University of Bamberg

Faculty of Social Sciences, Economics, and Business Administration

Sales and Marketing Department

Prof. Dr. Björn Ivens

Sales and Marketing Modules

- English Version

MASTER BUSINESS ADMINISTRATION

Refers to module manual **Master BWL PO 2015**

Version of 02. November.2026

For **German version:** https://www.uni-bamberg.de/fileadmin/abt-studium/Modulhandbuecher/SoWi/BWL/Master/MHB_MA_BWL_2015.pdf

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VM-M-01: Price Management *Price Management*	6 ECTS / 180 h

(since SS26)

Module responsible: Prof. Dr. Björn Ivens

Further responsible persons: Research assistants

Content:

The course "Price Management" focuses on all processes, for which companies demand the equivalent for their offered products and services from their customers.

Topics:

1. Characteristics of price management

In this unit, an overview about price and value, price management and external influences on pricing decisions is provided.

2. Customers' price behavior

Price behavior is explained from a classical economic and behavioral perspective. Moreover, behavioral pricing is presented by taking psychology into account.

3. The pricing process - price analysis

Students learn about the pricing process (market analysis, customer analysis, cost analysis) and marginal analysis.

4. The pricing process - price strategy formulation

This unit deals with objectives in pricing and strategic price concepts.

5. The pricing process - price calculation

Different anchor points on how to calculate prices are presented (e.g. long-term vs. short-term pricing, assortment pricing, and price variation).

6. Price implementation

Within this unit, internal and external price implementation is introduced. Moreover, students learn about countertrade, currency issues in international marketing and transfer pricing.

Learning objectives / competences:

After taking this course, students are able to:
- explain the role and importance of price as a marketing instrument,
- describe the role of prices in the context of customers' purchasing processes,
- distinguish between the activities in the price management process and explain their specific challenges,
- describe the different instruments that companies may use in order to implement their pricing strategy,
- define important indicators that allow measuring a company's pricing performance.

Further information:

https://www.uni-bamberg.de/en/bwl-marketing/

Admission requirements for this module:

None

Recommended prior knowledge:		Special requirements for passing:
None		None
Frequency of the module:	**Recommended semester:**	**Minimal duration of the module:**
SS, annually	-	1 semester

Course	
Price Management **Forms of teaching:** Seminar **Language:** English **Frequency of the module:** SS, annually	**3,00 SWS**

Literature:

- Monroe, K. (2003), Pricing – Making Profitable Pricing Decisions, 3rd edition, Boston: McGraw-Hill Irwin.
- Diller, H. (2007), Preispolitik, 4. Aufl. Stuttgart: Kohlhammer.

Examination:

Written examination (exam) / examination duration: 60 minutes

Description:

Language of examination: English

VM-M-02: Business-to-Business Marketing & Purchasing *Business-to-Business Marketing & Purchasing*	6 ECTS / 180 h

(since SS26)

Module responsible: Prof. Dr. Björn Ivens

Further responsible persons: Research assistants

Content:

The course "Business-to-Business Marketing & Purchasing" puts a focus on transactions between commercial actors.

Topics:

1. Value chains and networks

This unit provides an overview about business markets, business types, business markets as networks and managing these networks.

2. Purchasing and supplier management

After an introduction of purchasing management, basic sourcing decisions, purchasing organization and current challenges in purchasing are presented.

3. Defining Value Propositions

This unit focuses on how to build the central building block in a business model, that is, a company's value proposition, by combining different value elements.

4. Building business relationships

Long-term buyer-supplier relationships are typical on many B2B markets. This unit presents how to conceptualize a business relationship and which phases the management cycle encompasses.

5. Managing distribution on business markets

Students learn about distribution channels, channel design and producer-retailer relationships. Moreover, the concepts "efficient consumer response" and "category management" are presented.

6. Sales management on business markets

Sales management is contextualized on business markets. Different types of sales, the personal selling process, sales force management, sales organization and key account management are subjects of this

unit.

7. Account management in the automotive supply sector

Key account or global account management are important topics on many B2B markets. This unit presents the most important facets using the specific example of one industry.

Learning objectives / competences:

The aim of this course is:

- knowledge of the particular challenges of purchasing and marketing in professional markets,
- understanding of business markets as value-chains and -networks, and as elements of the organizational

procurement process, - knowledge of key B2B concepts as well as their theoretical background and practical applications.		
Further information: https://www.uni-bamberg.de/en/bwl-marketing/		
Admission requirements for this module: None		
Recommended prior knowledge: None		**Special requirements for passing:** None
Frequency of the module: WS, annually	**Recommended semester:** -	**Minimal duration of the module:** 1 semester

Course	
Business-to-Business Marketing & Purchasing **Forms of teaching:** Seminar **Language:** English **Frequency of the module:** WS, annually	**3,00 SWS** (SWS = hours / week per semester)
Literature: • Ford, D., Gadde, L., Hakansson, H., Snehota, I. (2006), The Business Marketing Course: Managing in Complex Networks, John Wiley & Sons. • Leenders, M. R., Johnson, P. F., Flynn, A. E., Fearon, H. E. (2006), Purchasing & Supply Man-agement, 13th edition, Boston: McGraw-Hill Irwin.	
Examination: Written examination (exam) / examination duration: 60 minutes **Description:** Language of examination: English	

VM-M-04: Research Seminar Business-to-Business *Research Seminar Business-to-Business*	6 ECTS / 180 h

(since SS26)

Module responsible: Prof. Dr. Björn Ivens

Further responsible persons: Prof. Dr. Stephan C. Henneberg (adjunct); Research assistants

Content:

In the course "Research Seminar Business-to-Business", students deepen their knowledge about scientific research. They deal with research and publication processes and learn to work with academic literature. Selected articles among the field of business-to-business marketing are presented by students and further analyzed along with the seminar leader.

Learning objectives / competences:

The seminar serves as a research seminar, in which basic elements of the research and publication process are imparted. Students are empowered to:

- read and understand scientific publications;
- understand the structure and the way of working out scientific publications;
- understand the quality requirements of scientific publications;
- understand the process of quality control of scientific papers which arise out of review procedures prior to their publication;
- understand the requirements that arise from the review and publication process to understand upstream scientific research;
- know important journals of business-to-business marketing and to be able to classify them in research landscape;
- identify and analyze articles from the field of business-to-business research and include them in research landscape.

Further information:

https://www.uni-bamberg.de/en/bwl-marketing/

The number of participants is limited. If any capacity restrictions occur, there will be a selection in accordance with the statutes of student admission to courses of bachelor and master studies with limited absorption capacity. After the registration period, a decision about the admission is made based on these statutes. Therefore, please note that the registration does not imply the admission to the course or the registration for the module examination.

Admission requirements for this module:

None

Recommended prior knowledge: Good command of English language.	**Special requirements for passing:** None

Frequency of the module:	**Recommended semester:**	**Minimal duration of the module:**
SS, annually	-	1 semester

Course	
Research Seminar Business-to-Business **Forms of teaching:** Seminar **Language:** English **Frequency of the module:** SS, annually	**2,00 SWS**
Literature: • Articles from scientific journals • Relevant list of literature is announced in the seminar	
Examination: Presentation with portfolio **Description:** The topic will be presented within the framework of the lecture and formulated as a portfolio. As an alternative, students can take the examination in form of a presentation with a seminar paper. The concrete type of examination as well as the processing period of the portfolio and duration of the presentation will be announced in the first session of the course. Examination language: English	
Examination: Presentation with written seminar paper **Description:** The topic will be presented within the framework of the lecture and formulated as a seminar paper. As an alternative, students can take the examination in form of a presentation with a portfolio. The concrete type of examination as well as the processing period of the seminar paper and duration of the presentation will be announced in the first session of the course. Examination language: English	

VM-M-09: Intercultural Challenges in Customer and Account Management *Intercultural Challenges in Customer and Account Management*	6 ECTS / 180 h

(since SS26)

Module responsible: Prof. Dr. Björn Ivens

Further responsible persons: Ilaria Carrara Cagni

Content:

Content of the seminar are challenges of intercultural communication. The theoretical learning content provided during the course will be deepened by case studies from international companies in sales and furthermore, in order to expand on cultural sensitization, simulation games are conducted.

The seminar content originates from the following areas:

- concept of culture, typologies of culture, different culture conceptualizations;
- challenges of intercultural communication, esp. within the scope of business situations with clients;
- intercultural competence, based on different models of intercultural communication (e.g. Iceberg, culture standards, situation-individual-culture, dimensions of culture, model of intercultural sensitivity);
- culture shock handling on a client business trip or longer stays abroad (expatriates).

Learning objectives / competences:

Students are enabled to identify problem areas of cultural nature in cross border business activities, especially in intercultural "sales" situations.

- Students are able to develop behavior and communication strategies for "intercultural critical incidents".
- Students are able to develop their intercultural competency: They are especially qualified to train their empathic capacity, their subtle perception, their ethnorelativistic communication and to improve their cultural awareness.
- Students are able to prepare concepts of intercultural collaboration with clients from different cultural areas.
- Students deepen their knowledge of partly known communication models (e.g. Iceberg Model, Dimensions of Culture, Culture Standards, and so on) and learn about their practical application in international sales situations.

Further information:

https://www.uni-bamberg.de/en/bwl-marketing/

The course is held as a block event.

The number of participants is limited. If any capacity restrictions occur, there will be a selection in accordance with the statutes of student admission to courses of bachelor and master studies with limited absorption capacity. After the registration period, a decision about the admission is made based on these statutes. Therefore, please note that the registration does not imply the admission to the course or the registration for the module examination.

Admission requirements for this module: None		
Recommended prior knowledge: • Basic understanding of general management and innovation management topics. • Good command of English language.		**Special requirements for passing:** None
Frequency of the module: WS, yearly	**Recommended semester:** -	**Minimal duration of the module:** 1 semester

Course	
Intercultural Challenges in Customer and Account Management **Forms of teaching:** Seminar **Language:** English **Frequency of the module:** WS, SS	**3,00 SWS** (SWS = hours / week per semester)
Literature: • Milton J. Bennett – Basic Concepts of Intercultural Communication • Fons Trompenaars – Riding the Waves of Culture	
Examination: Written examination (exam) / examination duration: 90 minutes **Description:** Language of examination: English	

VM-M-14 Blockchain Applications for Business *Blockchain Applications for Business*	6 ECTS / 180 h
(since SS26) Module responsible: Prof. Dr. Björn Ivens Further responsible persons: Research assistants	
Content: The main focus of this course is to highlight blockchain technology and its application from a less technical and more business/economic practice oriented perspective. In terms of content, the following topics will be covered: The seminar content originates from the following areas: • Foundations of blockchain technology and applications • The value proposition of blockchain technology • Blockchain applications in different areas of business • Blockchain from a legal, ethical, societal and ecological perspective	
Learning objectives / competences: Learning Objective 1: Students will develop a basic understanding of the theoretical workings of blockchain technology and its application in various business scenarios Learning Objective 2: Students will analyze and identify how competitive advantages can be achieved and profitably realized through the use of blockchain technology in various business management situations Learning Objective 3: Students will be able to assess the specific application of blockchain technology in various sectors and industries and its impact on business success Learning Objective 4: Students will analyze blockchain technology in terms of ethical, legal, environmental, and sustainability concerns and develop an understanding of related regulatory and economic challenges.	
Further information: https://www.uni-bamberg.de/en/bwl-marketing/ The course “Blockchain Applications for Business” is an online course offered as part of the curriculum of the Virtual University of Bavaria (vhb). Therefore, this course is taught exclusively online. Only the exams require attendance. Additional information and everything else you need to know about registration can be found on the vhb website: https://www.vhb.org/startseite/	
Admission requirements for this module: None	
Recommended prior knowledge: English skills	**Special requirements for passing:** None

Frequency of the module:	Recommended semester:	Minimal duration of the module:
WS, SS	-	1 semester

Course	
Blockchain Applications for Business **Forms of teaching:** Seminar **Language:** English **Frequency of the module:** WS, SS	**3,00 SWS**
Contents: online lecture	
Literature: • Attaran, Mohsen and A. Gunasekaran (2019), Applications of blockchain technology in business. Challenges and opportunities, Cham: Springer. • Drescher, Daniel (2017), Blockchain basics. A non-technical introduction in 25 steps. New York, NY: Apress. • Nascimento, Alex (2019), The STO Financial Revolution, 1st edition	
Examination: Written examination (exam) / examination duration: 60 minutes **Description:** Language of examination: English Examination location: Bamberg	

VM-M-15 Sustainability and Responsibility in Management *Sustainability and Responsibility in Management*	6 ECTS / 180 h
(since WS25/26) Module responsible: Prof. Dr. Björn Ivens Further responsible persons: Research assistants	
Content: 1. Sustainability as a managerial challenge 2. Nature, society, and the economic system 3. Conceptualizations, models, goals, and political strategy 4. Sustainability management: Actors – resources - activities 5. Legal foundations and alternative governance 6. Causes, indicators, and solutions for environmental problems 7. Environmental safety as a task in organisations / companies 8. Corporate social responsibility: Parity in leadership 9. Sustainability as a research field	
Learning objectives / competences: Management decisions always involve comprehensive responsibility for the consequences of these decisions. In this course, we focus on the responsibility of managers in terms of sustainability. We consider both ecological challenges for management in terms of the natural environment in which companies operate, as well as social and ethical responsibility for stakeholders (employees, local communities, etc.) who are affected by management decisions. General lecture elements and specific focuses on individual topics, such as sustainable product development or gender parity, complement each other.	
Further information: https://www.uni-bamberg.de/en/bwl-marketing/	
Admission requirements for this module: None	
Recommended prior knowledge: None	**Special requirements for passing:** None

Frequency of the module:	**Recommended semester:**	**Minimal duration of the module:**
WS, yearly	-	1 semester

Course	
Sustainability and Responsibility in Management **Forms of teaching:** Seminar **Language:** English **Frequency of the module:** SS, yearly	**3,00 SWS**

Examination: Written examination (exam) / examination duration: 60 minutes	

VM-M-17 Designing a Life with Purpose *Designing a Life with Purpose*	6 ECTS / 180 h

(since SS26)

Module responsible: Prof. Dr. Björn Ivens

Further responsible persons: Dr. Christoph Ott

Content:

Designing a Life with Purpose: Using the tools of strategic thinking to design a life in line with passions and talents

- The importance of planning a future professional pathway
- Identifying one's own passions and talents
- Analysing the individual self
- Formulating purpose and working towards it
- Exercises and tools

Learning objectives / competences:

- Understanding and using tools of individual development
- Formulating a purpose for one's life
- Understanding levers of life and career development
- Developing self-confidence and self-awareness
- Being able to explain one's own career plans, passions and talents in recruiting processes

Further information:

https://www.uni-bamberg.de/en/bwl-marketing/

The course is held as a block event.

The number of participants is limited. If any capacity restrictions occur, there will be a selection in accordance with the statutes of student admission to courses of bachelor and master studies with limited absorption capacity. After the registration period, a decision about the admission is made based on these statutes. Therefore, please note that the registration does not imply the admission to the course or the registration for the module examination.
The module can only be taken by students enrolled in the Master's programs in Business Administration and Value Chain Management & Business Ecosystems.

Admission requirements for this module:

None

Recommended prior knowledge:	**Special requirements for passing:**
Basic knowledge of the English language	None

Frequency of the module:	**Recommended semester:**	**Minimal duration of the module:**
WS, yearly	-	1 semester

Course	
Designing a Life with Purpose **Forms of teaching:** Seminar **Language:** English **Frequency of the module:** WS, SS	**3,00 SWS**
Examination: Other **Description:** Portfolio OR term paper with presentation. The type of examination offered will be announced at the beginning of the respective semester (start of the course). The deadline and, if applicable, the duration of the presentation will also be announced at the beginning of the course.	

VM-M-25 Sustainability at the bottom of the pyramid *Sustainability at the bottom of the pyramid*	6 ECTS / 180 h 30 h Attendance time 150 h self-study

(since SS26)

Module responsible: Prof. Dr. Björn Ivens

Content:

The concept of the Bottom of the Pyramid (BoP) market has emerged as a pivotal area in marketing strategy, representing an underserved but substantial economic segment, comprising nearly a third of the world's global customer base. Generally speaking, BoP markets encompass the socio-economic groups consisting of individuals surviving on just a few dollars equivalent per day, living in the underdeveloped parts of the world. They may lack basic educational outcomes, such as literacy and numeracy, and often survive by providing low skill 'day labour' within their local communities. Many would be involved in some form of subsistence agriculture and have only the most basic forms of shelter available to them. This module encouraged students to critically analyse new solutions for old problems that are needed to an even greater extent in BoP Markets. From a sustainability perspective the tension between profit- driven motives and sustainable social impact remains a focal point in discussions, emphasizing the need for ethical practices, community participation, and cultural sensitivity in BoP engagement. Cooperative business and marketing strategies have been successful in the past, both in generating profits and creating positive change in so many of these low-resource communities. But for as many successes that have been touted, considerable failures have occurred as well. Given the impending tipping point for the global environment, the time for a new set of strategies that empowers a population least equipped to deal with climatic shocks is at hand.
Students will work to understand how marketing strategies targeting the BoP have evolved from top down, that is, 'into' the BoP, to offerings of shared value 'within' the BoP, to finally, creating opportunities to co-design and create meaningful changes bottom-up 'from' the BoP. This view of marketing, not only as a distributive wealth-making tool, but as a formative element of business empowerment and financial education for those at the lowest end of the economic spectrum, now needs to carry the additional burden of providing the means by which we can ensure a broad range of sustainable outcomes

Learning objectives / competences:

• Understanding the evolution of marketing strategies targeting the Base of the Pyramid (BoP):

1. From top-down approaches

2. To shared value models

3. To bottom-up co-creation

• Analyzing how marketing can drive sustainable development and assessing innovative solutions for challenges in BoP markets

• Examining the tension between profit-driven motives and sustainable social impact and emphasizing ethical practices, community participation, and cultural sensitivity

• Evaluating the successes and failures of cooperative business and marketing strategies in low-resource communities

• Identifying and proposing new strategies to empower BoP populations in response to environmental and economic challenges

Further information: https://www.uni-bamberg.de/en/bwl-marketing/ The course is held as a block event. The number of participants is limited. If any capacity restrictions occur, there will be a selection in accordance with the statutes of student admission to courses of bachelor and master studies with limited absorption capacity. After the registration period, a decision about the admission is made based on these statutes. Therefore, please note that the registration does not imply admission to the course or the registration for the module examination.		
Admission requirements for this module: None		
Recommended prior knowledge: Basic knowledge of the English language		**Special requirements for passing:** None
Frequency of the module: SS, yearly	**Recommended semester:** -	**Minimal duration of the module:** 1 semester

Course	
Sustainability at the bottom of the pyramid **Forms of teaching:** Seminar **Language:** English **Frequency of the module:** WS, SS	**2,00 SWS**
Examination: Other **Description:** Written exam or term paper with presentation The specific form of examination will be announced at the beginning of the course. Language of examination: English	

VM-M-26 Corporate Responsibility and Product Management *Corporate Responsibility and Product Management*	6 ECTS / 180 h
(since SS26) Module responsible: Prof. Dr. Björn Ivens Further responsible persons: Dr. Alexander Löhner, Research assistants	
Content: The lecture provides an overview of the application areas and challenges of sustainable and responsible product management in business-to-business (B2B) markets. It particularly focuses on use cases, processes, systems, and the role of organization, IT support, and controlling within process management. Additionally, legal aspects are also addressed. The conceptual foundations are illustrated in detail through numerous practical examples. Finally, new developments and future challenges are discussed, including the question of how R-strategies (e.g., recycling, reuse, or refurbishing) are changing product management.	
Learning objectives / competences: Participants understand what product management (PM) entails as a strategic concept. They grasp the steps and role of PM processes as a component of competitive strategy. They can identify the potentials and limitations of PM and understand its connections with other key concepts of corporate strategy.	
Further information: https://www.uni-bamberg.de/en/bwl-marketing/	
Admission requirements for this module: None	
Recommended prior knowledge: Basic knowledge of the English language	**Special requirements for passing:** None

Frequency of the module:	**Recommended semester:**	**Minimal duration of the module:**
SS, yearly	-	1 semester

Course	
Corporate Responsibility and Product Management **Forms of teaching:** Seminar **Language:** English **Frequency of the module:** SS, yearly	**3,00 SWS**
Examination: Written examination (exam) / examination duration: 60 minutes	