

<b>Module 5: Relationships and Value Creation</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	3rd	14 sessions	
<b>Course(s):</b>			<b>Contact hours:</b>	<b>Independent study-hours:</b>	<b>Planned groupsize (max.):</b>
Course 5a: Business-to-Business Marketing and Relationship Management			28	62	15
Course 5b: Human Resource Management			28	62	15
<b>Module Learning Outcomes:</b>					
<p>In module 5 participants work out which relations a firm has to frame and to maintain. Therefore, firstly the interfaces of the enterprise to customers and to suppliers as well as the various relations to cooperation partners are shown. Their design is carried out under strategic points of view. In this regard it is necessary for decision making to know and to understand the primary objective of all strategic actions which is to increase the value of the firm. Participants are enabled to identify and to discuss the value influencing factors as well as the instruments for putting value management into action. Essential value driving factors are the costs and the working capital. In this context students learn how to recognize cost gaps and they work out which instruments can help to close those gaps. Secondly participants are provided with a deep understanding of the operative and strategic processes a HR department has to carry out. They will learn about the role of managers in selecting, recruiting, appraising and developing employees in companies.</p>					
<b>Intended Learning Outcomes:</b>					
<b>Course 5a: Business-to-Business Marketing and Relationship Management</b>					
<p>Upon completion of this course, students should be able to:</p> <ul style="list-style-type: none"> <li>- systematically identify and assess main characteristics and strategic priorities of the business-to-business sector</li> <li>- assess and develop effective strategies for customer relationship management</li> <li>- describe the phases of customer relationships and appropriate management strategies</li> <li>- critically assess strategic priorities in market-oriented and market-driving organizations</li> <li>- explain and assess the concept of customer value and value-based marketing strategies</li> <li>- critically assess the concept of value-in-context/value co-creation</li> <li>- explain and apply models of customer satisfaction and measurement tools</li> <li>- critically assess customer loyalty strategies and their limitations in different business settings</li> </ul>					

- discuss and apply metrics for establishing customer profitability and evaluate associated managerial decisions
- develop and apply analytical thinking, critical thinking, team working, problem solving and decision making skills using the case-study method.

### **Recommended Literature**

This course is based on a selection of contemporary research and managerial articles, e.g.

Dixon, M./Freeman, K./Toman, N. (2010): STOP Trying to Delight Your Customers, in: Harvard Business Review, Vol. 88, No. 7/8, pp. 116-122.

Rust, R.T./Moorman, C./Bhalla, G. (2010): Rethinking marketing, in: Harvard Business Review, Vol. 89, No. 1, pp. 94-101

### **Course 5b: Human Resource Management**

After the attendance of this course, students are capable

- to explain strategies and to assess instruments of human resource planning;
- to differentiate channels of recruiting employees;
- to assess and apply instruments for the selection of people;
- to explain performance management and to discuss different aspects of appraising employees;
- to critically assess and apply different methods of appraisal;
- to explain the model and the phases of human resource development;
- to evaluate the success of human resource development;
- to understand the specifics of international staffing and working as an expatriate;
- to explain and to assess different approaches to staffing within subsidiaries;
- to work with case studies and to transfer knowledge to the practice.

### **Recommended Literature**

Bratton, John and Gold, Jeffrey: Human Resource Management: Theory and Practice, 4th Edition, Palgrave Macmillan 2007

### **Description / Contents:**

#### **Course 5a: Business-to-Business Marketing and Relationship Management**

1. Business-to-Business marketing strategies
2. Customer Relationship Management strategies and tools
3. Customer value management
4. Management of customer satisfaction and loyalty
5. Customer profitability/customer management analytics

**Course 5b: Human Resource Management**

1. Human resource planning
2. Recruitment and selection
3. Performance management and appraisal
4. Human resource development
5. Staffing in international operations
6. Human Resources Management and Firm Performance

**Language:**

Courses are taught in English.

**Teaching methods:**

Lecture, group work, self-study.

**Module applicability:**

MBA „General Management“ - english

**Pre-requisites/Requirements:**

Admission to the MBA programme “General Management” - english

**Examination Types:**

Course 5a: Homework or written examination.

Course 5b: Homework or written examination.

**Requirement for award of ECTS-points:**

Successful participation in the exam.

**Course availability:**

Annually

**Assessment:**

The exam of this module counts for 9,09 per cent of the final examination

**Modul convenor and main lecturer:**

Prof. Dr. S. Helm, Prof. Dr. B. Günter, Prof. Dr. Stefan Süß.

**Further information:**

Material for the courses will be provided online.

**Module Version:**

25.07.2014