

Markets and Management in Europe (M+M) June 28 – July 18, 2026

Prerequisites

Upper undergraduate students of business and related fields (after two years of study) or graduates with good standing. Proof of English proficiency required.

Module 1, Management Focus:

Cross-Cultural Management: Culture, Diversity and Sustainability

- Defining culture, cross-cultural management and workplace diversity, equity and inclusion (DEI)
- Recognizing the importance of cross-cultural and sustainability management in today's business world
- Understanding the importance of cultural dimensions and their effects on leadership decisions
- Testing methods and tools for implementing diversity and sustainability practices

Learning Outcomes

The students will develop a clear understanding of the importance of cross-cultural and diversity management for the modern business world. They will learn the necessary concepts associated with cultural and resource-oriented dimensions. They will gain an understanding of the essential elements of a leadership concept that embraces diversity and sustainability aspects. Through interactive exercises, they will understand the challenges and pitfalls to consider when developing respective management programmes and implementing them in practice.

Lecturer

- Dr. Jessica Di Bella, Leadership Trainer and Coach, Senior Lecturer

Day 1	Understanding Culture Cross-cultural Communication and Leadership
Day 2	Understanding Diversity, Equity and Inclusion Diversity Trainings
Day 3	Understanding Sustainability and Green Leadership World Café, Panel and Discussion
Day 4	Assessment Study Visit

Study Visit

- Futurium

Literature

- Browaey, M. J., & Price, R. (2008). *Understanding Cross-Cultural Management*. Pearson Education.
- Feitosa, J., Hagenbuch, S., Patel, B., & Davis, A. (2022). Performing in diverse settings: A diversity, equity, and inclusion approach to culture. *International Journal of Cross Cultural Management*, 22(3), 433-457.
- Schermerhorn Jr, J. R., Osborn, R. N., Uhl-Bien, M., & Hunt, J. G. (2011). *Organizational Behavior*. John Wiley & Sons.
- Thomas, T., Schermerhorn Jr, J. R., & Dienhart, J. W. (2004). Strategic leadership of ethical behavior in business. *Academy of Management Perspectives*, 18(2), 56-66.

Assessment

- Written test (100%)

Module 2, Economics Focus: **Economics of the European Union**

- Dynamics of European economic and political integration
- The European Union (EU) budget. Regional and common agricultural policies.
- EU factor market integration. Labour policies and migration.
- The European Monetary Union (EMU): the development of the Euro (€) as an international trading, securities and reserve currency.
- The EU as an international trade partner. The composition of EU trade relations.

Learning Outcomes

Students will be able to assess the process of political and economic integration in Europe. They will understand the development of the common market, the role of the central quasi-government and the economic stability enacted by a common monetary policy. An understanding of the international position of the EU will enable students to determine the role of the EU in global markets.

Lecturer

- Prof. Dr. Tim Lohse, tbc

Day 1	<ul style="list-style-type: none">• Introduction: present state of the European Union• EU decision-making• Study visit to the Representation of the EU in Berlin
Day 2	<ul style="list-style-type: none">• Composition of EU trade / trade integration
Day 3	<ul style="list-style-type: none">• EU regional policy / labour markets and migration
Day 4	<ul style="list-style-type: none">• The EMU and Eurozone
Day 5	<ul style="list-style-type: none">• Assessment: written test

Study Visit

- Representation of the European Union in Berlin

Literature / Main Reference

- Baldwin and Wyplosz, The Economics of European Integration, 5th edition, McGraw-Hill, 2015.

Assessment

- Written test (60 minutes, closed book); first part: multiple choice questions (50%) second part: essay questions (50%)

Module 3, Marketing Focus: **Marketing Mobility: Strategies, Scenarios, and Storytelling for a Greener and Smarter Future**

- The automotive industry: markets, actors, and products
- Theories, concepts, and practices in green marketing
- Sustainability and the Future of Mobility
- Brand management and brand building
- Integrating green marketing communication to build brand equity

Learning Outcomes

Students will learn to analyze green marketing and branding strategies, especially for the automotive industry. They will be able to develop and present green marketing communication by scenario building and impact storytelling affecting branding strategies. Students will come to understand consumer behavior as well as factors influencing consumers' behavior, especially sustainability aspects. The module further seeks to aid the understanding and application of creative techniques for sustainability communication.

Lecturers

- Andreas Huthwelker, Christian Schlimok

Day 1	<ul style="list-style-type: none">• Review of green marketing and branding basics• Automotive and mobility markets: past, present, and future
Day 2	<ul style="list-style-type: none">• Development of green marketing and branding strategies
Day 3	<ul style="list-style-type: none">• Development of future scenarios and impact storytelling
Day 4	<ul style="list-style-type: none">• Preparing presentation materials
Day 5	<ul style="list-style-type: none">• Company visit at BMW / presentations of the students

Study visit

- Automotive plant BMW

Literature

- Keller, K.-L. (2019): Strategic Brand Management. Building, Measuring, and Managing Brand Equity. 5th ed., Pearson.
- Kotler, P., Chernev, C. & Keller, K.-L. (2022): Marketing Management. 16th ed., New Jersey: Pearson.
- Nygaard, A. (2024): Green Marketing and Entrepreneurship, Springer.

Assessment

- Team presentations (materials and concept summary with max. 5 pages as PDF); students will analyze a green marketing challenge and develop suitable solutions (75%).
- In-class participation (25%)

Additional Module:

German Culture & Society: Intercultural Perspectives

15 hours of German Culture & Society (study visits and class)

Topics & Learning Outcomes

This module will deal with German culture and society through many different site visits, and explore topics such as the Berlin Wall and Cold War era, Nazi-Germany, Prussia and its kings, German stereotypes, German university system, German politics, contemporary art or pop culture in Germany. In reflective papers, the students will have the opportunity to contemplate and highlight the differences and similarities between the students' home cultures and their new host culture/the cultures of their classmates. This module will help students to reflect upon and their intercultural experience.

Study Visits

- One visit per week; sites may include: Schloss Charlottenburg, Park Sanssouci, Sachsenhausen concentration camp, Berlin Wall Memorial, Dark Worlds: bunker tour, Reichstag (German parliament) Urban Nation (street art museum) and Pergamon Museum.

Assessment

- Reflective papers (one per week). Pass or fail grade.

Grading

Grades will be based on active participation and regular attendance in class and class excursions, on self-study and homework assignments, and on the official assessments. If students miss more than two classes, their final grade may be downgraded. If students attend and pass all the assessments they will be issued a certificate of attendance including a transcript of the grades received. Students with less than 80% attendance will not receive a certificate of attendance. Grades are awarded according to the German university and ECTS grading systems.

Credits

75 contact hours in total

- 60 contact hours business programme including study visits (6 ECTS credits)
- 15 contact hours German culture & society (1 ECTS credit)

Equivalent to up to 7 ECTS credits

* Please note that all course content and teaching staff may be subject to change