HOCHSCHULE DER WIRTSCHAFT
FÜR MANAGEMENT
UNIVERSITY OF APPLIED
MANAGEMENT STUDIES

Module Handbook
MBA in International Business

Valid from 01. April 2026

Last update : 30.07.25

Table of Contents

Content, Structure and Qualifications of the Program 3

Content 3

Program Structure 3

Student Outcomes 4

Career Qualifying Competencies 4

Complexity Related Qualifications and Competencies 4

Reflection on Ethical Aspects of Management Behaviour 5

Internationality 5

Personality Development and Interdisciplinary Thinking 5

Module Overview – Thematic Outline 7

Module Overview – Block Outline 8

Module Overview – Courses offered in each semester 9

Block 1: Module descriptions 10

Global Economics for Managers 10

Management Decisions 12

Change Management and Organisation Development 14

Communicating and Negotiating in Management 16

Block 2: Module descriptions 18

International Sales Management 18

Management of Digital Transformation 20

International Finance Management 22

Information Security Management 24

Block 3: Module descriptions 26

Strategic Management 26

Digital Innovation Management 28

Research Methods 30

Intercultural Management 32

Block 4: Module descriptions 34

Specialisation Elective – International Sales & Marketing Management 34

International Marketing and E-Business 34

Specialisation Elective – Leveraging Technology 36

Data Science, Business Intelligence, and Analytics 36

Specialisation Elective – International Finance 39

Applied Financial Modeling and Analytics 39

Specialisation Elective – Cybersecurity Management 41

Information Security Management 41

Master's Thesis 43

Content, Structure and Qualifications of the Program

Content

The aim of the MBA in International Business program is to develop well-rounded business administrators. Our goal is to develop students' functional expertise, analytical and communication skills, and leadership capabilities so that they can thrive in the German economy. The program emphasises a global perspective and practical application of knowledge, ensuring graduates are equipped to navigate the complexities of today's business environment. The program is entirely in English, and non-EU students will be attending German courses in parallel at the Goethe Institute to prepare them for the German market.

Students who pass all courses and complete all requirements in the MBA degree programme receive 90 ECTS credits.

The program requires fulltime intensive studying. However, given the structure of the program (see Program Structure), students can study at their desired pace, for example, taking four courses instead of five, to allow more time to work parttime. An attempt is made each semester to schedule courses so that students have at least two days free of classes.

Program Structure

Courses are arranged in blocks. The program has four application intakes in January, April, July, and October, thus four, 3-month semesters. Each semester consists of a combination of course blocks. Research Methods, the Specialization Elective, and the Masters Thesis are offered in every semester. Students can enrol in any course that is offered in the block, but note that the thesis may only be written after completing at least 45 ECTS and after attending the prerequisite course, Research Methods.

Block 1: The four courses offered explore key business management skills such as analyzing opportunities and risks in a global economic environment; adapting to increasingly complex and uncertain technological, economic, political and cultural changes; using management tools to assess various situations and make decisions; and employing strategies and tactics in exchange of offers and counteroffers, salary negotiations, buying and selling, team bargaining, and multiparty negotiations.

Block 2: Students take core courses from the four specialisations: Leveraging Technology, International Sales & Marketing Management, Financial Management, and Cybersecurity Management**.** In subsequent blocks, students will take an additional course as an elective in their chosen specialisation.

Block 3: Students take two advanced seminars in Strategic Management and Digital Innovation Management, which address strategy formulation and managerial decisions and actions that affect a company's performance and how innovation takes place and the important explanatory factors that influence it. Students also learn about the cultural challenges in business management in Intercultural Management, and they learn about the foundations of conducting a study and writing an academic thesis in Research Methods.

Block 4: Students attend their specialization elective* while concurrently conducting their study and writing their thesis project. Topic identification, methods and interim statuses are discussed in a master colloquium with the participation of the students and the teaching team. The Master's colloquium is designed across all degree programs, hence, bringing together students from all English-speaking Management Master's programs at HdWM to allow for maximum subject and method plurality. In addition to the final thesis, students submit the manuscript of a scientific publication according to the specifications of the selected publication organ.

* Only Leveraging Technology and International Sales & Marketing specialisation electives are offered as of April 2026. Financial Management and Cybersecurity electives will be offered in October 2026.

Student Outcomes

At the end of their studies, students should be able to:

- recognise, understand and apply the language and theory of the field of business, management and leadership.
- construct scholarly forms of written communication and exhibit professional verbal communication skills.
- demonstrate critical thinking skills and multi-disciplinary problem solving.
- have an understanding of global perspectives.
- analyse, synthesise and solve complex unstructured business problems and analyze data using technology to solve business problems.
- integrate decision-support tools to inform evidence-based decision making.
- integrate business knowledge and apply management frameworks for strategic planning.
- construct solutions to organizational challenges in a team setting.
- generate academic work that is clear, rational, and informed by evidence.
- generate strategic, holistic and cross-discipline thinking.
- gain applied knowledge for business improvement, innovation and entrepreneurial action.
- have developed a global mindset, which demonstrates sensitivity to the implications of differences in culture and context.

Career Qualifying Competencies

Together with the specialist and methodological competencies from their first course of study, graduates are in a position to successfully manage entry-level leadership positions and demanding leadership-related staff positions (e.g., controlling, risk management, marketing, company communication).

Complexity Related Qualifications and Competencies

Students acquire the ability to successfully analyse, assess and to make initial attempts at optimising operational systems. Particularly important and constitutive for the course is the systemic view of organisations, which precludes simple lineal attempts to explain and instead facilitates the mastering of complexity.

Students acquire additional competencies and experience classic personality and cognitive development, which significantly facilitate the implementation of these professional roles:

- They know their communication styles and can successfully communicate in a more target-oriented manner;
- They can assess their behaviour and emotions within the emotional and social demands of business contexts and are capable of presenting in an emotionally stable professional manner;
- They know their personal strengths and resources and can realistically assess their performance ability and market themselves successfully.

Reflection on Ethical Aspects of Management Behaviour

In keeping with the management approach of the programme, managers have a particularly high responsibility and accountability for their actions which have an impact on the company, coworkers and customers. All modules in the programme emphasise ethical leadership behaviour and communicating ethical positions convincingly. Ethical development is addressed more explicitly in the introductory module on the norms governing the fundamental principles of management systems.

Internationality

The Master's programme clearly defines universally valid principles, tasks and tools as well as rules of effectiveness but also where cultural differences exist, for example, leadership in different cultures with different communication rules. This knowledge is consolidated in the module Intercultural Management and is processed in a practice-oriented way, for example, with reference to leading intercultural teams. In all intensive courses of the programme, particular attention is paid to the international aspect. Additional international opportunities can also be experienced via internships abroad.

The Master's course offers the specific opportunity to spend a semester in the management department of a university in another country, thereby deepening knowledge of intercultural management and increasing their own international experience.

Personality Development and Interdisciplinary Thinking

Students acquire further competencies which significantly facilitate the carrying out of professional roles , but beyond that are also aspects of classical personality development:

- They know their communication styles, and on the basis of that, can communicate successfully in a target-oriented manner;
- They can assess their behaviour and emotions within the emotional and social demands of business contexts and are capable of presenting an emotionally stable professional mode.
- They know their personal strengths and resources and can realistically assess their performance ability and market themselves successfully.

Above all, students learn to think systemically, which explicitly means thinking in an interdisciplinary way to develop a holistic basis for management behaviour. This perspective includes, for example, the technological (IT-) basis of the company.

Applying

The program will have four application intakes for semesters that begin in January, April, July, and October. Prospective students will be able to find more information about the MBA program on the HdWM website.

Application Fee: No application fee for German residents; reservation fee of 3.000€ for non-EU applicants, which will be deducted from tuition fees.

Admission Requirements

Degree: Admission is open to students who have successfully completed a bachelor's degree (or equivalent) in Business Administration or Management or a similar field with at least 180 ECTS from a recognized institution. A minimum of satisfactory grade (e.g., 70%, Grade C-, Befriedigend) is needed for courses to be recognised. Applicants might qualify if degree is not in a business related field, but the applicant has at least three years of experience in a business environment.

Work Experience: One year of postgraduate work experience in a business environment within the last three years is required with documented proof. If degree is non-business related, then a minimum of three years work experience within the last five years in a business environment.

English Proficiency: Proof of B2 English level. Proof of an English-taught degree or native-English fluency can qualify the application for a waiver.

Semesters - Intakes

Oct-Dec, Jan-Mar, Apr-Jun, Jul-Sep

Class/Cohort Size

The maximum cohort size of 30, which is the same for all cohorts at HdWM.

Module Overview – Thematic Outline

	MBA in International Business								
		ECTS					WL		
Nr.	Modules	1	2	3	4	Ass	CH	SS	ECTS
	Management								
GEMA	Global Economics for Managers	6				E	52	98	6
CMOD	Change Management and Organisation Development	6				S	52	98	6
MADE	Management Decisions	6				E	52	98	6
INSM	Information Security Management		6			E	52	98	6
FIMA	International Financial Management		6			E	52	98	6
ISMA	International Sales Management		6			E	52	98	6
MDTR	Management of Digital Transformation		6			E	52	98	6
DIMA	Digital Innovation Management			6		E	52	98	6
STMA	Strategic Management			6		E	52	98	6
INMA	Intercultural Management			6		CS	52	98	6
	Methods								
CNMA	Communicating and Negotiating in Management	6				O	52	98	6
REME	Research Methods			6		RR+E	52	98	6
	Specialisation Elective: Int. Sales & Marketing Management								
IMEB	International Marketing and E-Business				6	E	52	98	6
	Specialisation Elective: Leveraging Technology								
DBIA	Data Science, Business Intelligence & Analytics				6	P+E	52	98	6
	Specialisation Elective: Financial Management								
AFMA	Applied Financial Modeling and Analytics				6	P+E	52	98	6
	Specialisation Elective: Cybersecurity Management								
SADE	Security Analytics & Defense				6	E	52	98	6
	Masters Thesis								
MATH	Masters Thesis				12	T	26	274	12
		24	**24**	**24**	**18**		**702**	**1548**	**90**

Note: WL = Workload, CH = Contact Hours, SS = Self-Study, Ass = Exam Type, E = Written Exam,
S = Seminar Paper, CS = Case Study, P = Presentation, O = Oral Exam, RR = Research Report, T = Master's Thesis

Module Overview – Block Outline

MBA in International Business & Digital Leadership									
		ECTS					WL		
Nr.	Modules	1	2	3	4	Ass	CH	SS	ECTS
	Block 1								
GEMA	Global Economics for Managers	6				E	52	98	6
CMOD	Change Management and Organisation Development	6				S	52	98	6
MADE	Management Decisions	6				E	52	98	6
CNMA	Communicating and Negotiating in Management	6				P	52	98	6
	Block 2								
INSM	Information Security Management		6			E	52	98	6
FIMA	International Financial Management		6			E	52	98	6
ISMA	International Sales Management		6			E	52	98	6
MDTR	Management of Digital Transformation		6			E	52	98	6
	Block 3								
DIMA	Digital Innovation Management			6		E	52	98	6
STMA	Strategic Management			6		E	52	98	6
INMA	Intercultural Management			6		CS	52	98	6
REME	Research Methods			6			52	98	6
	Block 4								
AFMA	Applied Financial Modeling and Analytics (Elective)				6	P+E	52	98	6
IMEB	International Marketing and E-Business (Elective)				6	E	52	98	6
DBIA	Data Science, Business Intelligence & Analytics (Elective)				6	P+E	52	98	6
SADE	Security Analytics & Defense (Elective)				6	E	52	98	6
MATH	Masters Thesis				12	T	26	274	12
		24	**24**	**24**	**18**		**702**	**1548**	**90**

Note: WL = Workload, CH = Contact Hours, SS = Self-Study, Ass = Exam Type, E = Written Exam,
S = Seminar Paper, CS = Case Study, P = Presentation, O = Oral Exam, RR = Research Report, T = Master's Thesis

Module Overview – Courses offered in each semester

Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep
Block 1 Courses	**Block 2 Courses**	**Block 1 Courses**	**Block 2 Courses**
Global Economics for Managers	International Sales Management	Global Economics for Managers	International Sales Management
Change Management & Organisational Development	Management of Digital Transformation	Change Management & Organisational Development	Management of Digital Transformation
Management Decisions	International Finance	Management Decisions	International Finance
Communication & Negotiation in Management	Information Security Management	Communication & Negotiation in Management	Information Security Management
Block 3 Courses	**Block 3 Courses**	**Block 3 Courses**	**Block 3 Courses**
Strategic Management		Strategic Management	
Digital Innovation Management		Digital Innovation Management	
Intercultural Management		Intercultural Management	
Research Methods[1]	Research Methods[1]	Research Methods[1]	Research Methods[1]
Block 4 Courses	**Block 4 Courses**	**Block 4 Courses**	**Block 4 Courses**
Specialisation Course	Specialisation Course	Specialisation Course	Specialisation Course
Thesis[2]	Thesis[2]	Thesis[2]	Thesis[2]

[1]Research Methods must be taken before registering for the thesis;

[2]Thesis can only be written after completing a minimum of 45 ECTS, 6 ECTS of which are Research Methods.

Block 1: Module descriptions

Module-No./ Code	GEMA
Name of Module	**Global Economics for Managers**
Person responsible for module	Prof. Dr. Michael Cofrin TBA
Content of the module	• International and macroeconomics • Trade flows and capital flows • Interest rates and exchange rates • International microeconomics: • Elasticity of demand and supply • GDP vs. GNP and how they're used • Foreign Direct Investment (FDI) impacts • Market Structures: Monopoly, oligopoly, perfect competition • Trade policies: Tariffs, quotas, embargoes • Porter's Diamond Model and global strategies • Globalization – its effect on companies' performance, strategy, and policy. • Global value chains – its structure and implications for businesses and economies • The relationship between global economics, national security, and the race for innovation • The challenges of rising market power and the implications for international data security • The evolution and challenges of global governance rules and norms • Opportunities and risks in a global economic environment • The complexities of achieving sustainable and inclusive globalization, including issues like carbon taxes
Learning outcomes of the module	• Apply microeconomic principles to analyze the impact of globalization on firms • Analyse larger economic forces like trade flows, capital flows, interest rates, and exchange rates • Analyse the opportunities and risks presented by the global economic environment • Understand how globalisation influences firm performance, strategy, and policy • Understanding of market outcomes, failures, and the role of policy in the global economy • Understand the interplay between firms, governments, and international institutions in the global economy • Understand critical economic policy issues such as the rise of global value chains, national security, and the challenges of sustainable globalization
Semester	Block 1
Duration of module	one semester
Frequency of module offer	Oct-Dec; Apr-Jun
ECTS	6 ECTS
Workload and its composition	Total workload: 150 hrs Contact time: 52 hrs Self-study: 98 hrs

Type of module (required, elective, etc.)	required module
Application of module	MBA in International Business
Prerequisites	none
Teaching language	English
Type of examination/ requirements for awarding of credit points	Written examination (90 minutes)
Weighting in calculation of final grade	5% percent
Teaching and learning methods	Mix of short lectures, seminar-style discussions, case studies, and practical exercises based on selected texts, using examples from business practice as provided or from research, and online publications.
Literature	• Sadler, T. R. (2024). Absolute essentials of international economics. Routledge. • Gerber, J. (2022). International economics, global edition (8th ed.). Pearson.

Module-No./ Code	MADE
Name of Module	**Management Decisions**
Person responsible for module	Prof. Dr. Michael Cofrin Ahmed El-Wakil
Content of the module	• Tasks, tools and principles of good leadership • Typical management tools for planning, goal formation, organisation and operations control, employee monitoring and appraisal • Fayol's 14 Principles of Management • Max weber's bureaucratic theory • McGregor's Theory X and Theory Y • Frederick Taylor's Scientific Management Theory • Kurt Lewin Change-Management Model • Project Management • Ethics in Management • Risk Management • Total quality management • Meeting management • Monitoring & reporting and using modern communication media • Resource management through budget management, industrial methods, lean management and use of new technologies (i.e. Big Data and AI) • Team management tools, also decentralised Online collaborative learning
Learning outcomes of the module	• Students understand the concept of 'tools' and can apply it to the function of managers and employees close to the management level (controlling, quality management, marketing, etc.) • They can assess tool mastery with effectivity and efficiency criteria. • In role plays, students can select the appropriate tools for use in operational management, performance assessment, as well as meeting management and reporting. They can also apply these tools in basic situations. Students can – using participatory observation – assess managers both in terms of how well they use tools and their ethical standards.
Semester	Block 1
Duration of module	one semester
Frequency of module offer	Oct-Dec; Apr-Jun
ECTS	6 ECTS
Workload and its composition	Total workload: 150 hrs Contact time: 52 hrs Self-study: 98 hrs
Type of module (required, elective, etc.)	required
Application of module	MBA in International Business
Prerequisites	none
Language	English

Type of examination/ requirements for awarding of credit points	Written examination (90 Minutes)
Weighting in calculation of final grade	5% percent
Teaching and learning methods	Mix of short lectures, seminar-style discussions, and practical exercises based on selected texts, examples from research, and online publications. During the second half of the module, students explore the management systems used in their partner companies or in another chosen company and share their findings in special small-group sessions and online conferences.
Literature	Textbooks: • Certo, S. C. and Certo, S. T. (2014). Modern management: Concepts & skills. Pearson. • Drucker, F. P. (2016). The Peter F. Drucker reader: Selected articles form the father of modern management thinking. The Harvard Business Review. • Malik, F. (2015). Managing performing living: Effective management for a new world. Campus Verlag: Frankfurt. • Malik, F. (2011). Customers who viewed uncluttered management thinking: 46 concepts for masterful management. Campus Verlag: Frankfurt. Articles: • Big data: https://www.oracle.com/big-data/what-is-big-data/ • Davenport, T. H., 2009. Make better decisions. Harvard business review, 87(11), pp.117-123. • SWOT Analysis: https://hbr.org/2021/02/are-you-doing-the-swot-analysis-backwards • Fish Bone analyses: certification/qapi/downloads/fishbonerevised.pdf • Tree Analysis: https://www.eawag.ch/fileadmin/Domain1/Abteilungen/sandec/schwerpunkte/sesp/CLUES/Toolbox/t8/D8_1_Problem_Tree_Analysis.pdf • Strategy and what it means to be strategic: Redefining strategic, operational, and tactical decisions Suggested readings: • Wortmann, C. (2012). What's your story? • Jones, G. R. (2012). Organizational theory, design and change. • Dobson, M. (2008). Goal setting: How to create an action plan and achieve your goals. • Ries, E. (2017). The Lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses.

Module-No./ Code	CMOD
Name of Module	**Change Management and Organisation Development**
Responsible for module	Prof. Dr. Michael Cofrin Michael Beckmann
Content of the Module	• Framing corporate Dynamics: understanding the relevance of change and organisational development from a systems perspective • The importance of resilience in corporate norms, strategies and processes • Differentiation of and connection to personal development, business model, product and process innovation; the importance of lifecycles in business and society • Dealing with sudden changes and how to respond by application of minimum standards: models, tools and proven approaches • Resistance to change and the application of adapted communications styles • A smarter approach: Avoiding shocks and unintended consequences of responses to sudden changes by becoming an intelligent organization and complex adaptive system • Application of critical success factors in change initiatives: international change/transformation business cases and their stories • Corporate culture and ways to influence it
Learning outcomes of the module	• Students will learn to perceive change as a common element of business dynamics • They'll be in a position to differentiate and explain the stages of organisational life cycles, the specifics behind and appropriate means to ensure the longevity of an organisation. • They can describe change theories and useful tools to run urgent adaptations to changing environments. They'll become familiar with typical defects in change processes. • Students will learn the concepts and ideas behind organizational culture. They will understand how appropriate leadership can influence the organisational culture in order to encourage an organization to become more adaptive in turbulent environments. • They can explain the nature of purposeful communication in changing environments and how to apply it effectively. • They will learn to understand the different types of innovation, the meaning of disruptions and the priority of managing an innovation pipeline. • Business cases and group work will underpin the logics of change.
Semester	Block 1
Duration of module	One semester
Frequency of module offer	Oct-Dec; Apr-Jun
Number of ECTS awarded	6 ECTS
Total workload	Total workload: 150 hrs Contact time: 52 hrs Self-study: 98 hrs
Type of module (required, elective, etc.)	required

Application of module	MBA in International Business
Prerequisites	Modules 1 to 5 must be completed, as the content of these will be further developed.
Teaching language	English
Type of exam / prerequisites for awarding of credits	Written exam of 90 minutes. Regular attendance at lectures prerequisite for awarding of credits.
Weighting in calculation of final grade	5% percent
Teaching- and learning methods	Short lectures alternate with seminar discussion phases and practical exercises from selected texts and case studies, also from online publications. Participation in role plays and other practical exercises.
Literature	• Cameron, E. & Green, M. (2015). Making sense of change management. KoganPage: London. • Heskett, J. (2012). The culture cycle. FT Press: London. • Kegan, R. & Laskow Lahey, L. (2009). Immunity to change. HBR Press: Boston. • Laloux, F. (2014). Reinventing organisations. Nelson Parker: Brussels. • Morgan, G. (2006). Images of organisation. Sage: London. • Samuel, M. (2018). B state: A new roadmap for bold leadership, brave culture and breakthrough results. Greenleaf: USA.

Module-No./ Code	CNMA
Name of Module	**Communicating and Negotiating in Management**
Person responsible for module	Prof. Dr. Michael Cofrin Ines Paschmanns
Content of the module	• Basic concepts of communication, especially management and corporate communication • Models of communication (von Thun, Watzlawick) and communication interference • Fundamentals of successful communication in professional contexts and the distinction between professional and private communication situations • The importance of leadership communication for the sustainability of corporate success • Classical and new communication channels (e-mails, online- conferences, social media, etc.) and their use • Ethical issues in corporate communications • Basics of negotiation techniques • Successful procedure according to the Harvard Negotiation Model • Typical business conflict situations and their content and rules • Negotiation techniques in conflict situations Basics of mediation in management
Learning outcomes of the module	• Students can name the basic theories of successful communication and communication interference and thus analyse and handle communication situations effectively. • They can explain the various communication media as well as the contents for which each is best suited. • Students can handle typical business communication situations confidently in English. • They know how to apply the principles of the Harvard Negotiation model in typical negotiation situations.
Semester	Block 1
Duration of module	One semester
Frequency of module offer	Oct-Dec; Apr-Jun
ECTS	6 ECTS
Workload and its composition	Total workload: 150 hrs Contact time: 52 hrs Self-study: 98 hrs
Type of module (required, elective, etc.)	required
Application of module	MBA in International Business
Prerequisites	none
Teaching language	English
Type of examination/ requirements for awarding of credit points	Oral presentation Students must give a presentation to introduce a particular negotiation situation and prepare to carry out the negotiation, which will take place in both German and English or another language. The students will receive their negotiation topics four weeks before the examination date.

	Students will carry out their preparation in teams, with each student receiving his or her own specific task. The individual tasks are thematically related, e.g. through a common company or product base for each team.
Weighting in calculation of final grade	5%
Teaching and learning methods	Mix of short lectures, seminar-style discussions, and practical exercises based on selected texts, examples from practice, and online publications. Students will participate in numerous role plays and other practical exercises.
Literature	• Carnegie, D. (2006). How to win friends and influence people. Random House. • Fischer, R. & Ury, W. (2012). Getting to yes: Negotiating an agreement without giving in. Random House Business. • Owen, H. (2017). Interpersonal communication (6th ed.). Routledge: New York. • Thill, J. V. & Bovee, C. L. (2016). Excellence in business communication. Pearson: USA. ISBN-10:9780134319056

Block 2: Module descriptions

Module-No./ Code	ISMA
Name of module	**International Sales Management**
Responsible for module	Prof. Dr. Michael Cofrin Prof. Rüdiger Kaufmann
Content of the module	• Framework of the International Sales Concept • International market segments using the US, China, Europe as an example • International Sales concepts • Strategies in international sales • International sales organizations (customer centric Sales Organisation) • Direct / Indirect Distribution • Involvement of sales partners • Sales control tools • (Online) Lead Acquisition and Controlling of the Digital Customer Relationship • Sales channels (multi-channel systems, omni-channel) • Leadership of international sales teams • Negotiation management
Learning outcomes of the module	After completing the module students are able to explain basic questions of international sales management. They have understood the global challenges facing sales management today and how these can be met. They know the opportunities of market segmentation and are able to apply them. They are able to explain basic strategic options and from these can derive concrete actions. They know the different ways of organising international sales work and how to organise the interface with marketing or pricing accordingly. They can critically analyse the influence of protagonists in sales management and can discuss questions of corporate governance.
Semester	Block 2
Duration of module	One semester
Frequency of module offer	Jan-Mar; Jul-Sep
Number of ECTS awarded	6 ECTS
Total workload	Total workload: 150 hrs Contact time: 52 hrs Self-study: 98 hrs
Type of module (required, elective, etc)	elective
Application of module	MBA in International Business
Prerequisites for participation	Modules from semesters 1 and 2 should be successfully completed.
Teaching language	English
Type of exam / prerequisites for awarding credit points	Written exam of 90 minutes Prerequisite for awarding credit points is regular attendance at lectures.
Weighting in calculation of final grade	5% percent

grade	
Teaching and learning methods of the module	Short lectures alternate with seminar-type discussion phases and practical exercises with selected texts and research examples, also with online publications.
Literature	• Kaufmann, H. R., Panni, M. F. A. & Vrontis, D. (2024). The Palgrave handbook of consumerism issues in the apparel industry. Palgrave MacMillan: Switzerland • Kaufmann, H. R., Lorreiro, S. & Managioti, A. (2017). Exploring behavioral branding, brand love and brand co-creation. Journal of Product and Brand Managment. 25(6), pp. 516 526. Paper of Excellence Award. • Kasaeian, M. & Kaufmann, H. R. (2023). The impacts of the metaverse on Iranian SMEs' brand identity. ATINER's conference paper proceedings series BRA2023-0309, Athens, 4 October 2023. • Westphal, D., Ünsal-Peter, G., Rädle, M., Kaufmann, H. R. & Walch, T. A. (2022). Mannheim best smart city case: New measuring system for the complex analysis of spatially distributed environmental data. Real Corp 2022 Proceedings/Tagungsband 14-16 November 2022 – https://www.corp.at ISBN 978-3-9504945-1-8. Editors: Schrenk, M., Popovich, P, Zeile, P., Elisei, P., Beyer, C. & Ryser, J. • Altıntas, F., Kurtulmusoglu, F. B., Altintas, M-H., Kaufmann, H. R. & Alkibay, S. (2017). The mediating effects of adaptive selling and commitment on the relationship between management control and sales. EuroMed Journal of Business. Vol. performance 12(2), pp. 221-240. • Scheinbaum, A. C., O'Guinn, T. & Semenik, R. J. (2022). Advertising and integrated brand promotion (9th Ed.). Cengage: U.S. • Selected Articles from Journal of Personal Selling and Sales Management. Taylor & Francis.

Module-No/ Code	MDTR
Name of module	**Management of Digital Transformation**
Responsible for module	Prof. Dr. Christoph Sandbrink
Content of module	• Technological revolutions and their social and economic consequences • Industry 4.0 • Technological drivers of Industry 4.0: mobility, networking, Internet of Things, Cyber-Physical Systems, Big Data, Social Web, Business Analytics, Predictive Analytics, Data Mining, Smart Buildings und Smart Grids • Digital mission statements, digital vision and value orientation • Digital business models • Digitalisation strategies for products, services and processes • Digital mission, digital vision and value orientation • Implementation of digital processes- gap analysis, GPO, digitalization of processes Transformation Management: Strategic Planning, operational implementation, control
Learning outcome of module	Students… • know disruptive forces in specific industries and know how to evaluate and transfer them to internal planning processes. • can describe digital business models and develop digitisation strategies on different scales, from the overall strategy to the digitisation of established processes. • can independently extrapolate central characteristics of digital transformation and determine consequences for different business models and internal company processes • know how to analyse and evaluate methods and systems of digital transformation • Identify the challenges of digital transformation for management and staff leadership and develop adequate solutions.
Semester	Block 2
Duration of module	One semester
Frequency of module offer	Jan-Mar; Jul-Sep
Number of ECTS awarded	6 ECTS
Total workload	Total workload: 150 hrs Contact time: 52 hrs Self-study: 98 hrs
Type of module (required, elective, etc)	Elective
Application of module	MBA in International Business
Prerequisites for participation	Modules 1 - 9 must be completed as their content is further developed
Teaching language	English
Type of exam / prerequisite for awarding credit points	Written Exam (90 Minutes)
Weighting in calculation of final grade	5% percent
Teaching and learning methods of module	Short lectures alternate with seminar-type discussion phases and practical exercises with selected texts and research examples, also with online publications. In addition, in the second half of the

	module, students establish digitalisation strategies in their cooperating companies or other chosen companies and present these in their online conferences and group seminars.
Literature	• Aaltonen, P. & Kurvinen, E. (2025): Contemporary issues in Industry 5.0: Towards an AI integrated society. Palgrave Macmillan • Harvard Business Review (2021). HBR's 10 must reads on leading digital transformation: Brighton, Massachusetts. Harvard Business Review Press • Leinwand, G. & Mani, M. M. (2022): Beyond digital: How great leaders transform their organizations and shape the future. Harvard Business Review Press • Leonardi, P. & Neeley, T. (2021): The digital mindset: What it really takes to thrive in the age of data, algorithms, and AI. Harvard Business Review Press • Linz, C. & Müller-Stewens, G. (2020): Radical business model transformation: How leading organisations have successfully adapted to disruption. Kogan Page • Porter, M. E. (2004): **Competitive advantage: Creating and sustaining superior performance**. Free Press • Rogers, D. (2016): Digital transformation playbook: Rethink your business for the digital age. Columbia Business School Publishing • Urbach, N. & Röglinger, M. et.al. (2021): Digitalization cases, Vol. 2: Mastering digital transformation for global business. Springer Press • Wittenstein, D. (2022): Managing digital transformation: Evidence from hidden champions and measurement approaches. Springer Press.

Module-Nr./ Code	IFMA
Name of Module	**International Finance Management**
Outline of module syllabus	• International flow of funds • International financial markets • Exchange rate changes • Currency derivatives • International arbitrage and interest rate parity • Inflation and interest and exchange rates • Exchange Rate Risk Management • Forecasting exchange rates • Measuring exposure to exchange rate fluctuations • Managing transaction, economic and transaction exposure • Foreign direct investment • Country risk analysis • Long-term financing • Ethics • Financing international trade • Short-term financing • International cash management
Learning outcomes and competences	After completion of the module students will be able: • understand how international capital markets work • Explain the differences between foreign exchange spot and forward markets • explain the concepts of international parity relations, such as interest rate parity, purchasing power parity, and the international fisher equation • employ models to forecast foreign exchange rates • understand exchange rate exposure for a multinational corporation • use currency derivatives to hedge currency risk • make international investment and capital budgeting decision
Which semester?	Block 2
Duration of the module	One semester
Availability of the module	Jan-Mar; Jul-Sep
Number of ECTS credit points	6 ECTS
Total workload	Total workload: 150 hrs Contact time: 52 hrs Self-study: 98 hrs
Type of module (core or elective)	This is a core (compulsory) module
Use of the module	This module is taught in the 3rd semester and provides students with insights into exchange rate behaviour, exchange rate risk management, long- and short-term asset and liability management and also topics such as different currencies, dissimilar political situations, imperfect markets and diversified opportunity sets. There is no equivalent module in the other programmes.
Requirements for participation	None
Responsible academic	Prof Dr Michael Cofrin
Instructors	TBA

Language of instruction	The module is taught in English
Type of assessment	90-minute written examination
Weighting in calculation of final grade	4.0%
Methods of instruction and student participation	The module will be delivered through weekly lectures and seminars and will include directed and independent learning. Directed learning includes a range of activities including pre-reading and preparation for seminar activities and presentations. Seminar work will be based on working in small groups to prepare presentations
Special features (e.g. online, company visits, etc.)	
Required text and other literature	Madura, J & Fox, R. (2020). International Financial Management (5th ed.). Cengage. Students also read a selection of recommended academic articles (e.g., from Harvard Business Review, The Economist).

Module-No./ Code	ISMA
Name of Module	**Information Security Management**
Person responsible for module	TBA
Content of the module	• Types of Areas in Cyber Security • Pathway of Cyber Security • Frameworks, Challenges, & Risk Management • Enterprise Cybersecurity Architecture • Implementing Enterprise Cybersecurity • Operating Enterprise Cybersecurity • Meeting the Cybersecurity Challenge • Virtualization and Mobility • Contingency Planning and Legal Aspects • NOC vs. SOC • Project Management • Investigation & Remediation • Security Operations Center
Learning outcomes of the module	• Understand how to prevent or remedy human behavior as a risk to information security in the enterprise. • Critically analyse, evaluate and articulate the diverse aspects of the information security risk to the organisation and compose persuasive arguments to management regarding the need for respond to identified security risks. • Investigate and expound on a specific sector (such as health care, defense or education) from a legal compliance perspective. Elaborate on the need for policies and social infrastructure to manage and execute compliance. • Assess, evaluate and compare policies in place and improve or create policies to serve the information security needs. Debate the benefits versus the detriments of security policies and how it may impact individual behaviors, company culture as well as the broader society. • Identify and discuss human actions that compromise or violate legal and/or ethical behavior in both the contexts to threaten information security and to prevent information security risk. • Develop concept frameworks for the most efficient and effective implementation of information sharing and dissemination, education campaigns, and awareness training programs. Propose how to minimize various cultural, economic, and generational factors within a diverse group and how to maximize positive forward progression goals. • Explore and evaluate the information security life cycle to secure information, e.g. planning, acquisitions, training and development.
Semester	Block 2
Duration of module	One semester
Frequency of module offer	Jan-Mar; Jul-Sep
ECTS	6 ECTS

Workload and its composition	Total workload: 150 hrs Contact time: 52 hrs Self-study: 98 hrs
Type of module (required, elective, etc.)	required
Application of module	MBA in International Business
Prerequisites	None
Teaching language	English
Type of examination/ requirements for awarding of credit points	Written examination (90 minutes)
Weighting in calculation of final grade	5% percent
Teaching and learning methods	Mix of short lectures, seminar-style discussions, and practical exercises based on selected texts, examples from practice, and online publications. Students will participate in numerous role plays and other practical exercises.
Literature	• Zinatullin, L. (2016). The psychology of information security resolving conflicts between security compliance and human behaviour. IT Governance Publishing. • Landoll, D. (2016). Information security policies, procedures, and standards - A practitioner's reference. CRC Press. • Schein, E. H. (2009). The corporate culture survival guide. Jossey-Bass Press.

Block 3: Module descriptions

Module-No./ Code	STMA
Name of Module	**Strategic Management**
Person responsible for module	TBA
Content of the module	• Introducing Strategy – the role of the strategic leader, the nature of strategic problems and the context in which decisions are made • The Strategic Environment and Strategic Capability • Tools of strategic analysis: evaluation of the external environment and internal capabilities • Business Level Strategies: Cost Leadership, Product / Service differentiation • Corporate Level Strategies: integration and/or diversification, corporate diversity, innovation & entrepreneurship • Strategic Alliances, Mergers & Acquisitions • Mergers & Acquisitions • Internationalisation Strategies • Implementation issues: Organising for success, Enabling success, Managing change • Leadership and Strategic Change
Learning outcomes of the module	After completion of the module students will be able to: • Use classical environmental analysis tools • Explain the differences between business and corporate strategies • Demonstrate knowledge & understanding of the key issues in strategic management and leadership • Critically evaluate organisations to identify strategic problems they face and be able to propose viable strategic strategic options • Demonstrate knowledge of key issues in strategic leadership • Understand and explain the major pitfalls in mergers and acquisitions • Carry out strategic reviews of company strengths and weaknesses • Advise companies planning to revise their corporate strategies
Semester	Block 3
Duration of module	One semester
Frequency of module offer	Oct-Dec; Apr-Jun
ECTS	6 ECTS
Workload and its composition	Total workload: 150 hrs Contact time: 52 hrs Self-study: 98 hrs
Type of module (required, elective, etc.)	required
Application of module	MBA in International Business
Prerequisites	None
Teaching language	English

Type of examination/ requirements for awarding of credit points	Written examination (90 minutes)
Weighting in calculation of final grade	5% percent
Teaching and learning methods	The module will be delivered through weekly lectures and seminars – and will include directed and independent learning. Directed learning will include a range of activities including pre-reading and preparation for seminar activities and presentations. Seminar work will be based on working in small (ca. 5 students) groups to analyse and make presentations on business Case Studies.
Literature	Johnson, G. et al. (2014). Exploring strategy, 10th ed. Pearson Education. ISBN: 9781292006895. Students also read the following articles: Porter, M. (1996). What is strategy? Harvard Business Review, Nov/Dec, pp. 61-78. Hamel, G. & Prahalad, C. K. (1989). Strategic intent. Harvard Business Review, 67(3). Porter, M. E. (2008). The five competitive forces that shape strategy. Harvard Business Review, Jan, 86(1), p. 78-93. Barney J. (1991) Firm resources and sustained competitive advantage. Journal of Management, 17(1). Prahalad C. K. & Hamel, G. (1990). The core competence of the corporation. Harvard Business Review, May/June. Sharp & Dawes (2001). What is differentiation and how does it work? Journal of Marketing Management, 17, pp. 739-759. Campbell et al. (1995). The quest for parenting advantage. Harvard Business Review, March/April. Bartlett C. A., Ghoshal, S. (2000). Going global. Harvard Business Review. 78(2), pp. 132-142. Amburgey, T. L. & Dacin, T. (1994). As the left foot follows the right. Academy of Management Journal, 37(6). Bartlett C. A., Ghoshal, S. (1994). Changing the role of top management: Beyond strategy to purpose. Harvard Business Review, Nov/Dec, pp. 79-88. Kotter, J. P. (1995). Leading change: Why transformation efforts fail. Harvard Business Review, Mar/Apr. Montgomery, C. A. (2008). Putting Leadership back into strategy. Harvard Business Review, Jan. Student must purchase the following cases from the Case Centre: Lego case study ACLEDA Bank Plc: Making commercial microfinance work in Cambodia Petosan: Helping dogs to a longer life GE's two-decade transformation: Jack Welch's leadership Dare to lead Transformation bank Islam Malaysia Berhad

Name of Module	**Digital Innovation Management**
Person responsible for module	TBA
Content of the module	• Digital technologies in organizations • Basic properties of digital innovation ((e.g. layered modular architecture, digital materiality, digital platforms) • Standard models for managing innovation processes • Modern approaches in innovation management • Business models in the digital era • Trends and technologies as enablers for digital business models • Industrial dynamics associated with digital innovation (industry disruption, network economics, ecosystems, and collaboration) • Innovation processes for digital innovation (e.g. traditional and agile approaches, entrepreneurial approach) • Ontology of digital artifacts • Strategies for digital innovation • Managing digital platforms and ecosystems
Learning outcomes of the module	Students should be able to: • apply fundamental theories about digital technology, technology management, • digital innovation, and digital strategic management • understand the interplay of digital technologies, human beings, and organizational management • explain relevant digital strategies that can be leveraged in different organizational contexts • apply the key concepts and models of the course to cases and different concrete examples • identify relevant concepts and models for analysing the challenges and opportunities of digital innovation for an organization. • critically examine established and new innovation management concepts in the area of digital innovation • understand the technological, organizational, processing, and economic aspects of the management of digital innovation • work effectively in teams and communicate on project findings
Semester	Block 3
Duration of module	One semester
Frequency of module offer	Oct-Dec; Apr-Jun
ECTS	6 ECTS
Workload and its composition	Total workload: 150 hrs Contact time: 52 hrs Self-study: 98 hrs
Type of module (required, elective, etc.)	Required
Type of examination/ requirements for awarding of credit points	Group work and presentation (20%) Written exam (80%)

Weighting in calculation of final grade	5% percent
Teaching and learning methods	Mix of short lectures, seminar-style discussions, and practical exercises based on selected case studies and articles.
Literature	• Yoo, Y., Henfridsson, O., & Lyytinen, K. (2010). Research Commentary: The new organizing logic of digital innovation: An agenda for information systems research. *Information Systems Research*, 21(4), 724-735. • Beath et al. (2013), Expanding the Frontiers of Information Systems Research: Introduction to the Special Issue, *Journal of the Association for Information Systems*, (14:4), pp. i-xvi. • Baiyere, et al. (2023). Digital "x"—Charting a Path for Digital-Themed Research. https://doi.org/10.1287/isre.2022.1186 • Nylén, & Holmström (2015). Digital innovation strategy: A framework for diagnosing and improving digital product and service innovation. *Business horizons*, (58:1), 57-67. • Sebastian, et al. (2017). How big old companies navigate digital transformation. *MIS Quarterly Executive*, (16:3), 197-213. • Fürstenau, et al. (2019). A process perspective on platform design and management: Evidence from a digital platform in health care. *Electronic Markets*, 29, 581-596. • De Reuver et al. (2018). The digital platform: A research agenda. Journal of information technology, 33(2), 124-135. • Aagaard, A. (2019). Digital business models: Driving transformation and innovation. Palgrave.

Module-Nr./ Code	REME
Name of Module	**Research Methods**
Responsible for Module	Prof. Dr. Sandrac Cenophat
Content of Module	• Principles of scientific work and research design • Cross-sectional and longitudinal methods • Quality criteria (i.e. validity and reliability) and biases • The interrelationship between research gap research objectives, research questions/hypothesis, and interview/questionnaire questions. • Sampling methods • Case study method and its techniques: interviews, focus groups, participant observation • Survey Method and questionnaire design (i.e. operationalization • Content analysis and categorization applying inductive qualitative and deductive qualitative analysis with qualitative analytical software (MaxQDA) • Descriptive and explanatory statistics applying quantitative analytical software (i.e. SPSS)
Learning Outcomes of the Module	Students will be able to ... • identify updated knowledge gaps • develop a coherent research design, formulating research questions, research objectives, hypotheses and explain and present the underlying systematic, scientific-theoretical and methodological rationale • explain, compare and apply methods in economic, social and psychological research. • effectively conduct and analyze interviews, focus groups and participant observation • select, use and analyze suitable survey instruments • discuss empirical findings with literature sources, highlight potential own innovative findings and develop suggestions for further research
Semester	Block 3
Duration of the Module	One semester
Frequency of Module Offer	Oct-Dec; Apr-Jun
Number of ECTS awarded	6 ECTS
Total Workload	Total workload: 150 hrs Contact time: 52 hrs Self-study: 98 hrs
Type of module	Required
Application of module	MBA in International Business & Digital Leadership MBA in International Business &Business Psychology
Prerequisites for participation	None
Teaching Language	English or German
Type of exam /prerequisites for awarding credit points	50% Written exam component (90 minutes). 50% 1,500 word proposal for thesis
Weighting in calculation of final grade	5%

Teaching and learning methods of module	Short lectures alternate with seminar-style discussion phases, guest lectures and group work. Research methods and analytical tools are tested on concrete data sets.
Literature (Required and Recommended Reading)	Ghauri, P., Grønhaug, K. and Strange, R. (2020). Research methods in business studies. Cambridge University Press. Mayring, P. (2014). Qualitative content analysis: Theoretical foundation, basic procedures and software solution. Klagenfurt, 2014. URL: http://nbn-resolving.de/urn:nbn:de:0168-ssoar-395173 Saunders, M. N. K., Lewis, P. & Thornhill, A. (2019). Research methods for business students. Pearson, UK. ISBN: 978-1-292-20878-7 Recommended Reading: Conference and Journal papers distributed by the lecturer.

Module-No./ Code	INMA
Name of Module	**Intercultural Management**
Person responsible for module	Prof. Dr. Dolores Sanchez Bengoa
Content of the module	• The concept of culture from the perspective of different social and behavioural sciences including anthropology and social psychology • Increasing interculturality due to the globalisation of suppliers and markets as well as migration and the increased mobility of labour. • Increasing interculturality through the new media and decentralised international teams spread across several locations. • Categories of culture and intra- and intercultural communication (living environment, value system, cohesion, identity) • Intercultural variations and constants in the goals, methods, and communication patterns of managers • Corporate culture in national companies and multinational corporations • Importance of intercultural teams • Intercultural marketing • Diversity management: using diversity as a resource
Learning outcomes of the module	• Students can explain the concept of culture from the perspective of different social and behavioural sciences and discuss interculturality in general and by means of examples. • They can explain how interculturality is becoming an increasingly important issue for companies and large international concerns due to the globalisation of suppliers as well as migration and the increased mobility of labour. • They know how to achieve acceptance and work successfully within international teams – including those that work across borders and at different locations – by adhering to the necessary rules of communication and using new media efficiently. • They can explain intercultural variations and constraints in the goals, methods and communication patterns of managers and take these into account with regard to their own behaviour. • They can outline the ethical and social philosophical foundations of diversity management and explain sources of diversity (gender-related, social, cultural, generational) and use it as a • resource.
Semester	Block 3
Duration of module	One semester
Frequency of module offer	Oct-Dec; Apr-Jun
ECTS	6 ECTS
Workload and its composition	Total workload: 150 hrs Contact time: 52 hrs Self-study: 98 hrs
Type of module (required, elective, etc.)	Required

Type of examination/ requirements for awarding of credit points	Students will receive a case study from an international company to prepare in teams of three or four. Preparation time is two weeks. Students should divide their answers to the key questions on the case study so that each person presents for 10 minutes and answers questions for 10 additional minutes. Individual grades will be given.
Weighting in calculation of final grade	5% percent
Teaching and learning methods	Mix of short lectures, seminar-style discussions, and practical exercises based on selected texts. In addition, students analyse typical processes and their interdependencies in their partner companies and create a process landscape of the most important processes.
Literature	• Dolan, S. L. & Kawamura, K. M. (2015). Cross- cultural competence. A field guide for developing global leaders and managers. Emerald. • Hofstede, G., Hofstede, G. J. & Minkov, M. (2010). Cultures and organizations: Software of the mind (3rd Ed.). McGraw-Hill: U.S. • Meyer, E. (2014). The culture map: Breaking through the invisible boundaries of global business. Public Affairs: NY. • Molinsky, A. (2013). Global dexterity: How to adapt your behavior across cultures without losing yourself in process. Harvard Business Review Press: Boston. • Samovar, L. A., Porter, R. E., McDaniel, E. R. & Roy, C. S. (2017). Communication between Cultures (9th Ed.). Cengage Learning: USA. Recommended Reading: Selected articles from Cross- Cultural Management: An International Journal. ISSN: 1352-7606.

Block 4: Module descriptions

Specialisation Elective – International Sales & Marketing Management

Module-No./ Code	IMEB
Name of module	**International Marketing and E-Business**
Responsible for module	Prof. Dr. Michael Cofrin Dr. Derya Dogan
Content of the module	Internationalisation in marketing: • Information basis of international marketing • Challenges of the globalisation of marketing and brands including the cultural perspective (link with module of Intercultural Management) • Strategic international marketing • International employment of marketing tools • International marketing controlling • International marketing organisation and communication strategies Current developments in the e-business: • Digital market place and electronic business processes • Virtualisation of marketing and sales • Multi-channel sales and online-shopping • Online lead gain and controlling of digital customer relations • Use of social media for company communication • Social media marketing tools
Learning outcome of the module	After attending courses students can explain the challenges in international marketing and develop relevant action strategies. They can discuss marketing strategies in an international context and derive appropriate standardized or adapted communication strategies. They know the influence of e-business on international business activities and can develop relevant business models. They know how to rank the challenges of electronic business models, also in an international context.
Semester	Block 4
Duration of module	One semester
Frequency of module offer	Every semester
Number of ECTS awarded	6 ECTS
Total workload	Total workload: 150 hrs Contact time: 52 hrs Self-study: 98 hrs
Type of module (required, elective, etc)	elective
Application of module	MBA in International Business
Prerequisites for participation	All modules 1 – 10b must be completed
Teaching language	English
Type of exam / prerequisites for awarding credit points	Written exam of 90 minutes.
Weighting in calculation of final grade	5% percent

Teaching and learning methods of the module	Short lectures alternate with seminar-type discussion phases and practical exercises with selected texts and research examples, also with online publications.
Literature	• Sachdev, R. (2024). Digital marketing (Vol. 1325). McGraw Hill LLC. • Berndt, R., Altobelli, C. F., & Sander, M. (2023). International Marketing Management. Springer Berlin Heidelberg. • Graf, E. (2023). International marketing in times of sustainability and digitalization. Walter de Gruyter GmbH & Co KG. • Cateora, P., Money, B., Gilly, M., & Graham, J. (2024). International marketing (19th ed.). McGraw-Hill. • Zahay, D. (2020). Digital marketing management: A handbook for the current (or future) CEO. Business Expert Press. • Aghazadeh, H., & Khoshnevis, M. (2024). Digital Marketing Technologies. Springer Verlag: Singapore. **Articles** • Olson, E. M., Olson, K. M., Czaplewski, A. J., & Key, T. M. (2021). Business strategy and the management of digital marketing. Business horizons, 64(2), 285-293. • Ki, C. W. C., Cuevas, L. M., Chong, S. M., & Lim, H. (2020). Influencer marketing: Social media influencers as human brands attaching to followers and yielding positive marketing results by fulfilling needs. Journal of Retailing and Consumer Services, 55, 102133. • Kannan, P. K. (2017). Digital marketing: A framework, review and research agenda. International journal of research in marketing, 34(1), 22-45. • Xie, W., & Karan, K. (2019). Consumers' privacy concern and privacy protection on social network sites in the era of big data: Empirical evidence from college students. Journal of Interactive Advertising, 19(3), 187-201. • Pütter, M. (2017). The impact of social media on consumer buying intention. Marketing, 3(1), 7-13. • Katsikeas, C., Leonidou, L., & Zeriti, A. (2020). Revisiting international marketing strategy in a digital era: Opportunities, challenges, and research directions. International Marketing Review, 37(3), 405-424. • Paul, J. (2020). Marketing in emerging markets: A review, theoretical synthesis and extension. International Journal of Emerging Markets, 15(3), 446-468. • Christofi, M., Leonidou, E., & Vrontis, D. (2017). Marketing research on mergers and acquisitions: a systematic review and future directions. International Marketing Review, 34(5), 629-651

Specialisation Elective – Leveraging Technology

Module-No./ Code	DBIA
Name of module	**Data Science, Business Intelligence, and Analytics**
Responsible for module	Prof. Sadrac Cenophat
Content of module	• The knowledge pyramid: From data via information to knowledge and decisions • Data Warehouse, Data Marts and Online Analytical Processing (OLAP). • Multidimensional data models, multidimensional thinking, business process perspective and different business perspectives • Suitable visualisation approaches for complex information connections: Dashboards, Business Cockpits and Balanced Scorecards, Infographics, Storytelling, Geographical Information Systems (GIS) and Micro-Geographical Market Segmentation procedures • Performance management and measurement: continuous optimisation and measurement of business performance • Data Mining tasks and procedures: procedures and algorithms for segmentation, discrepancy analysis, classification, prognosis, association analysis and sequence analysis • Text Mining variants and procedures: information extraction by means of computer linguistics, classification (ordering) of documents in a recognised classification system, clustering (grouping) of documents for retrieval of (homogenous) groups and document selection (information retrieval) for finding texts according to known search criteria • Predictive Analytics Methods Spectrum • The diverse application potential of Predictive Analytics • Predictive Analytics with SAP Predictive Analysis. • Predictive Analytics process cycle and project management: action and reaction models, descriptive report design and statistics for gaining in-depth data and business under-standing, predictive modelling (model creation), scoring process, test process and model application • Example scenarios for Big Data in a modern information society • The four dimensions of Big Data: Volume, Variety, Velocity and Veracity. • Solution strategies for structured, semi-structured and unstructured data in Batch and Real-Time Processing • Standard SQL and In-Memory Databases, No SQL, Hadoop (HDFS), MapReduce and Streaming Complex Event Processing (CEP). • In-Memory computing and applications with SAP HANA Taxonomy and architecture components of Big Data solutions.
Learning outcomes of the module	• Students appreciate the idea of the knowledge pyramid: from data to information to knowledge to decisions.

	• Students feel comfortable dealing with classical (Data Warehouse) and new, highly innovative (Big Data) tools develop a business process perception and to differentiate between diverse business and sector perceptions and to adapt develop a business process perception and to differentiate between diverse business and sector perceptions and to adapt their own perception flexibly. • They understand the appropriate visualisation approach for presenting complex information correlations. • Students learn the process of Knowledge Discovery in Large Databases (KDD) and understand Data Mining and Machine Learning as a data -driven and hypothesis-free process. • They understand the functioning, application possibilities and limits of individual Data Mining processes for model creation and model validation. • They understand the principal structure of Data Mining algorithms: model and pattern structure, quality function, optimising and search processes and data management strategies. • Through use of software and related computer exercises they gain an overview of Platform R as standard for Data Mining analysis. • They learn Text Mining variants and processes as well as types of knowledge discovery in Web Mining, Social Media Analytics and Sentiment Analysis. • They recognise the Predictive Analytics Method Spectrum and the diverse application potential of Predictive Analytics as well as the accompanying process and project cycle. • Through the software applied and related computer exercises they gain an overview of Predictive Analytics with SAP Predictive Analysis. • They recognise typical scenarios and the four dimensions of Big Data. • They develop solution strategies for structured, semi-structured and unstructured data in Batch- and Real-Time Processing. • They recognise the taxonomy and architectural components of Big Data solutions. Students are enabled to develop Data Science models (Big Data algorithms) independently in their companies, and to test and employ them.
Semester	Block 4
Duration of module	One semester
Frequency of module offer	Every semester
Number of ECTS awarded	6 ECTS
Total workload	Total workload: 150 hrs Contact time: 52 hrs Self-study: 98 hrs
Type of module (required, elective, etc)	elective
Application of module	MBA in International Business
Prerequisites for participation	
Teaching language	English

Type of exam /prerequisites for awarding credit points	30% Project Assignment 70% Written Exam (90 Minutes)
Weighting in calculation of final grade	5% percent
Teaching and learning methods of the module	Short lectures alternate with seminar-type discussion phases and practical exercises with selected texts and research examples, also with online publications. In addition, in the second half of the module, in their cooperation company or other chosen company students research the analytical IT-systems in these companies and present them in the online conferences and group seminars.
Literature	• Grus, J. (2019). Data science from scratch: First principles with python. O'Reilly Media. • Rothman, D. (2022), Transformers for natural language processing: Build, train, and fine-tune deep neural network architectures for NLP with python, hugging face, and OpenAI's GPT-3, ChatGPT, and GPT-4. Packt Publishing Ltd. • Additional reading materials will be provided throughout the semester.

Specialisation Elective – International Finance

Module-Nr./ Code	AFMA
Name of Module	**Applied Financial Modeling and Analytics**

Outline of module syllabus	• Using basic functions and formulas in Excel
	• Financial modelling rules, characteristics, stages, and benefits and challenges
	• The CRISP (cross-industry standard process for data mining) framework for data analytics)
	• Data concepts: conceptual, logical, and physical data models
	• Stages in data lifecycle: Identifying data sources, modeling data requirements, obtaining data, recording data, using data for making business decision, removing data
	• Big data and data analytics
	• Tools for data analytics
	• Data visualization in Excel
	• Application of data analytics and financial modeling
	  • Corporate finance: TVM, amortisation, cash flow analysis – DCF model, NPV, IRR, sensitivity analysis, financial projections, scenario analysis, financial planning, data visualisation and dashboards
	  • Financial statement analysis: statements of P&L, financial position and cash flow; analysing financial statements using ratios, common size statements, trend and cross-sectional analysis; reconstructing financial statements, detecting false financial statements (Benford's Law)
	  • Modeling integrated financial statements
	  • Equity valuation models: DDM, analysis of growth, free cash flow (to firm, to equity), residual income and valuation, price multiples
	  • Bond valuation models: price quotation, price and market discount rate, application of duration measures, valuation of rates, bond worksheets
	  • Derivative valuation models: pricing and contract (forward, futures, swap, option)
	• Portfolio management models
	• Emerging issues with data analytics

Learning outcomes and competences	After completion of the module students will be able: • to understand the importance of data integrity • use financial and other advanced functions (e.g., VBA macros) in Excel to create financial spreadsheets and analyse data. • develop various valuation models within the financial services industry • apply financial modelling and data analytics in making investment decisions • analyse financial statements using analytical tools • solve business problems using data science solutions • create working capital, depreciation and capital expenditure schedules

	• perform sensitivity analysis to match expected financial performance • utilize strategies for creating a reliable financial model • evaluate a company's operating and financial performance • develop an appropriate capital structure by structuring debt and equity transactions which not only protect both the creditors and shareholders, but also create an appropriate risk and reward equilibrium • formulate an educated investment opinion and propitiously time entry and exit trading points
Which semester?	Block 4
Duration of the module	One semester
Availability of the module	Every semester
Number of ECTS credit points	6 ECTS
Total workload	Total workload: 150 hrs Contact time: 52 hrs Self-study: 98 hrs
Type of module (core or elective)	This is a core (compulsory) module
Use of the module	This module provides students with the knowledge and skills and how to apply them in financial modelling and data analytics to practical problems in corporate finance, investment analysis, portfolio management and equity valuation. There is no equivalent module in the other programmes.
Requirements for participation	None
Responsible academic	Prof Dr Michael Cofrin
Instructors	TBA
Language of instruction	The module is taught in English
Type of assessment	Project work (30%) 90-minute written examination (70%)
Weighting in calculation of final grade	4.0%
Methods of instruction and student participation	The module will be delivered through weekly lectures and seminars and will include directed and independent learning. Directed learning includes a range of activities including pre-reading and preparation for project work and presentations. Project work will be based on working in small groups to prepare presentations.
Special features (e.g. online, company visits, etc.)	
Required text and other literature	Benninga, S. & Mofkadi, T. (2022). Financial modeling (5th ed.). MIT Press. Rees, M. (2023). The essentials of financial modeling in Excel: A concise guide to concepts and methods. Wiley.

Specialisation Elective – Cybersecurity Management

Module-Nr./ Code	ISMA
Name of Module	**Information Security Management**
Outline of module syllabus	• Introduction to Information Security in International Business • Threats, Vulnerabilities, and Risk: Understanding the Global Landscape • The CIA Triad and Security Principles • Information Security Governance and Strategy • Risk Management Frameworks and Methodologies • Legal, Ethical, and Regulatory Issues (e.g., GDPR, HIPAA, NIS2) • Standards and Compliance: ISO/IEC 27001 and NIST Frameworks • Security Policies, Procedures, and Awareness Programs • Cybersecurity Technologies and Tools (e.g., firewalls, encryption, SIEM) • Incident Response and Business Continuity Planning • Cloud Security and Third-Party Risk Management • Security in Global Supply Chains and Cross-Border Data Transfers • Capstone Case Study: Designing an Information Security Plan for an MNC
Learning outcomes and competences	After completion of the module students will be able: • explain core concepts and principles of information security, including confidentiality, integrity, and availability (CIA triad). • analyze common threats, vulnerabilities, and risks facing global businesses in the digital environment. • evaluate frameworks, standards, and best practices for information security management, including ISO/IEC 27001. • assess legal, ethical, and regulatory issues related to information security in international business. • develop security policies, risk management plans, and incident response strategies aligned with business objectives. • communicate effectively with IT and non-IT stakeholders regarding information security initiatives and concerns.
Which semester?	Block 4
Duration of the module	One semester
Availability of the module	Every semester
Number of ECTS credit points	6 ECTS
Total workload	Total workload: 150 hrs Contact time: 52 hrs Self-study: 98 hrs
Type of module (core or elective)	This is a core (compulsory) module
Use of the module	This module will equip MBA students with a thorough understanding of information security principles, policies, and practices, particularly within the context of international business. As global business operations increasingly rely on digital platforms and cross-border data flows, effective information security management is critical to maintaining business continuity,

	compliance, and trust. This course prepares future business leaders to make informed decisions about security risks, compliance with international regulations, and alignment of security strategies with business goals. There is no equivalent module in the other programmes.
Requirements for participation	None
Responsible academic	Prof Dr Michael Cofrin
Instructors	TBA
Language of instruction	The module is taught in English
Type of assessment	Case study analysis (30%) 90-minute written examination (70%)
Weighting in calculation of final grade	4.0%
Methods of instruction and student participation	The module will be delivered through weekly lectures and seminars and will include directed and independent learning. Directed learning includes a range of activities including pre-reading and preparation for seminar activities and presentations. Seminar work will be based on working in small groups to prepare presentations
Special features (e.g. online, company visits, etc.)	
Required text and other literature	Alexander, D., Finch, A., & Sutton, D. (2020). Information security management principles (3rd ed.). BCS. Stamp, M. (2005). Information security: Principles and practice (3rd ed.). Wiley. Case studies: Target Data Breach (2013). Case Center Maersk and NotPetya (2017). Case Center Equifax Data Breach (2017). Case Center SolarWinds Attack (2020). Case Center Other: ISO/IEC 27001 and 27002 Standards (latest versions) NIST Cybersecurity Framework (CSF) ENISA Threat Landscape Reports Verizon Data Breach Investigations Report (DBIR)

Master's Thesis

Module-No./ Code	MATH
Name of Module	**Master's Thesis**
Person responsible for module	Prof. Dr. Michael Cofrin
Content of the module	• Students work on the master thesis topic that was approved at the beginning of the semester. A generous amount of time is allotted so that students can conduct empirical research and evaluate their findings in and/or for companies. • The topic must be related to management and leadership including the basic theories taught in the Master's. • The thesis should have a practical application and be linked to empirical studies (in most cases). • Accompanying the work on the thesis, all students meet regularly with their first supervisors in the master colloquium to exchange views on methodological, thematic and formal issues.
Learning outcomes of the module	• Students can present complex management-related topics in written form using the rules of sound scientific and 2) maintaining a critical distance to management practice. • They are able to develop recommendations for optimising management systems and/or management practice.
Semester	Block 4
Duration of module	One Semester
Frequency of module offer	Every semester
ECTS	12 ECTS
Workload and its composition	Total workload: 300 hrs Contact time: 26 hrs Self-study: 274 hrs
Type of module (required, elective, etc.)	Required
Application of module	MBA in International Business
Prerequisites	Students must have earned 45 ECTS to be able to register for the thesis and must have passed Research Methods.
Teaching language	English
Type of examination/ requirements for awarding of credit points	Master's thesis of 7,500 words / 12 weeks
Weighting in calculation of final grade	13.3%
Teaching and learning methods	Brief lecturers on the thesis project topics occur. Students will also present their work and progress throughout the semester and discuss any problems that arise.
Literature	• Kuckartz, U. (2014). Qualitative Text Analysis: A Guide to Methods, Practice & Using. Sage. London. • Mayring, P. (2014). Qualitative content analysis: theoretical foundation, basic procedures and software solution. Klagenfurt, 2014.URN: http://nbnresolving.de/urn:nbn:de:0168-ssoar-395173 • Neuman, W. L. (2013). Social Research Methods: Qualitative and Quantitative Approaches: International Edition. Pearson. USA

	• Saunders, M., Thornhill, A., Lewis, P. (2019). Research Methods for Business Students. 8th Edition. Pearson. USA • HdWM Thesis Guidelines • HdWM Harvard Anglia Gudielines Recommended Reading: Selected articles from Journal of Business Research or other peer reviewed journals in the respective knowledge stream of the students' Master Thesis.