

<b>Module 3: Marketing, Cost and Project Management</b>				<b>Study programme</b>	MBA english
<b>Modul type:</b>	<b>ECTS-Points:</b>	<b>Workload:</b>	<b>Study stage:</b>	<b>Module duration:</b>	
Compulsory	6	180	2nd	14 sessions	
<b>Course(s):</b>			<b>Contact hours:</b>	<b>Independent study hours:</b>	<b>Planned group-size (max.):</b>
Course 3a: Project and Cost Management			28	62	15
Course 3b: Marketing and Service Management			28	62	15
<b>Module Learning Outcomes:</b>					
<p>In practice cost management is just to a low extent operated as a current process. Instead it is mostly executed as a project, especially when the focus is on cost cutting. So students learn in this module general issues in managing, organizing and monitoring projects and in particular the specialties of planning and implementing cost management projects.</p> <p>Whereas cost management is dealing with the consumption of resources marketing is focused on selling products and services as the result of the value added process. The corresponding course aims at students' understanding of markets, individual and company buying behavior as well as on marketing objectives and structural elements.</p>					
<b>Intended Learning Outcomes:</b>					
<b>Course 3a: Project and Cost Management</b>					
<p>In the first part of the course, project management, participants are able</p> <ul style="list-style-type: none"> <li>- to get an overview on the necessity and the implementation pre-requisites for a project-related management and controlling of projects in different contexts,</li> <li>- to deal with typical issues in managing and organizing projects in a company or institution and in project controlling,</li> <li>- to discover, calculate and apply project-related solutions as well as implement and evaluate selected project management techniques,</li> <li>- to cope with implementation problems, particularly when it comes to long-term projects, negotiation and conflict situations.</li> </ul> <p>After the attendance of the second part of the course, cost management, the students are capable</p> <ul style="list-style-type: none"> <li>- to separate influenceable costs from other cost categories,</li> <li>- to convey a system of cost drivers, adjusted to cost management</li> <li>- to convey different approaches of cost management and working capital management</li> </ul>					

and their connection with the superordinate target of value increase.

The course raises students' awareness of the problem to motivate employees for cost reducing measures, which possibly cut working places.

### **Course 3b: Marketing and Service Management**

This course aims to develop a deep understanding of the dynamics of market and customers, consumers as well as industrial buyers, to develop knowledge about customer orientation and analysis, positioning and competitive advantages, marketing and service strategies and instruments, and skills to enable participants to apply that knowledge to different market situations and developments.

After the attendance of this course, students are capable

- to analyze market and marketing situations,
- to understand behavior and decisions of companies and individuals in market transactions and business relationships
- to discuss marketing objectives, positioning and the core role of competitive advantages
- and to handle the main structural elements of product and services marketing, strategies and instruments

### **Description / Content:**

#### **Course 3a: Project and Cost Management**

The Project Management part of the course deals with systematic, conceptual analysis of the environmental circumstances, workflow, decision issues and interdependencies of project management. In selected practical contributions, the integration of project management in strategic and tactical management will be analyzed and discussed. The application and implementation requirements of project management methods will be discussed. Special subjects are the typical project-related conflicts between quality, time, and cost. Basic options and solutions are demonstrated. Thus the interface is given with the second part of the course.

Cost management is target oriented influence on costs and can mean an increase or a decrease of costs, both increasing the value of the company. Consequently different degrees of interference on costs are discussed, before a system of cost drivers is developed, which is the precondition for any form of cost management. Cost management is described as a process with different phases; problematical is in particular the stimulation phase, especially if labor cost must be reduced due to pressure on sales prices by customers or income which does not cover cost of capital. Instruments which show the necessity of cost management in cases like these are described and discussed: Target Costing and cost benchmarking. The center of the cost management part are the approaches, measures and instruments, by which cost management is supported: Experience curve, synergy management, cost orientated product development and the corresponding tools process management, resource management und working capital management. Closing this part the social consequences of cost management and the related change processes are discussed.

**References:**

Kajüter, P.: Cost Management: Creating Value, in: Management Quarterly, April 2002, p. 12-17  
Yoshikawa et al.: Contemporary Cost Management, Chapman & Hall 1993

**Course 3b: Marketing and Service Management**

Core topics are:

- Understanding marketing as market-driven management of a company
- Analysing global, international, national, and local markets and customers
- Analysing business relationships in an international context
- Competitive advantages as a core concept of marketing management
- Customer orientation, customer satisfaction, customer retention, and customer equity
- Understanding the information processes underlying marketing decisions
- Basic elements of consumer behaviour
- Selected processes and methods of information gathering and data analysis
- The interdependence of marketing objectives, strategies, and instruments
- Marketing strategies in an international context (selected)
- The marketing-mix (extended approach)
- Marketing instruments and their effects in an international setting
- Organizing marketing along the supply chain and along customer-oriented processes
- Special aspects of services marketing
- Understanding the intercultural and ethical background of marketing decisions

**References:**

Homburg, Chr. / Kuester, S. / Krohmer, H.: Marketing Management, A Contemporary Perspective. Maidenhead/Berkshire 2009

Hutt, M.D. / Speh, T.W.: Business Marketing Management: B2B, 10th int. edition, 2009

Kasper, H. / van Helsdingen, P. / Gabbott, M.: Services Marketing Management. A Strategic Perspective, 2nd edition, Chichester 2006

**Language:**

Courses are taught in English.

**Teaching methods:**

Lecture, discussion and experience based sessions, group work, case studies, self-study.

**Module applicability:**

MBA „General Management“ - english

**Pre-requisites/Requirements:**

Admission to the MBA programme “General Management” - english

**Examination Types:**

Examination in the form of a written exam (120 minutes) or an assignment (essay).

<b>Requirement for award of ECTS-points:</b>
Successful participation in the exam.
<b>Course availability:</b>
Annually
<b>Assessment:</b>
The exam of this module counts for 9,09 per cent of the final examination
<b>Modul convenor and main lecturer:</b>
Prof. Dr. Klaus-Peter Franz; Prof. Dr. Bernd Günter
<b>Further information:</b>
Material for the courses will be provided online before the courses start.
<b>Module Version:</b>
31.07.2014