

Overview Course Catalogue International Academic Year

Lecture	Lecturer	Credit Points
Basics of Strategic Retail Management	Prof. Dr. Joachim Hurth	3 CP
Consumer Behavior	Dr. García-León	3 CP
Distribution and Communication Policy	Dr. García León	3 CP
Financial Risk Management	Prof. Dr. Meyer-Bullerdiek	6 CP
German	tba	4-6 CP
Human Resource Management	Kerstin Kubik-Wenzel	6 CP
Intercultural Management	Prof. Dr. Mike Hoffmeister	6 CP
International Business	Prof. Dr. Mike Hoffmeister	3 CP
International Markets	Kerstin Kubik-Wenzel	3 CP
International Negotiations	Elena Budinsein	3 CP
International Project Management	Kerstin Kubik-Wenzel	3 CP
International Sales Management	Prof. Dr. Mike Hoffmeister	6 CP
International Trade	Frank Harmeling	3 CP
Investment Analysis	Prof. Dr. Meyer-Bullerdiek	6 CP
Management Accounting	Prof. Dr. Capelle	3 CP
Marketing Management	Frank Harmeling	3 CP
Model United Nations	Dr. Antje Fitschen-Lichewski	3 CP
Organizational Behavior	Kerstin Kubik-Wenzel	3 CP
Personnel Diagnostics and Development Tools	Prof. Dr. Marc Simon	3 CP
Pricing and Product Policy	Bettina Berthold-Löffler	3 CP
Services Management	Bettina Berthold-Löffler	3 CP
Sponsoring	Frank Harmeling	3 CP
Strategic Negotiation	Dr. Antje Fitschen-Lichewski	3 CP

Please find below the detailed course descriptions.

Course		
Basics of Strategic Retail Management		
Lecturer	Duration	ECTS/Credit Points
Prof. Dr. Joachim Hurth	2 SWS	3
Course Character	Semester	Course Language
Elective Course	Summer Semester	English
Prerequisites		
Basics of Marketing		
Description of the Course		
<p>During this course we will look at Strategic Management as seen in Retail business/Retailing. Various issues will be looked at and further illustrated via practical case studies. The content of this module is aimed at furthering basic knowledge in Retail Management and includes the following topics:</p> <p>Basics of Retail Management</p> <ul style="list-style-type: none"> • Retail Functions • Store-based Retailing Food • Online Retailing • Vertical Players <p>Fundamental Decisions</p> <ul style="list-style-type: none"> • Corporate Social Responsibility • Store Location 		
Course Components		
<p>a. Attendance and participation: Attendance and participation in class is mandatory. General discussion, asking and answering questions will help understanding the course material. In addition points for working and presenting of case study solutions will be given in class.</p> <p>b. Presentation and Exam: The total points to get are 120 points</p> <ul style="list-style-type: none"> ➤ Up to 30 points for the presentations, that means about 3 points per presentation ➤ Up to 90 points for the final exam <p>The exam consists mostly of short answer essays. The questions are designed to test your understanding of the subject and the application of the various concepts. All exams will be closed book. To receive a passing grade for the course, students must obtain at least 50% of the total points possible.</p>		
Preparation For and Participation in Class		
<p>Our class meetings are intended to supplement rather than substitute textbook material. The lecture will feature lecture sessions, discussion and presentations. At first, an introductory lecture is given. Then you will start to read your case study, may ask questions and start your teamwork. Last but not least you will present your own solution of the case study in groups.</p>		

Course Outline

Introduction German and European Retailing

Basics of Retail Management

Retail functions - case study Tesco

Store-based Retailing Food - case study Lidl/Kaufland

Online Retailing - case study Zalando

Vertical Players – case study Hugo Boss

Fundamental Decisions

CSR – case study Otto Group

Store location – case study The Home Depot

References

The seminar is based in particular upon the following reference:

Zentes, J./Morschett, D./Schramm-Klein, H. (2017): Strategic Retail Management, 3. ed., Wiesbaden.

The seminar is also based upon the following references:

Berman, B./Evans, J.R. (2013): Retail Management, 12. ed., Upper Saddle River.

Levy, M./Weitz, B.A./Grewal, D. (2014) : Retailing Management, 9. ed., New York.

Important Note:

The above outline is tentative to give you an idea of the sequence of topics. It can be modified and is only designed to give you a rough idea of the topics and the rate at which they will be covered. Some of the above topics will be covered in greater detail than others. The relative importance of each topic will be indicated by the lecturer.

Course		
Consumer Behavior		
Lecturer	Duration	ECTS/Credit Points
Dr. Ruth Areli García León r-a.garcia-leon@ostfalia.de	2 SWS (= 90 minutes class per week)	3
Course Character	Semester	Course Language
Elective Course	Spring Semester	English
Prerequisites		
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Description of the Course		
<p>In the Consumer Behavior course, the students will have a broad perspective about consumer behavior in general, and about the analysis of consumption habits as a fundamental basis to take marketing decisions. At the same time, students will be able to apply concepts and theories from anthropology, psychology, and sociology to study the consumer behavior in real cases.</p>		
Course Components		
<ul style="list-style-type: none"> • Readings. Some readings (cases or articles) about Distribution and Communication Policy topics will be assigned to the students to read them at home to be later discussed in class. • Attendance and participation: Attendance and participation in class are strongly recommended. It is important to apply the knowledge acquired during the past classes in order to comment on the readings in student focus groups. Attendance and participation will help students better understand the course material. • Exam: The exam will be held during the examination period at the end of the semester. The date will be determined by the examination board. The time allowed is 90 minutes. The exam will be based on the materials given by the professor and discussed in class. It may include multiple choice questions and true or false statements, short case studies, etc. The exam contributes 100% of the final grade of the course. In order to receive a passing grade for the course, students must obtain at least 50% of the total points possible. 		
Preparation For and Participation in Class		
<p>Although continuous participation is expected, it is important for students to do the assigned readings so that they can actively take part in the class discussion.</p>		
Course Outline		
<ol style="list-style-type: none"> 1. Introduction to Consumer Behavior <ol style="list-style-type: none"> 1.2 Understanding Consumer Behavior 1.3 Advertising Interested in Consumer Behavior 1.4 Consumer Research 		

2. The Psychological Core

- 2.1 Motivation, Ability and Opportunity
- 2.2 Personality
- 2.3 Exposure, Attention and Perception
- 2.4. Knowledge and Understanding
- 2.5. Learning
- 2.6. Memory and Retrieval
- 2.7. Attitudes

3. The Consumer's Culture

- 3. 1. Social Groups and Household Influences
- 3. 2. Reference Groups and Family Influences
- 3. 3. Values, Personality and Lifestyle in Market Segmentation

4. The process of making decisions

- 4. 1. Levels of Consumer Decision Making and Consumer Problem Solving
- 4. 2. Models of Consumers: Four Views
- 4. 3. Model of Consumer Decision Making
- 4. 4. Relationship Marketing

5. Consumer Behavior Outcomes and Issues

- 5. 1 Symbolic Consumer Behavior
- 5. 2 Consumer Influence and the Diffusion of Innovations

References

The seminar is based primarily on the following references:

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|-------------------------|--|
| Hawkins D.; | <u>Consumer Behavior: Building Marketing Strategy.</u> McGraw-Hill |
| Mothersbaugh D.;Best | 2009. |
| R. | |
| Hoyer, W. D.; MacInnis, | <u>Consumer Behavior.</u> Cengage Learning 2008. |
| D. J. | |
| Peter; J. P.; Olson, J. | <u>Consumer Behavior.</u> McGraw-Hill 2009. |
| C. | |
| Solomon, M. R. | <u>Consumer Behavior.</u> Pearson 2012. |

The seminar is also based on the following references:

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|-----------------------|--|
| Assael, H. | <u>Consumer Behavior: A Strategic Approach.</u> Houghton Mifflin |
| | 2003. |
| De Mooij, M. | <u>Consumer Behavior and Culture: Consequences for Global</u> |
| | <u>Marketing and Advertising.</u> SAGE 2010. |
| Lamb, C. W.; Hair, J. | <u>MKTG.</u> Cengage Learning. 2011. |

F.; McDaniel W.

Solomon, M. R.

Consumer Behavior: Buying, Having and Being. Pearson 2003.

Important Note:

The above outline is tentative and can be modified. This outline is only designed to give students an idea of the topics and the rate at which they will be covered. Some of the above topics will be covered in greater detail than others. The relative importance of each topic will be indicated in class.

Course		
Distribution and Communication Policy		
Lecturer	Duration	ECTS/Credit Points
Dr. Ruth Areli García León r-a.garcia-leon@ostfalia.de	2 SWS (= 90 minutes class per week)	3
Course Character	Semester	Course Language
Elective Course	Fall Semester	English
Prerequisites		
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Description of the Course		
In this course, the students will be able to understand and apply, in a real context, the research and planning process of developing a distribution and communication strategy.		
Course Components		
<p>a. Readings. Some readings (cases or articles) about Distribution and Communication Policy will be assigned to the students. These readings will be discussed later in class.</p> <p>b. Attendance and participation: Attendance and participation in class are strongly recommended. It is important to apply the knowledge acquired during the past classes in order to comment on the readings in student groups. Attendance and participation will help students better understand the course material.</p> <p>c. Exam: The exam will be held during the examination period at the end of the semester. The date will be determined by the examination board. The time allowed is 90 minutes. The exam will be based on the materials given by the professor and discussed in class. It may include multiple choice questions and true or false statements, short case studies, etc. The exam contributes to 100% of the final grade for the course. In order to receive a passing grade for the course, students must obtain at least 50% of the total points possible.</p>		
Preparation For and Participation in Class		
Although continuous participation is expected, it is important for students to do the assigned readings so that they can actively take part in the class discussion.		
Course Outline		
<p>1. Distribution and Marketing Channels</p> <p>1.1 Structure and Functions</p> <p>1.2 The Work of the Marketing Channels</p> <p>1.3 Members of a Marketing Channel</p> <p>2. A Framework for Marketing Channels</p> <p>2.1 Channel Design</p> <p>2.2 Channel Implementation</p>		

3. Channel Institutions

- 3.1 Retailing
- 3.2 Wholesaling
- 3.3 Franchising

4. The Integrated Marketing Communications in the Marketing Process

- 4.1 The Integrated Marketing Communications
- 4.2 IMC and the Marketing Process
- 4.3 Target Audiences Identification

5. Integrated Marketing Communications Objectives

- 5.1 Marketing vs Communication Objectives
- 5.2 Sales vs Communications Objectives

6. Media Planning and Strategy

- 6.1 Media Plan
- 6.2 Media Objectives
- 6.3 Media Strategies
- 6.4 Media Mix
- 6.5 Measuring the Effectiveness of the Promotional Program

References

The seminar is based primarily on the following references:

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|--|---|
| Pelton, L.; Cooper, M.;
Strutton, D., | <u>Marketing Channels: Managing Supply Chain Relationships.</u>
McGraw-Hill 2004. |
| Rosenbloom, B. | <u>Marketing Channels: a Management View.</u> Cengage
Learning 2013. |
| Duncan, T. | <u>Principles of advertising & IMC.</u> McGraw-Hill 2005. |
| Parente, D. | <u>Advertising Campaign Strategy: A Guide to Marketing
Communication Plans.</u> 2004. |
| Rossiter & Percy. | <u>Advertising, Communications & Promotion Management.</u>
McGraw-Hill 1997. |

The seminar is also based on the following references:

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|---------------------|--|
| Arikan, A. | <u>Multichannel Marketing: Metrics and Methods for On and
Offline Success.</u> Wiley 2008. |
| Pricken, M. | <u>Creative Advertising: Ideas and Techniques from the World's
best Campaigns.</u> Thames and Hudson 2004. |
| Keller, K.L. | <u>Strategic Brand Management. Building, Measuring, and
Managing Brand Equity.</u> Prentice Hall 2004. |
| Arens, W. | <u>Contemporary Advertising.</u> McGraw-Hill 2004. |
| Jewler & Drewniany. | <u>Creative Strategy in Advertising.</u> Thompson 2005. |

Bringham, Gomes &
Knowles.

Business Marketing. McGraw-Hill 2005.

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Course		
Financial Risk Management		
Lecturer	Duration	ECTS /Credits
Prof. Dr. Frieder Meyer-Bullerdiel f.meyer-bullerdiel@ostfalia.de	4 SWS (= 180 minutes class per week)	6
Course Character	Semester	Course Language
Elective Course	Fall Semester	English
Prerequisites		
Basics of Business Finance		
Description of the Course		
<p>This course is a thorough study of risk management in the financial industry with special emphasis on banks. It starts with some quantitative fundamentals (Term Structure Analysis, Value at Risk etc.). Then, simple hedging techniques using derivatives are discussed. After this, a study of the management of interest rate risk, credit risk (including credit metrics and credit derivatives), and currency risk is provided. Finally, an integrated risk and return approach is explored.</p>		
Course components		
<p>a. Homework: Homework problems will be assigned in class and most of the solutions will be discussed in class.</p> <p>b. Attendance and participation: Attendance and participation in class is strongly encouraged as general discussion, asking questions, and answering questions will foster the understanding of the course contents.</p> <p>c. Exam: The exam will be held during the examination period at the end of the semester. The date will be determined by the examination board. The time allowed is 90 minutes. The exam will be based on homework exercises, lecture, and the material and exercises discussed in class. It may include problems, multiple choice, true/false, short essay answers, short case studies etc. To receive a passing grade for the course students must obtain at least 50% of the total points possible.</p>		
Preparation for and Participation in Class		
<p>You are expected to have completed all assigned readings and to have, at a minimum, attempted the homework assignments prior to each class. Classroom lectures/discussions will be utilized to develop and enhance your understanding of the material. You should be prepared at all times to actively participate in classroom discussions, and you should attend class and participate on a regular basis. Please bring a calculator to each class.</p>		
Course Outline		
<ol style="list-style-type: none"> 1. Quantitative Fundamentals of Risk Management <ol style="list-style-type: none"> 1.1. Term Structure Analysis <ol style="list-style-type: none"> 1.1.1. Yield-to-maturity (YTM) 1.1.2. Spot Rates (Zero-Coupon Yields) 1.1.3. Forward Rates and Forward Yield Curves 1.1.4. Discount Factors 1.2. Duration, Modified Duration and Convexity 1.3. Volatility and the Standard Normal Distribution 		

- 1.4. Value at Risk (VaR)
 - 1.4.1. Definition of Value at Risk
 - 1.4.2. Value at Risk Methods
 - 1.4.2.1. Delta-Normal Method (Variance-Covariance Approach)
 - 1.4.2.1.1. Calculation of Value at Risk
 - 1.4.2.1.2. Calculating the market risk of a bank using the Delta-Normal Method
 - 1.4.2.1.3. Varying the confidence level
 - 1.4.2.1.4. Varying the horizon
 - 1.4.2.2. Historical Simulation Method
 - 1.4.2.3. Monte Carlo Simulation Method
 - 1.4.3. Value at Risk and Capital
 - 1.4.3.1. Economic Capital, Expected, Unexpected and Exceptional Loss
 - 1.4.3.2. Categories of Risk in Banks
 - 1.4.3.3. Allocation of Economic Capital
- 2. Fundamentals of Derivatives and simple Hedging Techniques
 - 2.1. Financial Futures
 - 2.1.1. Fixed Income Futures
 - 2.1.1.1. Introduction to Fixed Income Futures
 - 2.1.1.2. Hedging with Fixed Income Futures
 - 2.1.2. Equity Index Futures
 - 2.1.2.1. Introduction to Equity Index Futures
 - 2.1.2.2. Hedging with Equity Index Futures
 - 2.2. Financial Options
 - 2.2.1. Introduction to Options
 - 2.2.2. Introduction to Hedging with Options (Protective Put)
 - 2.2.3. Interest Rate Options: Caps, Floors and Collars
 - 2.3. Interest Rate Swaps
 - 2.3.1. Introduction to Interest Rate Swaps
 - 2.3.2. Using Interest Rate Swaps to achieve comparative advantage
- 3. Managing Interest Rate Risk
 - 3.1. Introduction to Interest Rate Risk
 - 3.2. Price risk calculation using an interest rate related Value at Risk approach
 - 3.3. Interest Rate Gap Management
 - 3.3.1. Gap Calculation without consideration of sensitivities
 - 3.3.2. Gap Calculation with consideration of sensitivities
 - 3.4. Hedging interest rate gaps
 - 3.4.1. Hedging interest rate gaps using the security market
 - 3.4.2. Hedging interest rate gaps using Interest Rate Swaps
 - 3.4.3. Hedging interest rate gaps using Floors
 - 3.5. Advanced interest-sensitive gap management
 - 3.5.1. Calculating duration gaps
 - 3.5.2. Using duration to hedge against interest rate risk
- 4. Managing Credit Risk
 - 4.1. Introduction to Credit Risk
 - 4.2. Measuring portfolio credit risk using Credit Metrics

4.3. Hedging against credit risk using Credit Default Swaps and Total Return Swaps

4.3.1. Overview of credit derivatives

4.3.2. Credit Default Swaps

4.3.3. Total Return Swaps

5. Managing Currency Risk

5.1. Introduction to Currency Risk

5.2. Calculating Forward Exchange Rates

5.3. Calculating a Currency Value at Risk

6. Integrated Risk and Return Management in Banks

6.1. Risk limits

6.2. Risk Capital and RAROC

6.3. Present value oriented management of the bank's interest book

6.3.1. Calculating the present value of the interest book

6.3.2. Calculating the risk-adjusted performance of the interest book

References

The seminar is based primarily on the following references:

Bessis, J.:	<u>Risk Management in Banking</u> . John Wiley & Sons, Ltd 2002.
Jorion, P.:	<u>Financial Risk Manager Handbook</u> . John Wiley & Sons, Inc, Hooken 2003.
Martin, J.S.:	<u>Applied Math for Derivatives</u> . John Wiley & Sons (Aisa) Pte Ltd 2001.
Internet sources:	www.bis.org, www.eurexchange.com

The seminar is also based on the following references:

Adams, A. et al:	<u>Investment Mathematics</u> . Chichester 2003.
Belmont, D.:	<u>Value Added Risk Management in Financial institutions: Leveraging Basel II & Risk Adjusted Performance Management</u> . Wiley 2004.
Bruns, C./Meyer-Bullerdiek, F.:	<u>Professionelles Portfoliomanagement</u> . Schäffer-Poeschel 2013.
Demine, J./Bissada, Y.F.:	<u>Asset & Liability Management</u> . Financial Times 2002.
Fabozzi F.J./Fong, G.:	<u>Advanced Fixed Income Portfolio Management</u> . Mcgraw-Hill Professional 1994.
Flavell, R.:	<u>Swaps and Other Derivatives</u> . Wiley 2002.
Rose, P.S.:	<u>Commercial Bank Management</u> . Mcgraw-Hill 2002.
Solnik, B.:	<u>International Investments</u> . Addison Wesley 2000.
Rolfes, B.:	<u>Gesamtbanksteuerung</u> . Schäffer-Poeschel 1999.
Schierenbeck, H./Lister, M./Kimße, S.:	<u>Ertragsorientiertes Bankmanagement</u> . Gabler Verlag 2008.
Schierenbeck, H.:	<u>Ertragsorientiertes Bankmanagement</u> . Gabler Verlag 2005.

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Course		
Human Resource Management		
Lecturer	Duration	ECTS / Credits
Dipl.-Kffr. Kerstin Kubik-Wenzel (k.kubik-wenzel@ostfalia.de)	4 SWS (= 180 minutes class per week)	6
Course Character	Semester	Course Language
Elective Course	Fall Semester	English
Prerequisites		
-		
Description of the Course		
<p>This course will cover essential Human Resource Management concepts and techniques in combination with the underlying strategic HR issues. Case studies and in-class exercises will be used to apply the theoretical concepts to authentic business situations.</p> <p>The students will have the opportunity for self-assessment.</p> <p>Ethical questions will be discussed throughout the course to provide the students with a sense of the consequences that human resources-related decisions have for individuals and organizations. Current research will supplement the critical discussion of the different subject areas.</p>		
Course components		
<p>a. Homework: Reading assignments and case study preparation will be given for homework. The readings and cases will be discussed and analyzed in class.</p> <p>b. Attendance and participation: Attendance of at least 75% is required. Participation in class is strongly encouraged as general discussion, asking and answering questions will help understanding the course material.</p> <p>c. Exam (50% of final grade): The exam will be held during the examination period at the end of the semester. The date will be determined by the examination board. The time allowed is 60 minutes. The exam will be based on homework exercises, lecture, and the material and exercises discussed in class. It may include short essay answers, short case studies, multiple choice, true/false, etc.</p> <p>d. Presentation (50% of final grade): Students have to hold a presentation (10 min) during the semester.</p> <p><i>To receive a passing grade for the course students must obtain at least 50% of the total points possible.</i></p>		
Preparation for and Participation in Class:		
<p>You are expected to have completed all assigned readings and to have prepared input for discussions prior to each class. Classroom lectures/discussions will be utilized to develop and enhance your understanding of the material. You have to be prepared at all times to actively participate in classroom discussions and group exercises, and will be asked to present your group results. You should attend class and participate on a regular basis.</p>		
Course Outline:		
<ol style="list-style-type: none"> 1. Human Resource Management Strategy <ol style="list-style-type: none"> a. Corporate Culture b. Employer Branding 2. Fields of work in HRM 3. HR Planning 		

4. Recruitment
 - a. Recruiting tools
 - b. Selection
 - i. Testing
 - ii. Interviews
 - c. Placement
5. Job design
6. Motivation
7. Talent Management
 - a. Career planning
 - b. Promotion
8. Performance Appraisal
9. Training and Development
 - a. Training programs
 - b. Leadership development
 - c. Coaching
 - d. Change Management
10. Compensation and Benefits
 - a. Job evaluation
 - b. Wage classification
 - c. Incentives
11. Employee Relations
 - a. Employee Rights
 - b. Labor Relations
 - i. History of Industrial Relations in Germany
 - ii. Labor relations around the globe
 - c. Works councils and co-determination
 - d. Collective Bargaining

Selected References:

The seminar is based in particular upon the following references:

Dessler, G.:	Human Resource Management, Global Edition, Pearson 2015
Wilton, N.:	An Introduction to Human Resource Management, Sage 2016
York, K.:	Applied Human Resource Management, Sage 2009

The seminar is also based upon the following references:

Kirchner, J.(et al., ed.):	Key Aspects of German Employment and Labour Law, Springer 2010
Journals:	Journal of Human Resource Management, Personnel Review, International Journal of Human Resource Management
Internet sources:	www.shrm.org, www.hrmguide.com

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Course		
Intercultural Management		
Lecturer	Duration	ECTS/Credit Points
Prof. Dr. Mike Hoffmeister m.hoffmeister@ostfalia.de	4 SWS (= 180 minutes class per week)	6
Course Character	Semester	Course Language
Elective Course	Spring Semester	English
Prerequisites		
One year of business studies		
Description of the Course		
<p>The students will learn about the meanings and dimensions of culture, intercultural communication, international business behavior patterns, and the impact of these factors on international business. In addition, students will learn about sources of business conflict based on intercultural behavior differences. Students will develop strategic approaches to work successfully in an intercultural business environment.</p>		
Course Components		
<p>a. Intercultural Weekend: In the first month of the semester the students will take part in an intercultural awareness seminar where intercultural basics will be taught. The seminar takes two days and is usually held on a selected Friday and Saturday.</p> <p>b. Lecture: Attendance and participation in class is strongly encouraged as general discussion, asking questions, and answering questions will foster the understanding of the course contents.</p> <p>c. Presentation and Exam:</p> <ul style="list-style-type: none"> • Presentation (Intercultural Dialogue): The presentation will be held during May in front of a public audience. It will be a group presentation (about five students per group). During the first month of the semester the students will be divided up into teams by the lecturer. The general topic is "Business Behavior in Selected Countries Compared with Germany." The group presentation is one part of the total mark of the course. • Exam: The exam will be held during the examination period at the end of the semester. The date will be determined by the examination board. The time allowed is 90 minutes. The exam will be based on the lecture, the materials, and group work discussed in class. It will include multiple choice questions and true or false statements. The exam is one part to the total mark on the course. To receive a passing grade of the course students must obtain at least 50% of the total points possible (presentation and exam). The ratio of the presentation and exam for the total mark will be announced at the first lecture. 		

Preparation For and Participation in Class

Participation in the intercultural weekend and intercultural dialogue is mandatory. Participation during the lecture is strongly recommended.

Course Outline

- Meanings and Dimensions of Culture
- Cultural Dimensions and Standards
- Intercultural Communication
- Cross Cultural Managing and Leadership Across Culture

References

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|---|---|
| Bartlett, C., A.; Ghosal, S. | <u>Managing Across Borders: The Transnational Solution</u> . Harvard Business Review Press 2002. |
| Bartlett, C.; Goshal, S.; Beamish, P. | <u>Transnational Management: Text Cases and Readings in Cross Border Management</u> . McGraw-Hill 1997. |
| Hodgetts, R.; Luthans, F.; Doh, J. | <u>International Management. Culture, Strategy and Behavior</u> . Mcgraw-Hill 2005. |
| Hofstede, G. J.; Pedersen, P. B. | <u>Exploring Culture : Exercises, Stories and Synthetic Cultures</u> . Intercultural Press. 2002 |
| Moran, R. T.; Harris, P. R., Moran, S. V. | <u>Managing Cultural Difference</u> . Routledge 2010. |
| Trompenaars, F.; Hampden-Tuner, C. | <u>Riding the waves of culture</u> . Brealey Publishing 1997. |
| Trompenaars, F.; Hampden-Tuner, C. | <u>Building Cross-Cultural Competence: How to Create Wealth from Conflicting Values</u> . John Wiley & Sons 2000. |

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Course		
International Business		
Lecturer	Duration	ECTS/Credit Points
Prof. Dr. Mike Hoffmeister m. hoffmeister@ostfalia.de	2 SWS (= 90 minutes class per week)	3
Course Character	Semester	Course Language
Elective Course	Spring Semester	English
Prerequisites		
One year business studies		
Description of the Course		
The lecture will cover the following topics: Regional and Global Integration, Global Marketing, International Business Environment, International Management Orientation, and International Business Strategy. The students will be also introduced to different international entry and development strategies.		
Course Components		
<p>a. Lecture: Attendance and participation in class is strongly encouraged as general discussion, asking questions, and answering questions will foster the understanding of the course contents.</p> <p>b. Exam: The exam will be held during the examination period at the end of the semester. The date will be determined by the examination board. The time allowed is 45 minutes. The exam will be based on the lecture, the materials, and readings. It will be a multiple choice questionnaire and true or false statements.</p>		
Preparation For and Participation in Class		
Participation during the lecture is strongly recommended.		
Course Outline		
<ul style="list-style-type: none"> • Part 1: Introduction to International Business <ul style="list-style-type: none"> ○ Terms and Definitions ○ Global Trends ○ International Objectives and Driving Forces for International Business ○ Global and Regional Integration • Part 2: International Business Environment <ul style="list-style-type: none"> ○ Political and Legal Environment ○ Economic Environment ○ Social and Cultural Environment ○ Technological and Geographical Environment 		

- Part 3: International Strategy Development
 - Strategy Development Process
 - Basic International Strategies
 - International Management Orientation and Concepts
- Part 4: Foreign Market Entry Strategy
 - Where: Inter-, Intra- and Supranational Market Segmentation
 - How: Market Entry Modes and Scale of Entry
 - When: Market Specific Timing and Transnational Strategies

References

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|------------------------------------|---|
| Czinkota, M.; | <u>International Business</u> . John Wiley & Sons 2010. |
| Rankainen, I.; Moffett, M. | |
| Griffin, R.; Pustay, M. | <u>International Business</u> . Prentice Hall 2012. |
| Hodgetts, R.; Luthans, F.; Doh, J. | <u>International Management. Culture, Strategy and Behavior</u> . McGraw-Hill 2005. |
| Keegan, W.; | <u>Globales Marketing-Management: Eine europäische</u> |
| Schlegelmilch, B.; | <u>Perspektive</u> . Oldenbourg 2002. |
| Stöttinger, B. | |

Important Note:

The above outline is tentative and can be modified. This outline is only designed to give students an idea of the topics and the rate at which they will be covered. Some of the above topics will be covered in greater detail than others. The relative importance of each topic will be indicated in class.

Course		
International Markets		
Lecturer	Duration	ECTS / Credits
Dipl.-Kffr. Kerstin Kubik-Wenzel k.kubik-wenzel@ostfalia.de	2 SWS (= 90 minutes class per week)	3
Course Character	Semester	Course Language
Elective Course	Spring Semester	English
Prerequisites		
-		
Description of the Course		
<p>This course provides students with an understanding of how the business environment varies around the world. We will analyze industries, natural resources, trade regulations, the national political system, financial regulations, corruption, protection of intellectual property, labor standards, education and human resources, environmental standards, and the standard of living in different developed, emerging, and developing countries and areas.</p> <p>The students will develop the conceptual tools necessary to understand and analyze differences between countries and their markets. Business examples will provide further insight into the opportunities and pitfalls that companies are faced with in today's global world.</p>		
Course components		
<p>a. Homework: Reading assignments and case studies will be given for homework. The readings and cases will be discussed and analyzed in class.</p> <p>b. Attendance and participation: Attendance and participation in class is strongly encouraged as general discussion, asking questions, and answering questions will foster the understanding of the course contents.</p> <p>c. Presentation: Student presentations will be given during the second half of the semester. Group presentations are possible. During the first week of the course students will obtain information on possible topics for the presentation. The presentation contributes to 100% of the total mark for the course. To receive a passing grade of the course, students must obtain at least 50% of the total points possible.</p>		
Preparation for and Participation in Class		
<p>You are expected to have completed all assigned readings and to have prepared input for discussions prior to each class. Classroom lectures/discussions will be utilized to develop and enhance your understanding of the material. You should be prepared at all times to actively participate in classroom discussions and group exercises, and will be asked to present your group results. You should attend class and participate on a regular basis.</p>		

Course Outline

1. Development of a conceptual base
 - Analysis of statistical data
 - Business case studies
 - Company material
2. Research on different countries and their markets regarding
 - industries, natural resources
 - trade regulations
 - national political system
 - financial regulations
 - corruption
 - protection of intellectual property
 - labor standards, education and human resources
 - environmental standards
 - standard of living
3. Presentations and discussion of selected countries and areas

Selected References

The seminar is primarily based on the following references:

McCann, L.	<u>International and Comparative Business</u> . Sage 2013
Hill, J.	<u>International Business</u> . Sage 2009.
Gerber, J.	<u>International Economics</u> . Prentice Hall 2014.

The seminar is also based on the following references:

Journals, articles, company material

Important Note:

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Course		
International Negotiations		
Lecturer	Duration	ECTS/Credit Points
Elena Budinstein e.budinstein@ostfalia.de	2 SWS (= 90 minutes class per week)	3
Course Character	Semester	Course Language
Elective Course	Spring Semester	English
Prerequisites		
One year of business studies		
Description of the Course		
<p>Negotiating abroad requires the ability to meet special challenges and deal with the unknown. Even those experienced in cross-cultural communication can sometimes work against their best interests during international business negotiations. This class is designed to provide tools and ideas to successfully negotiate across cultures.</p>		
Course Components		
<p>a. Workshop: The course includes a workshop on special topics related to international negotiations. The methods to convey the knowledge will be e.g. case studies and role playing.</p> <p>b. Exam: The exam exists of two parts: a group presentation held during the class and a term paper (10 pages per person) during the examination period.</p>		
Preparation For and Participation in Class		
Participation at workshop is mandatory. Presentation and term paper will be required for evaluation.		
Course Outline		
<ul style="list-style-type: none"> • Transition to sales management • Culture and negotiation • Ethics and sales • Sales environment • Sales process • Sales people development (recruitment, training, motivation) • Sales people motivation • Presentation skills 		

References

- Powell, M. International Negotiations Student's Book. Cambridge University Press 2012.
- Cellich, C., Jain, S. Global Business Negotiations Across Borders. McGraw-Hill Professional 2012.
- Khan, M. A., Marcue, F., Chisholm, D. The Basics of International Negotiation: A Student Handbook. VDM Verlag 2011.
- Kießling-Sonntag, J., Heeper, A., Schmidt, M. Training International: Verkaufsverhandlungen. Cornelsen Scriptor 2007.
- Kumar, R., Worm, V. International Negotiation in China and India: A Comparison of the Emerging Business Giants. Palgrave 2011.
- Lee, C. The New Rules of International Negotiation: Building Relationships, Earning Trust, and Creating Influence Around the World. Career Press 2007.
- Starkey, B., Boyer, M. A., Wilkenfeld, J. International Negotiation in a Complex World. Rowman & Littlefield 2010.

Important Note:

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Course		
International Project Management		
Lecturer	Duration	ECTS / Credits
Dipl.-Kffr. Kerstin Kubik-Wenzel k.kubik-wenzel@ostfalia.de	2 SWS (= 90 minutes class per week)	3
Course Character	Semester	Course Language
Elective Course	Spring / Fall Semester	English
Prerequisites		
-		
Description of the Course		
<p>This course introduces the basic principles of project management. It analyzes the special challenges of planning and implementing international projects. Case studies and in-class exercises will focus on the individual project steps. The students will develop guidelines for successful realization of international projects.</p>		
Course components		
<p>a. Homework: Reading assignments and case study preparation will be given for homework. The readings and cases will be discussed and analyzed in class.</p> <p>b. Attendance and participation: Attendance of at least 75% is required. Participation in class is strongly encouraged as general discussion, asking and answering questions will help understanding the course material.</p> <p>c. Exam (80% of final grade): The exam will be held during the examination period at the end of the semester. The date will be determined by the examination board. The time allowed is 60 minutes. The exam will be based on homework exercises, lecture, and the material and exercises discussed in class. It may include short essay answers, short case studies, multiple choice, true/false, etc.</p> <p>d. Presentation (20% of final grade): Students have to hold a presentation (5 min) during the semester.</p> <p><i>To receive a passing grade for the course students must obtain at least 50% of the total points possible.</i></p>		
Preparation for and Participation in Class:		
<p>You are expected to have completed all assigned readings and to have prepared input for discussions prior to each class. Classroom lectures/discussions will be utilized to develop and enhance your understanding of the material. You have to be prepared at all times to actively participate in classroom discussions and group exercises, and will be asked to present your group results. You should attend class and participate on a regular basis.</p>		
Course Outline:		
<ol style="list-style-type: none"> 1. Characteristics of international projects 2. Project phase models 3. Project definition <ol style="list-style-type: none"> a. Task analysis b. Project charter 4. Project start 5. Project planning <ol style="list-style-type: none"> a. Project organization b. Project structure <ol style="list-style-type: none"> i. Functional structure ii. Projectized organization iii. Matrix organization c. Project staffing d. Cost estimation, cost planning e. Work-breakdown structures f. Milestone plans g. Project schedule 		

- i. Network diagram
 - ii. Gantt chart
- h. Cultural impact on project planning
- 6. Project coordination / controlling
 - a. Team formation process
 - b. Project management software
 - c. Controlling tools
- 7. Project close-down
 - a. Lessons learned
 - b. Formal termination of the project
 - c. Planning of post-project phase
- 8. Project documentation
- 9. Stakeholder analysis
 - a. Interest - power grid
 - b. Stakeholder communication plan
- 10. Communication and team building in international projects
 - a. Verbal and non-verbal communication
 - b. Communication styles
 - c. Culture dimensions
- 11. Conflicts in international projects
 - a. Sources for conflicts
 - b. Conflict resolution
- 12. Risk management
 - a. PESTEL-tool
 - b. FMEA analysis
 - c. Probability and Impact Matrix
- 13. Critical success factors

Selected References:

The seminar is based in particular upon the following references:

- | | |
|--------------------------|---|
| Cleland, D., Gareis, R.: | Global Project Management Handbook, 2 nd ed.,
New York: Mc Graw Hill, 2006 |
| Köster, K.: | International Project Management, London: Sage, 2010 |
| Internet sources: | www.pmi.org , www.ipma.ch |

The seminar is also based upon the following references:

- | | |
|----------------------------------|---|
| Project Management
Institute: | A guide to project management body of knowledge,
4 th ed. 2008 / 5 th ed. 2013 |
| Cronenbroeck, W.: | Projektmanagement: deutsch-englisch, Berlin: Cornelsen, 2008 |

Important Note:

The above outline is tentative to give you an idea of the sequence of topics. It can be modified and is only designed to give you an idea of the topics and the rate at which they will be covered. Some of the above topics will be covered in greater detail than others. The relative importance of each topic will be indicated in class.

Course		
International Sales Management		
Lecturer	Duration	ECTS/Credit Points
Prof. Dr. Mike Hoffmeister m.hoffmeister@ostfalia.de	4 SWS (= 180 min class per week)	6
Course Character	Semester	Course Language
Elective Course	Fall Semester	English
Prerequisites		
One year of business studies		
Description of the Course		
<p>Students learn how to develop international sales strategies in a global world. Students will analyze sales and brand strategies of global companies and make recommendations for successful international business strategies and implementation. Furthermore, the impact of international sales management on special topics, such as corporate culture, customer orientation, and service, will be examined. Students will learn about and practice how to give successful business presentations.</p>		
Course Components		
<ul style="list-style-type: none"> • Lecture: Attendance and participation in class is strongly encouraged as general discussion, asking questions, and answering questions will foster the understanding of the course contents. • Workshop on special topics related to international sales management. • Exam: The exam will be held during the examination period at the end of the semester. The date will be determined by the examination board. The time allowed is 90 minutes. The exam will be based on the lecture, the materials, and readings. 		
Preparation For and Participation in Class		
Participation in the workshop is mandatory and participation during the lecture is strongly recommended.		
Course Outline		
<ul style="list-style-type: none"> • International Sales/Channel Strategies • Global Brand Strategy and Management • Employee Relationship Management • Customer Relationship Management • Service Management • Skills: International Business Presentation Skills 		
References		
To be announced.		

Important Note:

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Course		
International Trade		
Lecturer	Duration	ECTS /Credits
Frank Harmeling Frank.harmeling@mac.com	2 SWS (= 90 minutes class per week)	3
Course Character	Semester	Course Language
Elective Course	Fall Semester	English
Prerequisites		
None.		
Description of the Course		
<p>Students will be introduced to the basic management instruments of international trade. Students will research the trade activities of one particular companies based on given real cases and present these to the class. The role of the main global Mega-Trends such as Globalization, Digitization and Urbanization will be explored. The goal of the course is for students to obtain an understanding of the key drivers of international trade that allows them to critically assess complex trade activities in a global context.</p>		
Course components		
<p>a. Attendance and participation: Attendance and participation in class is strongly encouraged as general discussion, asking questions, and answering questions will foster the understanding of the course contents.</p> <p>b. Presentation: Students will be required to give a presentation on a course-relevant topic/given case during the semester. Grades will be dependent on presentation quality and performance. The presentation will be 100% of final course grade.</p>		
Course Outline:		
<ol style="list-style-type: none"> 1. Introduction to Mega-Trends influencing International Trade <ol style="list-style-type: none"> 1.1 Globalization 1.2 Digitization 1.3 Urbanization 2. Theoretical Background <ol style="list-style-type: none"> 2.1 Macro Environment Analysis 2.2 Porter´s Five Forces 2.3 Portfolio´s 2.4 Product Life Cycle 3. Real Cases <ol style="list-style-type: none"> 3.1 Harvard Business School 3.2 IKEA 		
References		

The seminar is based primarily on the following references:

Kotler, Philip, Keller Kevin Lane Hill, C.	<u>Marketing Management</u> . Pearson Edinburgh Gate 2012. <u>International Business Competing in the Global Marketplace</u> . McGraw-Hill 2011.
Dahlvig, Anders	<u>The IKEA Edge</u> , Building Global Growth, McGraw-Hill 2012.

Important Note:

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Course		
Investment Analysis		
Lecturer	Duration	ECTS /Credits
Prof. Dr. Frieder Meyer-Bullerdiek f.meyer-bullerdiek@ostfalia.de	4 SWS (= 180 minutes class per week)	6
Course Character	Semester	Course Language
Elective Course	Spring Semester	English
Prerequisites		
Basics of Business Finance		
Description of the Course		
<p>This Investment Analysis course is a thorough study of the investment decision-making process, including security analysis and portfolio management. The course starts with a study of risk aversion and capital allocation to risky assets. Then, this course will cover portfolio theory and practice, equilibrium in capital markets, and security analysis, including equity valuation models and financial statement analysis. Finally, it is discussed how portfolio performance is evaluated using different performance evaluation measures.</p>		
Course Components		
<p>a. Homework: Homework problems will be assigned in class and most of the solutions will be discussed in class.</p> <p>b. Attendance and participation: Attendance and participation in class is strongly encouraged as general discussion, asking questions, and answering questions will foster the understanding of the course contents.</p> <p>c. Exam: The exam will be held during the examination period at the end of the semester. The date will be determined by the examination board. The time allowed is 90 minutes. The exam will be based on homework exercises, lecture, and the material and exercises discussed in class. It may include problems, multiple choice, true/false, short essay answers, short case studies etc. To receive a passing grade for the course students must obtain at least 50% of the total points possible.</p>		
Preparation for and Participation in Class		
<p>You are expected to have completed all assigned readings and to have, at minimum, attempted the homework assignments prior to each class. Classroom lectures/discussions will be utilized to develop and enhance your understanding of the material. You should be prepared at all times to actively participate in classroom discussions, and you should attend class and participate on a regular basis. Please bring a calculator to each class.</p>		
Course Outline		
<ol style="list-style-type: none"> 1. Risk Aversion and Capital Allocation to Risky Assets 2. Optimal Risky Portfolios 3. Index Models 4. The Capital Asset Pricing Model (CAPM) 5. Equity Valuation Models 6. Financial Statement Analysis 7. The Conventional Theory of Performance Evaluation 		

References

The seminar is based primarily on the following textbook:

Bodie, Z.; Kane, A.; Investments, 9th ed., McGraw-Hill/Irwin 2011.
Marcus, A.J.

The seminar is also based on the following reference:

Volkswagen AG: Annual reports

Important Note:

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Course		
Management Accounting		
Lecturer	Duration	ECTS /Credits
Prof. Dr. Paul-Gerhard Capelle p-g.capelle@ostfalia.de	4 SWS (= 180 minutes class per week)	6
Course Character	Semester	Course Language
Elective Course	Fall Semester	English
Prerequisites		
Fundamentals of financial accounting		
Description of the Course		
<p>The main target of the course is to give students a fundamental understanding of management accounting, both in theory and practice. The course is divided into two parts. In the first component, lectures and exercises will address the main areas of management accounting. In the second component, as a group assignment, students will develop a business plan using a standard planning software. At the end of the course the plan will be presented to the class.</p>		
Course Components		
<ul style="list-style-type: none"> • Homework: Homework problems will be assigned in class and most of the solutions will be discussed in class. • Attendance and participation: Attendance and participation in class is strongly encouraged as general discussion, asking questions, and answering questions will facilitate the understanding of the course material. • Exam: The exam will be held during the examination period at the end of the semester. The date will be determined by the examination board. The time allowed is 90 minutes. To receive a passing grade for the course, students must obtain at least 50% of the total points possible. 		
Preparation for and Participation in Class		
<p>You are expected to have completed all assigned readings and to have, at a minimum, attempted the homework assignments prior to each class. Classroom lectures/discussions will be utilized to develop and enhance your understanding of the material. You should be prepared at all times to actively participate in classroom discussions, and you should attend class and participate on a regular basis.</p>		
Course Outline		
<p>1 Definition, Reporting, and Management of Costs</p> <ul style="list-style-type: none"> • Defining management accounting • Classification of costs • Material and labor costs • Overhead costs • Absorption costing and marginal costing • Job costing • Short term decision making 		

2 Performance Measurement and Control

- Preparing a budget
- Control through budgeting
- Performance evaluation and feedback reporting
- Divisional performance

Reference

Weetman. Pauline Management Accounting. Harlow 2010.

Important Note:

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Course		
Marketing Management		
Lecturer	Duration	ECTS/Credit Points
Dipl. Wirtsch.-Ing Frank Harmeling frank.harmeling@mac.com	2 SWS (= 90 minutes class per week)	3
Course Character	Semester	Course Language
Elective Course	Spring Semester	English
Prerequisites		
One year business studies		
Description of the Course		
<p>Marketing Management in today's business environment is demanding and will continue to be so. This lecture will cover the following topics: marketing and management topics and their correlations, the management process, the impact of global trends and brand equity on company success. The students will work on cases. The students will analyze and evaluate marketing management concepts.</p>		
Course Components		
<ul style="list-style-type: none"> • Readings. Some readings (cases or articles) about international marketing management topics in different industries, e. g. service and retail, will be assigned to the students to read at home. These readings will be discussed in class. • Attendance and participation: Attendance and participation in class are strongly recommended. It is important to apply the knowledge acquired during the past classes in order to comment on the readings in student groups. Attendance and participation will help students better understand the course material. • Exam: The exam will be held during the examination period at the end of the semester. The date will be determined by the examination board. The time allowed is 90 minutes. The exam will be based on the materials given by the professor and discussed in class. It may include multiple choice questions and true or false statements, short case studies, etc. The exam contributes 100% of the final grade of the course. In order to receive a passing grade for the course, students must obtain at least 50% of the total points possible. 		
Preparation For and Participation in Class		
<p>Although continuous participation is expected, it is important for students to do the assigned readings so that they can actively take part in the class discussion.</p>		
Course Outline		
<ul style="list-style-type: none"> • Part 1: Understanding Marketing Management <ul style="list-style-type: none"> ○ Terms and Definitions ○ Introduction to marketing ○ Understanding marketing within a global context ○ Developing marketing concepts and strategies 		

- Part 2: Cases global Marketing Management
 - Service industry
 - Retail industry
 - Analyzing and evaluation of cases
 - Presentation and Discussion

References

The seminar is based primarily on the following references:

- | | |
|--|--|
| Dahlvig, A. | <u>The IKEA Edge: Building Global Growth and Social Good</u> . Mc Graw-Hill 2011. |
| Kotler, P; Keller K. L.;
Brady, M.; Goodman,
M.; Hansen T. | <u>Marketing Management</u> . Pearson 2012. |
| Michelli, J. A. | <u>The New Gold Standard: 5 Leadership Principles for Creating a Legendary Customer Experience Courtesy of the Ritz-Carlton Hotel Company</u> . Mc Graw-Hill 2008. |
| Michelli, J. A. | <u>The Starbucks Experience: 5 Principles for Turning Ordinary into Extraordinary</u> . Mc Graw-Hill 2006. |

Important Note:

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Course		
Model United Nations		
Lecturer	Duration	ECTS/Credit Points
Dr. Antje Fitschen-Lischewski a.fitschen-lischewski@ostfalia.de	2 SWS (= 90 Minutes class per week) and Excursion	3
Course Character	Semester	Course Language
Elective Course	Winter Semester	English
Prerequisites		
Letter of Motivation		
Description of the Course		
<p>For over 40 years, simulations of the United Nations have increased awareness and knowledge of UN institutions and processes, and brought together students from all continents. The Model UN course is designed to acquaint students with the operations of, and issues affecting, the United Nations through the study of political positions of member states. Upon successful completion of the course, students should be able to articulate different countries' foreign policy, know the structures and procedures of the United Nations, analyze issues currently before the UN from a Member State perspective, and understand and competently use the rules of procedure, diplomatic protocol, and negotiating techniques common to UN delegates.</p>		
Course Components		
<p>a. Attendance and participation: Attendance and participation in class is strongly encouraged as general discussion, asking and answering questions will help understanding the course material and prepare students on an optimal basis for the conference. Also, attendance at the excursion is part of examination requirement.</p> <p>b. Presentation of position paper: Will take place in class and count as 50% of mark.</p> <p>c. Position paper: Written position papers must be handed in at a specified date before the conference. Position paper will count as 50% of mark.</p>		
Preparation For and Participation in Class		
<p>Our class meetings are intended to prepare you for the conference. Thus, meetings will consist of a mixture of lecture sessions, discussions, presentations and mock debates.</p>		
Course Outline		
<p>As this is a completely new course, the course outline may vary slightly. Contents will include: Introduction and Organisational Issues The UN System Rules of procedure How to prepare a speech Model UN writing: Position papers, resolutions etc. Speech training Presentations Negotiation tips and tricks</p>		

References

The seminar is based in particular upon the following references:

Handouts given by lecturer

The seminar is also based upon the following references:

Drezner, Daniel. 2011. Theories of International Relations and Zombies. Princeton University Press.

Fasulo, Linda. 2009. An Insider's Guide to the UN. 2nd ed., Yale University Press.

Mingst, Karen and Margaret Karns. 2007. The United Nations in the 21st Century. 3rd ed., Westview Press

Turunc, Kerem. 2009. The Winning Delegate: An Insider's Guide to Model United Nations. 2nd ed., iUniverse Publishing

Wolf, Klaus Dieter. 2010. Die UNO – Geschichte, Aufgaben, Perspektiven. 2nd ed., C.H. Beck.

Important Note:

The above outline is tentative and can be modified. This outline is only designed to give students an idea of the topics and the rate at which they will be covered. Some of the above topics will be covered in greater detail than others. The relative importance of each topic will be indicated in class.

Course		
Organizational Behavior		
Lecturer	Duration	ECTS / Credits
Dipl.-Kffr. Kerstin Kubik-Wenzel (k.kubik-wenzel@ostfalia.de)	2 SWS (= 90 minutes class per week)	3
Course Character	Semester	Course Language
Elective Course	Fall Semester	English
Prerequisites		
-		
Description of the Course		
<p>This course covers the issues that employees, managers and organizations are faced with when people are working together. It combines psychological, sociological and economics aspects of human behavior in organizations.</p> <p>Case studies and in-class exercises will be used to provide practical insight into the topics. The students will have the opportunity for self-assessment.</p> <p>Ethical implications and the effects of economic globalization will be considered.</p> <p>Current research will supplement the critical discussion of the different subject areas.</p>		
Course components		
<p>a. Homework: Reading assignments and case study preparation will be given for homework. The readings and cases will be discussed and analyzed in class.</p> <p>b. Attendance and participation: Attendance of at least 75% is required. Participation in class is strongly encouraged as general discussion, asking and answering questions will help understanding the course material.</p> <p>c. Exam: The exam will be held during the examination period at the end of the semester. The date will be determined by the examination board. The time allowed is 90 minutes. The exam will be based on homework exercises, lecture, and the material and exercises discussed in class. It may include short essay answers, short case studies, multiple choice, true/false, etc. To receive a passing grade for the course students must obtain at least 50% of the total points possible.</p>		
Preparation for and Participation in Class:		
<p>You are expected to have completed all assigned readings and to have prepared input for discussions prior to each class. Classroom lectures/discussions will be utilized to develop and enhance your understanding of the material. You have to be prepared at all times to actively participate in classroom discussions and group exercises, and will be asked to present your group results. You should attend class and participate on a regular basis.</p>		
Course Outline:		
<ol style="list-style-type: none"> 1. The Individual: <ol style="list-style-type: none"> a. Personality b. Attitudes c. Values d. Emotions e. Motivation f. Job Satisfaction g. Decision Making 		

2. The Group:

- a. Communication
- b. Group Development
- c. Team processes
- d. Leadership
- e. Conflict and negotiation

3. The System

- a. Organizational culture
- b. Organizational change
- c. Organizational Learning

4. Ethics

Selected References:

The seminar is based in particular upon the following references:

- S. Robbins, T. Judge: Organizational Behavior, Global Edition, Pearson 2017
R. French, et al.: Organizational Behaviour, 2nd ed., Wiley 2011

The seminar is also based upon the following references:

- Journals: Journal of Organizational Behavior
Organization Studies
Journal of Organizational Change Management

Important Note:

The above outline is tentative to give you an idea of the sequence of topics. It can be modified and is only designed to give you an idea of the topics and the rate at which they will be covered. Some of the above topics will be covered in greater detail than others. The relative importance of each topic will be indicated in class.

Course		
Personnel Diagnostics and Development Tools		
Lecturer	Duration	ECTS /Credits
Prof. Dr. Marc Simon marc.simon@ostfalia.de	2 SWS (= 90 minutes class per week)	3
Course Character	Semester	Course Language
Elective Course	Spring Semester	English
Prerequisites		
None, but "Introduction to Human Resources" is a strongly suggested prerequisite course.		
Description of the Course		
<p>This course builds on the introductory HR course and introduces common tools, practices, and personnel diagnostics that are used in the strategic development and selection of personnel. Students will be given an overview of diagnostic tools at the organizational, team, and individual level as these are commonly utilized by employers throughout the employee life cycle (from pre-hire to termination). Student projects will be used to supplement lecture material.</p>		
Course components		
<p>a. Attendance and participation: Attendance and participation in class is strongly encouraged as general discussion, asking questions, and answering questions will foster the understanding of the course contents.</p> <p>b. Exam: A final exam will be held at the end of the semester. The time allowed is 60 minutes. The exam will be based on class lectures and the material introduced in the lecture slides. It will include both multiple choice and short essay questions.</p> <p>c. Presentation: Students will be given the option to present on a course-relevant topic during the semester. Dependent on presentation quality and performance, students can earn up to 10 points of extra credit for the final exam.</p>		
Course Outline		
<ol style="list-style-type: none"> 1. Introduction to Organizational Development <ol style="list-style-type: none"> 1.1 Organizational and Large Group/ Team Tools 2. Individual Level Tools <ol style="list-style-type: none"> 2.1 The Employee Life Cycle and Diagnostics <ol style="list-style-type: none"> 2.1.1 Recruitment and Selection 2.1.2 Pre Application, Self- Selection 2.1.3 Combination Testing for Selection and Problems/Issues with Tools 2.1.4 Career Development Diagnostics / Talent Identification 2.1.5 Leader Selection 2.1.6 Leadership Development 2.1.7 Expatriate Management 2.1.8 Resignations and Terminations (Outplacement) 3. Ethical Issues concerning diagnostic testing / common hiring practices 		

References

- Edenborough, R. Assessment Methods in Recruitment, Selection & Performance: A Manager's Guide to Psychometric Testing. Kogan Page 2007
- French, W.L. and Bell, C.H. Organization Development: Behavioral Science Interventions for Organization Improvement. 6th ed. Prentice-Hall. 1998.
- Hersey, P.; Blanchard, K.H.; Johnson, D.E. Management of Organizational Behavior. 10th ed. Prentice Hall 2012.
- Kinicki, A.; Fugate, M. Organizational Behavior: Key Concepts, Skills & Best Practices. 5th ed. Mcgraw Hill 2011.

Important Note:

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Course		
Pricing and Product Policy		
Lecturer	Duration	ECTS/Credit Points
Bettina Berthold-Löffler (Dipl.Kffr.) b.berthold-loeffler@ostfalia.de	2 SWS	3
Course Character	Semester	Course Language
Elective Course	Fall Semester	English
Prerequisites		
-		
Description of the Course		
Product and pricing decisions are key tools of the marketing mix. In this course, the students will be able to understand and apply analysis and planning process of developing product and pricing strategies. The students are requested to work on effective case studies.		
Course Components		
<ul style="list-style-type: none"> • Readings: Some readings (case studies or articles) on relevant topics will be assigned to the students as homework. These readings will be discussed in class. • Attendance and participation: Attendance and participation in class are strongly recommended and will help to understand the course material. General discussions, asking and answering questions are part of the learning process. • Exam: The exam will be held during the examination period at the end of the semester. The date will be determined by the examination board. The time allowed is 90 minutes. The exam will be based on the materials given in the lecture and discussed in class. It may include multiple choice questions and true or false statements, short essay answers or case studies, etc. The exam contributes 100 % of the final grade of the course. In order to receive a passing grade for the course, students must obtain at least 50 % of the total points available. 		
Preparation For and Participation in Class		
As continuous participation is expected, it is important for students to have completed the assigned readings so that they can actively take part in class discussions.		
Course Outline		
Part 1: Marketing Mix <ul style="list-style-type: none"> 1.1 Framework 1.2 Marketing Strategy 1.3 Analyzing tools 1.4 Strategic options Part 2: Product <ul style="list-style-type: none"> 2.1 Introduction and Fundamentals 2.2 Product and/or Services Decisions 2.3 Innovations and Launching 2.4 Product Life-Cycle Management 2.5 Branding 		

2.6 Additional Considerations

Part 3: Pricing

- 3.1 Introduction
- 3.2 Key Pricing Strategies
- 3.3 Setting Prices
- 3.4 Differentiate Pricing
- 3.5 Effective Pricing

References

The seminar is primarily based on the following references:

Kotler,P.; Keller K.L.: Marketing Management, Pearson 2015.

Kotler,P.: Principles of marketing, Pearson 2015

Important Note:

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Course		
Service Management		
Lecturer	Duration	ECTS/Credit Points
Bettina Berthold-Löffler (Dipl.Kffr.) b.berthold-loeffler@ostfalia.de	2 SWS (= 90 minutes per week)	3
Course Character	Semester	Course Language
Elective Course	Spring Semester	English
Prerequisites		
One year of business studies		
Description of the Course		
<p>Services dominate the expanding world economy as never before. Technology as well as changing consumer behavior have a strong impact on existing business models which requires new strategies und business set ups. The lecture of Services Management will cover the following topics: framework of the service sector, introduction to what is services management all about, the services marketing mix, how to design services strategies as well as to define service quality. An outlook on present trends and perspectives concludes the course. The students are requested to work on case studies. They will apply and transfer their knowledge, analyze and evaluate various aspects of services management.</p>		
Course Components		
<ul style="list-style-type: none"> • Readings: Some readings (case studies or articles) on services management topics will be assigned to the students as homework. These readings will be discussed in class. • Attendance and participation: Attendance and participation in class are strongly recommended and will help to understand the course material. General discussions, asking and answering questions are part of the learning process. • Exam: The exam will be held during the examination period at the end of the semester. The date will be determined by the examination board. The time allowed is 90 minutes. The exam will be based on the materials given in the lecture and discussed in class. It may include multiple choice questions and true or false statements, short essay answers or case studies, etc. The exam contributes 100 % of the final grade of the course. In order to receive a passing grade for the course, students must obtain at least 50 % of the total points available. 		
Preparation For and Participation in Class		
Although continuous participation is expected, it is important for students to have completed the assigned readings so that they can actively take part in class discussions.		
Course Outline		
Part 1: Framework of Service Management 1.1 Defining Service Management 1.2 Service Sector 1.3 Service Consumer Behavior 1.4 Introduction to Services Marketing		

Part 2: Services Marketing Mix

- 2.1 Products
- 2.2 Pricing
- 2.3 Placements and Delivery Process
- 2.4 Promotion
- 2.5 People

Part 3: Successful Services Strategies

- 3.1 Introduction to Services Strategies
- 3.2 Strategic process
- 3.3 Tools to analyze
- 3.4 Strategic options
- 3.5 Successful Implementation

Part 4: Service Quality

- 4.1 Introduction
- 4.2 Defining Service Quality
 - 4.2.1 Gaps Model
 - 4.2.2 SERVQUAL
- 4.3 Customer Loyalty
- 4.4 Quality Programs

Part 5: Trends and Perspectives

- 5.1 Digitalization
- 5.2 Customer Relationship

References

The seminar is primarily based on the following references:

- Kotler, P.; Keller K.L.: Marketing Management, Pearson 2012.
Wilson, A.; Zeithaml, V.;
Bitner, M.; Gremler, D.: Services Marketing. 2nd ed., McGraw-Hill 2012.

Important Note:

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Course		
Sponsoring		
Lecturer	Duration	ECTS/Credit Points
Dipl. Wirtsch.-Ing Frank Harmeling frank.harmeling@mac.com	2 SWS (= 90 minutes class per week)	3
Course Character	Semester	Course Language
Elective Course	Spring Semester	English
Prerequisites		
One year of business studies		
Description of the Course		
<p>Companies from all industries select sponsorship when planning their communication mix. This lecture will cover the following topics: sponsoring as a part of the marketing and communication mix, different sponsoring strategies and concepts, and the financial and legal aspects of a sponsorship. There will be group work in sponsoring cases.</p>		
Course Components		
<p>a. Readings. There will be some readings (cases or articles) on international sponsoring topics in different industries for students to read at home. These readings will be discussed in class.</p> <p>b. Attendance and participation: Attendance and participation in class are strongly recommended. It is important to apply the knowledge acquired during the past classes in order to comment on the readings in student focus groups. Attendance and participation will help students better understand the course material.</p> <p>c. Exam: The exam will be held during the examination period at the end of the semester. The date will be determined by the examination board. The time allowed is 90 minutes. The exam will be based on the materials given by the professor and discussed in class. It may include multiple choice questions and true or false statements, short case studies, etc. The exam contributes 100% of the final grade of the course. In order to receive a passing grade for the course, students must obtain at least 50% of the total points possible.</p>		
Preparation For and Participation in Class		
<p>Although continuous participation is expected, it is important for students to do the assigned readings so that they can actively take part in the class discussion.</p>		
Course Outline		
<ul style="list-style-type: none"> • Part 1: Introduction to Sponsoring <ul style="list-style-type: none"> ○ Terms and Definitions ○ Sponsoring as Part of the Communication Mix ○ Opportunities and Threats of Sponsoring ○ Components of a Sponsoring Concept 		

- Part 2: Analyzing of International Sponsoring Concepts
 - Sport Sponsoring
 - Cultural Sponsoring
 - Social Sponsoring
- Part 3: Sponsoring Cases
 - Automotive, Bank and Service Industry
 - Definition of Evaluation Criteria
 - Analyzing and Evaluation of Cases
 - Presentation and Discussion

References

The seminar is based primarily on the following references:

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|--|---|
| Fortunato, J. A. | <u>Sports Sponsorship: Principles and Practices</u> . Mcfarland & Co Inc 2013. |
| Kotler, P.; Armstrong, G. | <u>Principles of Marketing</u> , Pearson 2013. |
| Kotler, P; Keller K. L.; Brady, M.; Goodman, M.; Hansen T. | <u>Marketing Management</u> , 2 nd ed., Pearson 2012. |
| Weeks C. S.; Cornwell T. B.; Drennan, J. C. | <u>Leveraging Sponsorships on the Internet: Activation, Congruence, and Articulation</u> Psychology & Marketing. Vol. 25(7): 637–654. July 2008. Published on: www.interscience.wiley.com |

The seminar is also based on the following reference:

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| IEG, Sport und Markt | Several Survey's of IEG and Sport und Markt |
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Important Note:

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Course		
Strategic Negotiation		
Lecturer	Duration	ECTS/Credit Points
Dr. Antje Fitschen-Lischewski a.fitschen-lischewski@ostfalia.de	2 SWS	3
Course Character	Semester	Course Language
Elective Course	Spring Semester	English
Prerequisites		
Participation at the elective course "Model United Nations" or experiences in "Model Student Parliaments" (MUN, MEP, HMCE)		
Description of the Course		
After a first participation at a "Model United Nations Conference" the students shall learn in this course advanced communication and bargaining techniques. Furthermore the students will develop strategy guidelines for successful negotiations and debates. The group will take part at an international MUN conference, in order to practice the worked out skills.		
Course Components		
Reading assignments will be given for homework. The readings will be discussed and analyzed in class. Attendance and participation in class is strongly encouraged as general discussion, asking and answering questions will help to understand the course material.		
Preparation For and Participation in Class		
As continuous participation is expected, it is important for students to complete the assigned readings to be able to participate in class discussions. The students have to take part actively in an international MUN-conference. Therefore they have to prepare their conference's topics, write a position paper and prepare a resolution.		
Course Outline		
Part 1: Negotiation and Bargaining Techniques, Preparation of conference relevant topics		
Part 2: International MUN Conference		
Exam		
Writing a Position Paper for the MUN conference; Elaboration of a resolution in addition to the position paper; Presentation of the position paper and the resolution; Active participation at the MUN conference.		
<u>Important Note:</u>		
The above outline is tentative and can be modified. This outline is only designed to give students an idea of the topics and the rate at which they will be covered. Some of the above topics will be covered in greater detail than others. The relative importance of each topic will be indicated in class.		