper No. 279 University of Michigan, 1981 (Paper Strategic HRM - UMICH WORKING PAPER.pdf)
- 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.
- Leanne E. Atwater, David A. Waldman, and Joan F. Brett "UNDERSTANDING AND OPTIMIZING MULTISOURCE FEEDBACK" Human Resource Management, Summer 2002, Vol. 41, No. 2, Pp. 193–208
- Rosenzweig, P. 1998 Managing the new global workforce: Fostering diversity, forging consistency. European Management Journal Vol. 16, Nr. 6, pp.644-652
- Loveman, G. The Case of the Part Time Partner. Boston, MA: Harvard Business Review, 1990.
- Traxler F. Collective bargaining and industrial change: a case of disorganization? A comparative analysis of eighteen OECD countries. European Sociological Review, 12: 271–87.
- Nigel Nicholson "Seven Deadly Syndromes of Management and Organization: The View from Evolutionary Psychology" MANAGERIAL AND DECISION ECONOMICS Manage. Decis. Econ. 19: 411–426 (1998)
- ISuzan Lewis, Richenda Gambles & Rhona Rapoport "The constraints of a "work—life balance" approach: an international perspective" The International Journal of Human Resource Management, 2007

Università degli Studi di Trento European Master in Business Studies				
INFORMATION SYSTEM				
Semester	Duration	Type	ECTS	Student workload
1 st semester	Within one semester (4 hours over 9 weeks)	Mandatory	5	125 hours (35 teaching hours, 90 hours of self-study and project work)
Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
none	EMBS course only and few Erasmus students	1 written exam (= 120 minutes = 100%)	Formal lectures, seminar, individual work	Prof. Andrea Molinari
Major intended learning outcomes				
<p>Upon completion of the module students will</p> <ul style="list-style-type: none"> • understand the role of information technology in a modern organization and be prepared for becoming managers or staff in the modern enterprise within the digital economy (programme ILO K1) • understand the main characteristics of modern information systems and assess the support of corresponding technologies (programme ILOs K1, K2, and T1) • understand how to address the role of ICTs in information systems (programme ILO K2) • be aware of ethical dimensions of using information technology (programme ILO A2) • consider modern technologies to improve or create new business opportunities (programme ILO BW1) • be able to manage the acquisition of ICT applications and infrastructure (programme ILO BW1) • follow the constant evolution of ICTs in order to improve the information system and the business opportunities for the company (programme ILO T1) 				
Content of the module				

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

- IT Support of Organizational Performance.
- Information Technologies: Concepts and Management.
- Data Management: Data, Databases, and Warehousing.
- Networking: Discovery, Communication, Collaboration.
- E-Business and E-Commerce.
- Mobile, Wireless, and Pervasive Computing.
- Knowledge Management.
- Business Intelligence and Corporate Performance Management.
- IT Strategy and Planning.
- Information Technology Economics.
- Acquiring IT applications and Infrastructure.

Literature

Information Systems Today (5th Edition) 7th Edition, Joseph Valacich & Christoph Schneider

Università degli Studi di Trento European Master in Business Studies				
INTERNATIONAL ACCOUNTING				
Semester	Duration	Type	ECTS	Student workload
1 st semester	Within one semester (4 hours over 9 weeks)	Mandatory	5	125 hours (35 teaching hours, 90 hours of self-study and project work)
Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
none	EMBS course only and few Erasmus students	1 written exam (= 120 minutes = 100%)	This course will use a variety of teaching methods including lectures, readings, and case studies.	Prof. Paola Rossi
Major intended learning outcomes				
<p>Upon completion of the module students will</p> <ul style="list-style-type: none"> • know the differences in financial measurement and reporting practices that exist internationally, the reasons for these differences and their resultant financial statement effects (programme ILOs K1 and IP1) • have learnt how to use the financial statements in order to evaluate the firm's past and present performance and to predict likely future outcome (programme ILO K2) • have developed analytical skills when using standard financial statement analysis tools including accounting analysis and ratio analysis based on financial statements that use different accounting standards (programme ILO S1) 				
Content of the module				
<p>The course is divided into a number of topics that are designed to develop the competences outlined above:</p> <ol style="list-style-type: none"> 1. Introduction to International Accounting 2. Review of Accounting Basics 3. Financial Reporting Standards 4. Conceptual Framework 5. Structure of Financial Statements 6. Understanding Income Statement 7. Understanding Statement of Financial Position/Balance Sheet 8. Understanding Cash Flow Statement 9. Financial Analysis Techniques 10. Financial Statement Analysis: Applications 11. Evaluating Quality of Financial Reporting 				
Literature				
<ul style="list-style-type: none"> - Thomas R. Robinson, Hennie van Greuning, Elaine Henry and Michael A. Broihahn, International Financial Statement Analysis, CFA Investment Series, John Wiley & Sons, Inc., 2015. 				

Università degli Studi di Trento				
INTERNATIONAL STRATEGIC MANAGEMENT				
Semester	Duration	Type	ECTS-credits	Student workload
1 st semester	Within one semester (6 hours over 12 weeks)	Mandatory	9	225 hours (60 teaching hours, 165 hours of self-study)
Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
none	EMBS course only	2 written exams: one of 45 minutes for International Marketing (20%) One of 120 minutes (50%), Business game outcome plus written report; students' presentations (30%)	Lectures, presentations, individual inputs simulation (Business game)	Prof. Italo Trevisan
Major intended learning outcomes				
<p>Upon completion of the module students will</p> <ul style="list-style-type: none"> • understand the concepts of international commerce and globalization of competitive environments and know the determinants of international competitive advantage (programme ILOs K1 and IP1) • be familiar with the concepts of international business and multinational enterprise (programme ILOs K1 and IP1) • be able to apply conceptual approaches to foreign markets and select possible strategies of internationalisation: trade, foreign direct investment, and cooperation such as licensing, franchising etc. (programme ILOs K2 and IP1) • will be able to assess the role of technology and SMEs in the international business arena (programme ILO K1 and IP1) • will have a deep insight into the internationalisation process, the strategy behind it and are able to formulate adequate approaches by assessing the internal and external environment (programme ILOs K1, K2, IP1, T2) • be able to identify strategic orientations that affect strategic planning of international activities, suggest solutions for segmentation, choice of foreign markets, and strategy implementation (programme ILOs K1, K2, IP1) • be familiar with working in international teams in the context of a business game and have learnt to apply conceptual and theoretical elements of international management strategy for practical challenges (programme ILOs IP2 and BW1) 				
Content of the module				

The module gives a comprehensive insight into of-strategy models for the international competition, particularly on the characteristics of international business, strategic planning in the international context, and management of various business activities in a global environment.

The international marketing part will give an in-depth knowledge of the development factors of international marketing and of the latest areas on interest in this field. Analysis of international environment and demand, international segmentation, international marketing mix, e-business. Particular attention shall be given to relationship marketing and to the techniques of analysis of consumer behaviour (this part may be taught as a separate course by a teacher from one of the partner universities, to enhance the interaction between partners and expose the students to different didactic approaches).

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 multinational companies.
4. Strategies for the international firm.
5. Organization of the international firm.
6. Production strategy for international firms.
7. International Market Analysis
8. Marketing in foreign markets
9. International Human resources management

A business simulation will be part of the programme to give the opportunity to the students to apply their acquired knowledge to (albeit simulated) reality.

Literature

- Hill C, International Business, McGraw-Hill, New York, 2007
- Rugman A. M. Collinson S., International Business, Prentice Hall, Harlow, 6th ed.,2012
- Other material will be made available in the reserved course site

Anlage 2 b – Modulhandbuch Annecy

Université Savoie Mont Blanc European Master in Business Studies				
EUROPEAN AND GLOBAL CONSUMER BEHAVIOUR				
Semester	Duration	Type	ECTS	Student workload
2nd semester	Within one semester (blocked periods over approximately 8 weeks)	Mandatory	6	150 hours (60 teaching hours, 90 hours of self-study)
Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
Admission to 2 nd semester	EMBS course only	1 written exam (50%) 1 essay (50%)	Interactive courses, exercises, case studies	Prof. Stéphane Ganasali & Prof. Carmen Santos Rodriguez
Major intended learning outcomes				
Upon completion of the module students will <ul style="list-style-type: none"> • understand the central role of customers and consumption and their cultural / societal background for management in general and marketing in particular (programme ILOs K1 and IP1) • know a large of set of different theories (positivist and interpretativist ones) explaining the fundamentals of the consumption decision making process (programme ILO K1) • be able to apply theories and interpret examples in order to explain concrete consumption patterns and design marketing approaches influencing them (programme ILO K2) • be aware of ethical, environmental, and sustainability issues connected with consumption (programme ILO A2) • be able to analyse own consumer behaviour and consumption patterns of other individuals / cultures (programme ILO A1 and IP1) 				

Content of the module
<ul style="list-style-type: none"> • Factors influencing customer decision making: cultural, sociological, personal, psychological and situational aspects • Theoretical stages of the decision making process: from the perception of needs to post purchase feelings • Consumption as a natural and ancestral human activity: why do we consume? • Culture, lifestyles and consumption • Impact of socio demographics on consuming priorities and purchasing patterns • Sociological aspects in customer behaviour: the different persons involved in the decision process, group influence phenomena (including social classes) and opinion leadership • Psychological explorations of customer behaviour, e.g. perception, learning, motivation, involvement, attitude, • Purchase environment and shopping behaviour • Basics of neuro-marketing analyses • Symbolic consumption and identity (self-image) • Post-modern customers and brand consumption • Experiential consumption – consumer culture theory approaches to understanding consumption practices
Literature
<ul style="list-style-type: none"> - 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.

Université Savoie Mont Blanc Mont Blanc European Master in Business Studies				
EUROPEAN AND GLOBAL ECONOMICS				
Semester	Duration	Type	ECTS	Student workload
2nd semester	Within one semester (blocked periods over approximately 6 weeks)	Mandatory	6	150 hours (60 teaching, 90 hours of self-study)
Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
Admission to 2 nd semester	EMBS course only	1 written exam (50%) 1 oral presentation (25%) 1 essay (25%)	seminar, case studies, discussion	Dr. Bénédicte Serbini
Major intended learning outcomes				
Upon completion of the module students will <ul style="list-style-type: none"> • understand and be able to analyse the main goals of contemporary economics in a globalized world (programme ILOs K1 and IP1): • be able to identify the main global imbalances and know the theory why they grow up and can be eliminated (programme ILO K1) • be able to apply economic analysis for assessing economic situations (programme ILO S1) • have learnt how to make managerial decisions within a given economic framework and assess the impact of economic crisis (programme ILOs K2 and T2) 				

Content of the module

The course splits into two parts. The first one addresses international macroeconomic theory and policy, the second one relates to international trade theory and policy.

Introduction

1st part-module: International macroeconomic theory and policy

1. Chapter 1: What are the determinants of nominal exchange?
2. Chapter 2: What are the implications of an over evaluated (under evaluated) currency?
3. Chapter 3: Are such external imbalances sustainable? (the case of United States and China)
4. Chapter 4: How explain the existence of currency crisis? (The case of Latin American crises in the 1980's and 1990's)
5. Chapter 5: What are the benefits and costs of common currency? (The case of Eurozone)

2nd part-module: International trade theory and policy

1. Chapter 1: Puzzle of trade, what are the main pieces of the game?
2. Chapter 2: Does trade increase welfare? (The case of European Union)
3. Chapter 3: What are the effects of barriers to trade and economic integration? (The case of European Union)

Literature

Text books:

- P. R. Krugman, M. Obsfeld and M. Melitz, International Economics, (10th edition), Pearson.
- Caves, Frankel and Jones World Trade and Payments: an Introduction, (10th edition), Pearson.

Websites, blogs:

- <http://atlas.cid.harvard.edu/>
- <https://www.project-syndicate.org/>
- <http://krugman.blogs.nytimes.com/>

Université Savoie Mont Blanc Mont Blanc European Master in Business Studies				
FINANCIAL MARKETS AND CORPORATE FINANCE				
Semester	Duration	Type	ECTS	Student workload
2nd semester	Within one semester (blocked periods over approximately 8 weeks)	Mandatory	5	125 hours (50 teaching, 75 hours of self-study)
Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
Admission to 2 nd semester	EMBS course only	Written exam	seminar, case studies, discussion	Prof. Jean- François Gajewski and Prof Yochanan Shachmurove
Major intended learning outcomes				
<p>Upon completion of the module students will</p> <ul style="list-style-type: none"> • be able to understand major instruments of financial planning, management of working capital, analysis of investment opportunities and know sources of long-term financing and dividend policy (programme ILO K1) • be able to assess the major questions and problems of the firm's investment and finance decisions in an international context (programme ILOs K1 and IP1) • be able to apply financial concepts to financial and investment situations of a company in order to deal with finance and investment problems (programme ILO K2) • be aware of how markets' covariance and correlation affect the power of diversification in order to reduce portfolio risk and construct efficient portfolios (programme ILOs K1 and K2) • know and be able to apply the current state of asset pricing focusing on the strengths and weaknesses of the common theories (programme ILOs K1 and K2) • understand the concept of market efficiency and be able to analyse and compare the efficiency of different financial markets in an international environment (programme ILOs K1 and IP1) • be familiar with the futures and options contracts, the markets in which they trade and their applications to portfolio management (ILOs K1 and K2) 				

Content of the module
<p>Corporate Finance</p> <ol style="list-style-type: none"> 1) Introduction to firms' financial decision-making (BMA, chap 1,2 ,3) 2) The analysis of investment decisions and capital budgeting (BMA, chap 5, 6) 3) The analysis of corporate financing policy (BMA, chap 4, 14, 15, 17, 18 and 25) 4) Long term financial planning (BMA, chap 29) 5) Risk management (BMA, chap 26, 27) 6) Valuing investment projects by using real options (BMA, chap 20, 22) 7) Some notions of company valuation (BMA, chap 4) <p>Financial Markets</p> <ol style="list-style-type: none"> 1) Bond Valuation and Interest Rates 2) Portfolio Theory and Asset Pricing Models 3) Equity Valuation 4) Market Efficiency and behavioural finance 5) Options, futures and other derivatives
Literature
<ul style="list-style-type: none"> • Bodie, Z., Kane, A., and Marcus, A.J. Investments, McGraw-Hill, 2014. • Brealey R.A., Myers S.C., Allen F., Principles of corporate finance, 2014. (BMA) • Elton, E.J. Gruber, M.J., Brown, S.J. and Goetzmann, W.N. (2006) Modern Portfolio theory and Investment Analysis, Wiley. • Hull J.-C., Options, futures and other derivatives, Prentice Hall, 2014. Mishkin F.S., The Economics of Money, Banking and Financial Markets, Pearson Series in Economics, 2015. • Ross, S.A., Westerfield, R.W. and Jordan, B.D, Corporate Finance, Irwing, 2015.

Université Savoie Mont Blanc European Master in Business Studies				
STATISTICS AND MARKETING RESEARCH (Part module: PRINCIPLES OF MARKETING RESEARCH)				
Se- mes- ter	Duration	Type	ECTS	Student workload
2nd se- mes- ter	Within one semester (blocked periods over approximately 8 weeks)	Mandatory	4	100 hours (40 teach- ing, 60 hours of self-study)
Pre- re- qui- site for par-	Applicability	Module examina- tion	Teaching and learning method	Responsible per- son for the mod- ule
Ad- mis- sion to 2nd	EMBS course only	1 written exam (50%) 1 group work (50%)	courses, case study,	Prof. Stéphane Ganas- sali
Major intended learning outcomes				
<p>Upon completion of the part-module students will</p> <ul style="list-style-type: none"> • have become convinced of the usefulness of marketing research tools on the basis of scientific and statistic methods and developed a data-based empirical research approach towards dealing with marketing problems (programme ILO S1) • have learnt or have become familiar again with major statistical methods (programme ILO K2) • know some useful software and learnt to apply it for designing and conducting marketing research studies (programme ILO K2) • have learnt to design a marketing research project according to goals and resources in a company environment (programme ILOs K1 and K2) • know approaches of marketing research in different cultures and countries (programme ILOs K2 and IP1) • be able to transfer market research results into marketing recommendations (programme ILO BW1) 				

Contents of the part-module
<p>Statistics applied to market research</p> <ul style="list-style-type: none">• International marketing research methodology: questionnaire design, sampling techniques, different modes of data collection,• Descriptive, bivariate and multivariate statistics. Textual data analysis.• Reporting techniques• Workshops on survey software Sphinx• Company real project
Literature
<ul style="list-style-type: none">• 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.

Université Savoie Mont Blanc European Master in Business Studies				
STATISTICS AND MARKETING RESEARCH (Part Module: INTENSIVE STUDY PROGRAMME)				
Semester	Duration	Type	ECTS	Student workload
2nd semester	Within one semester (blocked periods over approximately 8 weeks)	Mandatory	4	100 hours (70 teaching, 30 hours of self-study)
Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
Admission to 2nd semester	EMBS course only	1 individual paper (50%) 1 group work (50%)	intensive programme: workshops, group work, business simulation	Prof. Stéphane Ganassali
Major intended learning outcomes				
Upon completion of the part-module students will <ul style="list-style-type: none"> • be able to apply market research studies to concrete marketing challenges of a company in order to make better marketing decisions (programme ILOs K2 and BW1) • will have learnt how to consider specific consumer needs before making strategic marketing decisions (programme ILO K2) • have learnt how to allocate financial resources to a wide set of marketing activities and manage product portfolios (programme ILO K2) • have learnt to work in international teams and come to a joint result (programme ILOs A1, IP2, BW1, and BW2) • have learnt to organize a complex project, manage time constraints, and communicate the results (programme ILO BW2) 				

Contents of the part-module
<p>Markstrat Intensive Programme</p> <p>The intensive programme Markstrat is a marketing simulation (see http://web.stratxsimulations.com/simulation/strategic-marketing-simulation) in which the students will learn how to use marketing studies information for making their marketing decisions, within a competitive environment.</p>
Literature
<ul style="list-style-type: none">• Kotler P and Keller KL: Marketing management, Pearson 2015.• Markstrat participant handbook: http://www.stratxsimulations.com/Sims_Help/MSOL/enu/Participant-Handbook/Participant-Handbook-master.pdf

Université Savoie Mont Blanc European Master in Business Studies				
PURCHASING AND SUPPLY CHAIN MANAGEMENT				
Semester	Duration	Type	ECTS	Student workload
2nd semester	Within one semester (blocked periods over approximately 8 weeks)	Mandatory	5	125 hours (50 teaching hours, 75 hours of self-study)
Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
Admission to 2nd semester	EMBS course only	Section SCM: written exam and oral presentation (50% each). Section PM: Written exam (75%) + in class contribution and group exercises (25%)	Interactive courses, exercises, case studies	Mr Jorge Espinosa (SCM: Supply chain management) and Dr. Patrick Scholler (PM: Purchasing management)
Major intended learning outcomes				
Upon completion of the module students will <ul style="list-style-type: none"> • be familiar with all fundamental concepts of purchasing and supply chain management in an international professional context (programme ILOs K1 and IP1) • be able to assess the strategic role of the purchasing function within a cross functional environment, be able to identify the purchasing success factors in a global world, and have acquired the knowledge of some state of the art business processes, tools and best practices (programme ILOs K1, K2, IP1, BW1) • have learnt how to take into consideration SCM and logistics aspects in international project activities, be able to implement SCM main concepts, know the levers that impact supply chain performance (programme ILOs K1, K2, IP1, BW1) • have learnt to work in international groups and respect other opinions (programme ILOs S2, A1, IP2) 				

Content of the module**Section SCM:**

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
6. Distribution network design
7. International aspects of procurement, production and distribution

Section PM:

1. An example of career in Purchasing and SCM
2. The importance of the function, roles and interactions with adjacent functions, evolution, Purchasing vs SCM
3. Category Sourcing strategies and Supplier relationship management
4. Cost management and target setting with a case study/ role play
5. Balanced score cards, Purchasing and supplier performance management
6. Risk, uncertainty and resilience management in purchasing

Anlage 2 c – Modulhandbuch Kassel

Kassel University European Master in Business Studies				
BUSINESS NEGOTIATION				
Semester	Duration	Type	ECTS	Student workload
3 rd semester	Within one semester (blocked periods over approximately 2 weeks)	Mandatory	5	125 hours (45 teaching hours, 80 hours of self-study)
Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
Admission to 3rd semester	EMBS course only	Written exam, seminar paper, presentation	Interactive teaching input, discussions, exercises, student presentations	Dr. Katrin Zulauf
Major intended learning outcomes				
<p>Upon completion of the module students will</p> <ul style="list-style-type: none"> • be familiar with the special challenges of negotiations and are especially aware of the problems of intercultural negotiations (programme ILOs K1 and A1) • be able to prepare negotiations and are able to evaluate the negotiation outcomes (programme ILOs K2 and S1) • have learnt to express their concerns without hurting the relationship with their counterparts (programme ILOs S1, S2, A1, BW2) • be able to find strategies to overcome perceptual barriers and biases (programme ILOs K2, S2, BW2) • be able to apply negotiation strategies for international settings, especially for retailing / wholesaling (programme ILOs K2 and IP2), • have learnt to work in international teams and convince colleagues of distribution and sales solutions (programme ILOs IP2 and BW2) • have learnt to solve conflicts in international teams over marketing issues and tackle ethical challenges in sales, distribution, and marketing (programme ILOs S2 and A2) 				

Content of the module

- Introduction to negotiation management
- Characteristics of negotiations
- How to define success in negotiations
- The chicken game
- The Harvard-Negotiation method
- Preparing the negotiation
- Single issue negotiations: how to deal with the basic techniques
- Multiple issue negotiations: how to enlarge the pie; how to manage effectively
- Win-win strategies: how to conduct an effective process
- Dealing with major obstacles: how to overcome ineffectiveness
- Dealing with difficult people
- Dealing with foreigners
- Closing the deal

Literature

- Fisher, R. / Ury, W. / Patton, B.: Getting to yes, rh Business Books, 2005
- Lewicki, R. / Saunders, D / Barry, B.: Negotiation, McGraw Hill, 2010
- Thompson, L: The Mind and Heart of the Negotiator, Pearson, 2013
- Malhotra, D./ Bazerman, M.: Negotiation Genius, Harvard Business School, 2008

Kassel University European Master in Business Studies				
DISTRIBUTION MANAGEMENT				
Semester	Duration	Type	ECTS	Student workload
3 rd semester	Within one semester (blocked periods over approximately 2 weeks)	Mandatory	5	125 hours (45 teaching hours, 80 hours of self-study)
Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
Admission to 3rd semester	EMBS course only	Written exam, seminar paper, presentation, bonus points	Interactive teaching input, discussions, exercises, student presentations, company visit	Prof. Dr. Reinhard Hünerberg
Major intended learning outcomes				
<p>Upon completion of the module students will</p> <ul style="list-style-type: none"> • be familiar with all major aspects of national / international distribution, especially the new challenges in a changing world, also integrating prior knowledge acquired in EMBS modules (programme ILOs K1, IP1, T1) • be capable of analysing the impact of distribution on all management areas (programme ILO K1) • know how to apply distribution concepts for solving problems in different situations (programme ILOs K1, K2) • be capable to develop own solutions for specific distribution challenges and problems (programme ILOs K2, BW1) • know and be convinced of ethical, legal, technological, sustainability issues to be considered in distribution management (programme ILOs A2, T2) • have learnt to work / learn under time pressure, in teams, and communicate results (programme ILOs S1, S2, A1) • have learnt to study additional material on one's own and to apply it to class contents (programme ILO S1) • have learnt how practitioners encounter distribution management challenges (programme ILOs BW1, BW2) 				

Content of the module
<ol style="list-style-type: none">1. Sales and Distribution – The Concept2. Manufacturing, Wholesaling, and Retailing: Major Decision Areas3. Selected Problems:<ul style="list-style-type: none">• Sales Management• Distribution Contracts• E-Commerce and Multichannel Marketing
Literature
<ul style="list-style-type: none">• Berman, B.: Marketing Channels, John Wiley & Sons, 1996• Chaffey, D.: E-Business & E-Commerce Management, 5th ed., Prentice Hall 2011• Dent, J.: Distribution Channels: Understanding and Managing Channels to Market, 2nd ed., Kogan Page, 2011• Hollensen, S.: Global Marketing, 6th ed., Prentice Hall, 2013• Palmatier, R.W.: Marketing Channels Strategy, 8th ed, Pearson 2014• Qin, Zheng et.al.: E-Commerce Strategy, Springer, 2014• Rosenbloom, B.: Marketing Channels, 8th ed., Cengage Learning, 2013

Kassel University European Master in Business Studies				
RESEARCH METHODS (PART-MODULE)				
Semester	Duration	Type	ECTS	Student workload
3 rd semester	Within one semester	Mandatory	5	125 hours (37,5 teaching hours, 87,5 hours of self-study)
Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
Admission to 3 rd semester	EMBS course only	1 exam	seminar, case studies, discussion	Prof. Ralf Wagner
Major intended learning outcomes				
<p>Upon completion of the part-module students will</p> <ul style="list-style-type: none"> • be familiar with the main practical problems and needs arising from international business research (programme ILOs K1, K2, IP1) • have a deep understanding of advanced research methodology-(programme ILOs K2 and S1) • be familiar with major analysis software (R; Smart PLS, SPSS), (programme ILO K2) • have adequate knowledge and skills to write their master thesis (programme ILO S1) 				
Contents of the part-module				
<ol style="list-style-type: none"> 1. Introduction to business and management research 2. Research philosophies and approaches, theories, and hypotheses testing 3. Methods of topic identification 4. Literature review – how it is done 5. Research design 6. Sample selection 7. Data collection methods (qualitative and quantitative) 8. Analysis methods (qualitative and quantitative) 9. Report writing and presentation 				
Literature				
<ul style="list-style-type: none"> • Saunders, M. N., Saunders, M., Lewis, P., & Thornhill, A. (2011). Research methods for business students, 5/e. Pearson Education India. • Craig, C. S., & Douglas, S. P. (2005). International marketing research. Chichester: John Wiley & Sons. • Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2014). A Primer on Partial Least Squares Structural Equation Modeling. Thousand Oaks: Sage. • Murray, R. (2011). How to write a thesis. McGraw-Hill Education (UK). • Malhotra, N.K. and Birks, D.F. (2007). Marketing research: An applied approach, UK: Prentice Hall. • Malhotra, N. K. (2010). Marketing research: An applied orientation. Upper Saddle River, NJ: Pearson. 				

Kassel University European Master in Business Studies				
MASTER'S THESIS				
Semester	Duration	Type	ECTS	Student workload
3rd semester	Within one semester	Mandatory	15	375 hours (365 of self-study, 10 hours tutoring)
Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
Admission to 3 rd semester	EMBS course only	Presentation (Thesis) Master Thesis	Group sessions, one-to-one sessions, tutoring	Prof. Ralf Wagner
Major intended learning outcomes				
Upon completion of the part-module students will:				
<ul style="list-style-type: none"> • be able to assess the most recent scholarly discussion of management knowledge and recognize gaps in contemporary knowledge (programme ILOs K2 and S1) • have developed a proposal for substantial academic contribution and an adequate research design (programme ILOs K2 and S1) • have made a decision on an adequate explanatory framework (programme ILOs K2 and S1) • have applied theoretical frameworks, methods of analysis, and tools to an academic piece of work (programme ILOs K2 and S1) • have developed abilities to critically observe a phenomenon (programme ILO S1) • have learnt how to organize, write and discuss an extended scientific essay (programme ILO S1) 				
Contents of the part-module				
<ol style="list-style-type: none"> 1. Tutoring (Group sessions) 2. Development of final research approach, design and questions 3. Self-study 4. One-on-One sessions with tutor 5. Development of a final research exposé 6. Master Thesis and Presentation 				
Literature				
<ul style="list-style-type: none"> • Saunders, M. N., Saunders, M., Lewis, P., & Thornhill, A. (2011). Research methods for business students, 5/e. Pearson Education India. • Craig, C. S., & Douglas, S. P. (2005). International marketing research. Chichester: John Wiley & Sons. • Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2014). A Primer on Partial Least Squares Structural Equation Modeling. Thousand Oaks: Sage. • Murray, R. (2011). How to write a thesis. McGraw-Hill Education (UK). • Malhotra, N.K. and Birks, D.F. (2007). Marketing research: An applied approach, UK: Prentice Hall. 				

Anlage 2 d – Modulhandbuch León

Universidad de León European Master in Business Studies				
SUSTAINABLE AND RESPONSIBLE MANAGEMENT				
Semester	Duration	Type	ECTS	Student workload
4 th semester	Within one semester (blocked periods over approximately 9 weeks)	Mandatory	5	125 hours (50h teaching hours, 75 h of self-study)
Pre-requisite for participation	Applicability	Module examination	Teaching and learning methods	Responsible person for the module
Admission to 4 th semester	EMBS course only	Written exams (60%), discussion in class and students presentations (40%)	Seminar, case studies, discussion	Prof. Roberto Fernández Gago
Major intended learning outcomes				
<p>Upon completion of the module students will</p> <ul style="list-style-type: none"> • be aware of the importance of business ethics at both an academic level and in terms of practical management in organizations (programme ILO A2) • be aware and convinced of the relevance of stakeholder theory for the broader understanding and practice of corporate social responsibility (programme ILOs A1 and A2) • be familiar with the main ethical issues typically encountered in relation to each of the stakeholders and be able to make the best responsible and sustainable management decisions (programme ILOs K2, A1, A2, BW1) • be able to justify their decisions relating to sustainability and ethical issues on the basis of information gathered and analysed by themselves (programme ILOs K2 and S1) 				
Content of the module				
<ol style="list-style-type: none"> 1. Business Ethics, Sustainability, Corporate Social Responsibility and Stakeholder Theory 2. Normative and Descriptive Ethical Theories 3. Tools and Techniques of Business Ethics Management 4. Contextualizing Business Ethics: Corporate Social Responsibility and the Stakeholders 				

Literature

- Crane, A. and Matten, D. (2015). Business Ethics. Managing Corporate Citizenship and Sustainability in the Age of Globalization. 4th edition. Oxford: Oxford University Press.
- Crane, A., Matten, D. and Spence, L. (2013). Readings and Cases in Global Context. 2nd edition. London: Routledge.
- Hoffman, W.M., Frederick, R.E. and Schwartz, M.S. (Ed.) (2014). Business Ethics: Readings and Cases in Corporate Morality. 5th edition. Oxford: Wiley-Blackwell.
- Pedersen, E.R.G. (Ed.) (2015). Corporate Social Responsibility. London: Sage Publications.

Universidad de León European Master in Business Studies				
COMMUNICATION CHALLENGES: Part-module CROSS-CULTURAL OBSTACLES				
Semester	Duration	Type	ECTS	Student workload
4 th semester	4 months	Mandatory	5	125 hours (55 teaching hours, 75 hours of self-study)
Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
Admission to 4 th semester	EMBS course only	Exam = 70% Case studies and continuous work = 30%	Lectures Group work Individual work Case studies	Prof. Carmen Rodríguez Santos
Major intended learning outcomes				
Upon completion of the part-module students will <ul style="list-style-type: none"> • be familiar with the concept of Integrated Marketing Communication (programme ILO K1) • be able to integrate the communication mix into the marketing plan and to develop corresponding communication strategies (programme ILO K2) • be able to develop own integrated marketing communication solutions (programme ILOs K2 and BW1) • be able to design the most efficient communication actions for specific situations taking into account all influencing variables (programme ILO K2) • be aware of cultural impacts, and be able to adopt communication them (programme ILOs K2 and IP1) • be familiar with group work and presentations and have developed personal responsi- 				
Contents of the part-module				
<ol style="list-style-type: none"> 1. Integrated Marketing communications 2. The IMC Planning Process 3. Advertising Management and Design 4. Promotional Tools 5. Public Relations and Sponsorship Programs 6. Evaluating an Integrated Marketing Program 7. Cross-Cultural Communication Differences 				

Literature

- Chris Fill, Graham Hughes, Scott de Francesco, Advertising (2013), Pearson
- George E. Belch, Michael A. Belch, Advertising and Promotion (2012), McGraw-Hill
- Terence A. Shrimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications (2013), South-Western Cengage Learning
- Kenneth E. Clow, Donald Baack, Integrated Advertising, Promotion, and Marketing Communications (2014), Pearson
- Patrick De Pelsmacker, Maggie Gevens, Joeri Van Den Bergh, Marketing Communications (2013), Pearson

Universidad de León European Master in Business Studies				
COMMUNICATION CHALLENGES: Part-module COMPANY PROJECT				
Semester	Duration	Type	ECTS	Student workload
4 th semester	4 months	Mandatory	5	125 hours (20 teaching hours, 105 hours of self-study)
Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
Admission to 4 th semester	EMBS course only	Report=70% Presentation=30%	Tutoring Practice- Business World experience	Prof. Carmen Rodríguez Santos Oscar Calzado Roberto Santos
Major intended learning outcomes				
Upon completion of the part-module students will <ul style="list-style-type: none"> • be familiar with the business world and their ways of thinking and using information (programme ILO BW1) • understand communication in practice and be able to communicate with business people efficiently (programme ILO BW2) • plan and organize a real project within an international team (programme ILOs K2, S2, IP2) • have learnt how to select and apply management knowledge and research methodology to practical problems (programme ILOs K2, BW1, T2) 				
Content of the part-module				
The content is adapted to the particular situation of the company analysed. The general guide is: <ol style="list-style-type: none"> 10. Briefing 11. IMC strategy in two countries 12. IMC design 				
Literature				
<ul style="list-style-type: none"> • Chris Fill, Graham Hughes, Scott de Francesco, Advertising (2013), Pearson • George E. Belch, Michael A. Belch, Advertising and Promotion (2012), McGraw-Hill • Terence A. Shrimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications (2013), South-Western Cengage Learning • Kenneth E. Clow, Donald Baack, Integrated Advertising, Promotion, and Marketing Communications (2014), Pearson • Patrick De Pelsmacker, Maggie Gevens, Joeri Van Den Bergh, Marketing Communications(2013), Pearson 				

Universidad de León European Master in Business Studies				
INNOVATION AND ENTREPRENEURSHIP				
Semester	Duration	Type	ECTS	Student work-load
4 th semester	Within one semester (blocked periods over approximately 9 weeks)	Mandatory	5	125 hours (50 teaching hours, 75 hours of self-study)
Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
Admission to 4 th semester	EMBS course only	Tests regarding the main concepts and innovation methodologies explained during lectures, Debates (=30%). Activities, discussions, case studies, team project, outdoor training and reflection papers (=60%). Notes taken by the lecturer in regard to students' attendance and participation during the classes (=10%)	Activities, discussions, case studies, team project, outdoor training and reflection paper	Prof. Gloria Sánchez González David Abril
Major intended learning outcomes				
Upon completion of the module, students will <ul style="list-style-type: none"> • be familiar with the innovation and knowledge creation processes (programme ILO K1) • be able to design innovation management strategies (programme ILO K2) • be familiar with and able to critically evaluate the business model generation strategies (programme ILOs K1 and S1) • know how to analyse business environment and identify market opportunities (programme ILO K2) • be able to assess the role of digital marketing for innovation and entrepreneurship (programme ILO T1) • have learnt how to make team projects a success and have experience with real-world projects (programme ILOs K2, BW1, S2) 				
Content of the module				
<ol style="list-style-type: none"> 1. Sources of innovation: creativity 2. Sources of innovation: cooperation with users, suppliers, competitors, etc. 3. Collaboration strategies 4. Types and patterns of innovation 5. Organization for innovation and managing new product development 6. Building business model 7. Knowledge management for entrepreneurs 8. Design thinking 9. Marketing innovation for entrepreneurs 10. Social media for entrepreneurs 				
Literature				

- Alexander Osterwalder, Yves Pigneur, Business Model Generation, Wiley, 2010 (1st edition)
- Harvard Business School, Harvard Business School Cases,
- Tidd, J. and Bessant, J. , Managing Innovation: Integrating Technological, Market and Organizational Change, Wiley, 2009 (4th edition)
- Schilling, MA , Strategic Management of Technological Innovation, McGraw Hill, 2008 (2nd edition)
- Optional readings: papers and journal articles recommended by the lecturers

Universidad de León European Master in Business Studies				
INTERNSHIP				
Semester	Duration	Type	ECTS-credits	Student workload
4 th semester (starting in June or July)	3 months (minimum) It will vary depending on the vacancy	Mandatory	10	
Pre-requisite for participation	Applicability	Module examination	Teaching and learning method	Responsible person for the module
The student must have passed all other components of the EMBS programme	EMBS course only	Final report = 70% Tutors' evaluation = 30%	Individualized for each student 1 st by mail 2 nd personal meeting 3 rd on his/her placement in the host company	Professor Carmen Rodríguez Santos Oscar Calzado Mario Diaz
Major intended learning outcomes				
Upon completion of the module students will <ul style="list-style-type: none"> • have obtained a big amount of on-the-job experience (programme ILOs K1, K2, BW1) • have been well prepared for a professional career (programme ILOs S1, S2, A1) • have knowledge regarding career paths and employers (programme ILO S1) • have articulated a high standard personal brand (programme ILOs S1, S2) • have enhanced interview, communication, team working and networking skills and know how to perform in the business world (programme ILOs K2, S1, S2, A1, BW2) 				
Content of the module				
The Internship is a work-related learning experience as a part of the EMBS program under the guidance of an external tutor. The aim of an internship is to have an actual and recent work experience in the field of business studies (preferably in International Marketing) in order to test student's theoretical knowledge through practical work, apply theoretical knowledge in a real-life situation, see how work is organised in different establishments and observe the work processes as well as to develop the student's ability and habits for doing independent work. Internship must follow the aims and study goals set in the curriculum. The internship must be in line with the aims of the curriculum either by the field of activity or in general with activities that develop research and analytical skills.				
Literature				
<ul style="list-style-type: none"> • http://www.letsinternship.com 				