MODULE HANDBOOK

MBA

Master of Business Administration (CSE-MBA-60)

60 ECTS Credits

Campus Studies

As of July 24th, 2026

INTERNATIONAL
UNIVERSITY OF
APPLIED SCIENCES

Classification: Non-consecutive

Contents

1. Semester

Leadership

Module Code: CSEMBLSE-02

Module Type	Admission Requirements	Study Level	ECTS Credits	Student Workload
see curriculum	None	MBA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
N.A. (Leadership)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Leadership (CSEMBLSE01-02)

Module Exam Type	
Module Exam Study Format: Campus Studies Exam, 90 Minutes	**Split Exam**

Module Contents

Leadership

- Organizational Behavior
- Motivation
- Justice
- Power Decisions
- Diversity

Learning Outcomes	
Leadership On successful completion, students will be able to ▪ understand behavior of employees from a psychological and sociological point of view. ▪ apply and reflect several behavioral and motivational theories relevant to the workplace and draw conclusions for management problems. ▪ raise awareness to workplace issues around justice and apply their knowledge in to their management decisions. ▪ reflect individual and group mechanisms against the background of diversity. ▪ develop a deep understanding of decision-making processes and common biases and errors in decision-making. ▪ critically reflect on conflicts with their processes and patterns, and solve them more effectively.	
Links to other Modules within the Study Program This module is similar to other modules in the field of Business Administration & Management	**Links to other Study Programs of the University** All Master Programmes in the Business field

Leadership

Course Code: CSEMBLSE01-02

Study Level	Language of Instruction and Examination	Contact Hours	ECTS Credits	Admission Requirements
MBA	English		5	None

Course Description

Students will be prepared to take over a leadership role in an organization. Students will be equipped with the psychological foundation of performance and commitment as the most crucial outcome variables in leadership. Based on their psychological understanding, they will develop a deep understanding of resulting social processes such as motivation, conflict, power, and leadership. Solid theoretical foundations will be taught, and students will transfer their theoretical knowledge to work-place problems.

Course Outcomes

On successful completion, students will be able to

- understand behavior of employees from a psychological and sociological point of view.
- apply and reflect several behavioral and motivational theories relevant to the workplace and draw conclusions for management problems.
- raise awareness to workplace issues around justice and apply their knowledge in to their management decisions.
- reflect individual and group mechanisms against the background of diversity.
- develop a deep understanding of decision-making processes and common biases and errors in decision-making.
- critically reflect on conflicts with their processes and patterns, and solve them more effectively.

Contents

1. Organizational Behavior as the Foundation of Leadership
   - 1.1 What Is Organizational Behavior?
   - 1.2 Job Performance
   - 1.3 Organizational Commitment

2. Psychological Mechanisms
   - 2.1 Individual Characteristics
   - 2.2 Individual Mechanisms
   - 2.3 Group Characteristics & Diversity
   - 2.4 Group Mechanisms
   - 2.5 Organization Mechanisms

3. Motivation Concepts
   - 3.1 Self-Determination Theory
   - 3.2 Reinforcement Theory
   - 3.3 Expectancy Theorie
   - 3.4 Motivational Concepts Applied

4. Organizational Justice
   - 4.1 Equity Theory
   - 4.2 Distributive Justice
   - 4.3 Procedural Justice
   - 4.4 Interactional Justice
   - 4.5 Cultural Justice

5. Making and Implementing Decisions
   - 5.1 Perception and Individual Decision-Making
   - 5.2 The Rational Model, Bounded Rationality, and Intuition
   - 5.3 Common Biases and Errors in Decision Making

6. Power and Politics
   - 6.1 Trait Theories of Leadership
   - 6.2 Behavioral Theories
   - 6.3 Contingency Theories
   - 6.4 LMX Theory
   - 6.5 Bases of Power
   - 6.6 The General Dependence Postulate
   - 6.7 Influence Tactics

7. Conflict
   - 7.1 The Conflict Process
   - 7.2 Negotiation in a Social Context

Literature

Compulsory Reading

Further Reading

- Ashkenas, R., & Manville, B. (2018). Harvard Business Review Leader's Handbook: Make an Impact, Inspire Your Organization, and Get to the Next Level. Harvard Business Press.

- Bachrach, D. G., Kim, K. Y., Patel, P. C., & Harms, P. D. (2022). Birds of a feather?: Firm sales growth and narcissism in the upper echelons at the CEO-TMT interface. The Leadership Quarterly, 101621.
- Banks, G. C., Dionne, S. D., Mast, M. S., & Sayama, H. (2022). Leadership in the digital era: A review of who, what, when, where, and why. The Leadership Quarterly, 101634.
- Colquitt, J., Lepine, J. A., & Wesson, M. J. (2022). Organizational Behavior: Improving Performance and Commitment in the Workplace (8e). New York, NY, USA: McGraw-Hill.
- Han, G. H., & Harms, P. D. (2010). Team identification, trust and conflict: A mediation model. International Journal of conflict management.
- Hannah, S. T., Avolio, B. J., Luthans, F., & Harms, P. D. (2008). Leadership efficacy: Review and future directions. The Leadership Quarterly, 19(6), 669-692.
- Nieken, P. (2022). Charisma in the gig economy: The impact of digital leadership and communication channels on performance. The Leadership Quarterly, 101631.
- Obenauer, W. G., & Kalsher, M. J. (2022). Is white always the standard? Using replication to revisit and extend what we know about the leadership prototype. The Leadership Quarterly, 101633.
- Robbins, S. P., Judge, T. A., & Campbell, T. T. (2021). Organizational behaviour. Pearson education.
- Spain, S. M., Harms, P., & LeBreton, J. M. (2014). The dark side of personality at work. Journal of organizational behavior, 35(S1), S41-S60.

Study Format Campus Studies

Study Format	Course Type
Campus Studies	Campus Lecture

Information about the examination	
Examination Admission Requirements	Mandatory attendance of at least 60% of the lectures
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
84 h	36 h	0 h	30 h	0 h	150 h

Strategic Management

Module Code: CSEMBSME

Module Type	Admission Requirements	Study Level	ECTS Credits	Student Workload
see curriculum	None	MBA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
N.A. (Strategic Management)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Strategic Management (CSEMBSME01)

Module Exam Type	
Module Exam Study Format: Campus Studies Exam, 90 Minutes	**Split Exam**

Module Contents

Strategic Management

- Foundations and concepts of strategic management
- Strategic planning process
- International challenges of strategic management

Learning Outcomes	
Strategic Management On successful completion, students will be able to ▪ understand the entire process of strategic planning from the organizational planning, the implementation to the evaluation and controlling. ▪ apply appropriate analysis tools in order to methodically address specific business decisions in the international business environment, taking intercultural aspects into account. ▪ analyze the capabilities of various organizations, that operate in different fields, from a functional and resource perspective by evaluating its strengths and weaknesses. ▪ develop a better understanding of the wider business environment by analyzing the opportunities and threats facing their organization. ▪ evaluate strategies by employing appropriate controlling tools.	
Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Business Administration & Management.	All Master Programmes in the Business & Management field.

Strategic Management

Course Code: CSEMBSME01

Study Level	Language of Instruction and Examination	Contact Hours	ECTS Credits	Admission Requirements
MBA	English		5	None

Course Description

Various methods of strategic market analysis are presented in this course so as to allow students to evaluate risks and opportunities in global markets, highlighting intercultural aspects, by looking at organizations operating in different countries. Students learn to analyze and understand strengths and weaknesses of organizations from various disciplines (products, services, NGOs etc.) that face specific market situations. Supported by new developments in the field of market research, the process for identifying and analyzing core competencies and competitive advantages in national and international environments is discussed at length. Students are supported to plan strategic alternatives and to implement and control these by taking on fictitious roles within various different organizations. Exercises and international case studies help students to identify with the role of management and participate in the strategic planning process as well as in operational management. This helps students understand the problems companies regularly face and comprehend how methods of modern management can be used in order to solve these.

Course Outcomes

On successful completion, students will be able to

- understand the entire process of strategic planning from the organizational planning, the implementation to the evaluation and controlling.
- apply appropriate analysis tools in order to methodically address specific business decisions in the international business environment, taking intercultural aspects into account.
- analyze the capabilities of various organizations, that operate in different fields, from a functional and resource perspective by evaluating its strengths and weaknesses.
- develop a better understanding of the wider business environment by analyzing the opportunities and threats facing their organization.
- evaluate strategies by employing appropriate controlling tools.

Contents

1. What is Strategy?
   - 1.1 What is a Corporate Strategy?
   - 1.2 What Has to be Taken into Consideration when Making Strategic Decisions?
   - 1.3 Who Takes Part in Developing a Strategy?
   - 1.4 What is Included in a Solid Strategic Plan?

Literature
Compulsory Reading
Further Reading ▪ Hooley, G. J., Piercy, N., Nicoulaud, B., & Rudd, J. M. (2017). Marketing strategy and competitive positioning (6th ed.). Harlow: Pearson Education. ▪ Johnson, G., Whittington, R., Scholes, K., Angwin, D., & Regnér, P. (2017). Exploring strategy: Text and cases (10th ed.). Harlow: Pearson Education. ▪ Kotler, P. T., & Keller, K. L. (2015). Marketing management (15th ed.). Harlow: Pearson. ▪ Porter, M. (2004). Competitive strategy: Techniques for analyzing industries and competitors. New York, NY: Free Press. ▪ Porter, M. (2008). On competition (2nd ed.). Boston: Harvard Business Review Press.

Study Format Campus Studies

Study Format	Course Type
Campus Studies	Campus Lecture

Information about the examination	
Examination Admission Requirements	Mandatory attendance of at least 60% of the lectures
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
84 h	36 h	0 h	30 h	0 h	150 h

Innovation and Entrepreneurship

Module Code: CSEMBIE-01

Module Type	Admission Requirements	Study Level	ECTS Credits	Student Workload
see curriculum	None	MA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
N.A. (Innovation and Entrepreneurship)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Innovation and Entrepreneurship (CSEMBIE01-01)

Module Exam Type	
Module Exam Study Format: Campus Studies Exam, 90 Minutes	**Split Exam**

Module Contents

Innovation and Entrepreneurship

- Innovation management and entrepreneurship in a globalized world
- Basics of entrepreneurship
- Business ideas and company foundations
- Financing sources and processes
- Internet, digital business, and artificial intelligence
- Strategic alliances
- Family-owned companies

Learning Outcomes	
Innovation and Entrepreneurship On successful completion, students will be able to ▪ understand the importance, fundamentals, and dimensions of entrepreneurship and its derivatives (intrapreneurship, corporate entrepreneurship, stakeholder relationships, and family businesses). ▪ analyze the opportunities and challenges associated with evaluating a business idea and setting up a business. ▪ distinguish between the different motivations behind entrepreneurial activity and develop specific objectives for new enterprises. ▪ develop a business model, including benchmarks for assessing desired sustainable growth. ▪ apply different legal forms to business start-ups and select the appropriate legal form for a specific business model. ▪ understand the different ways in which entrepreneurship and innovation can be financed and weigh them against each other in terms of medium- and long-term advantages and disadvantages. ▪ develop a rigorous business plan that can be used both as a planning and financing instrument. ▪ apply, in principle, an entrepreneurial mindset in a variety of different contexts of future professional development.	
Links to other Modules within the Study Program This module is similar to other modules in the field of Business Administration & Management	**Links to other Study Programs of the University** All Master Programmes in the Business field

Innovation and Entrepreneurship

Course Code: CSEMBIE01-01

Study Level	Language of Instruction and Examination	Contact Hours	ECTS Credits	Admission Requirements
MA	English		5	None

Course Description

In today's globalized and digital world, entrepreneurs have more opportunities to develop and market products and services than ever before. However, entrepreneurship, whether in the form of entrepreneurship or intrapreneurship, presents special challenges. In order to avoid the typical pitfalls of starting and growing a business, a sound understanding of innovation management and building a business is essential. Particular attention must be paid to the financing of entrepreneurial activity, both from the perspective of the entrepreneur and the investor.
Innovation and entrepreneurial activity are the basis and driving force of our economy. Even looking at other economies, it is obvious that innovation and entrepreneurship are crucial at every stage of economic development. Small enterprises in developing countries initiate the development of economic institutions and create supply, demand, and markets. These enterprises lay the foundation for economic development and growth. In developed economies, innovation and entrepreneurship are the driving forces behind competition and competitiveness in the global context. In all parts of the world, family businesses play the most important role.
The rapid technological and social change present in our societies requires the innovative use of digital technologies (internet and artificial intelligence), as well as flexibility in handling new forms of organization (e.g., strategic alliances between companies). This course introduces students to the ideas behind, motives, and drivers of entrepreneurial activity and innovation and teaches them the practical aspects of the identification, analysis, and development of innovations and business ideas. The core competence of the entrepreneur—the ability to negotiate with investors and partners—is also addressed.

Course Outcomes

On successful completion, students will be able to

- understand the importance, fundamentals, and dimensions of entrepreneurship and its derivatives (intrapreneurship, corporate entrepreneurship, stakeholder relationships, and family businesses).
- analyze the opportunities and challenges associated with evaluating a business idea and setting up a business.
- distinguish between the different motivations behind entrepreneurial activity and develop specific objectives for new enterprises.
- develop a business model, including benchmarks for assessing desired sustainable growth.
- apply different legal forms to business start-ups and select the appropriate legal form for a specific business model.

- understand the different ways in which entrepreneurship and innovation can be financed and weigh them against each other in terms of medium- and long-term advantages and disadvantages.
- develop a rigorous business plan that can be used both as a planning and financing instrument.
- apply, in principle, an entrepreneurial mindset in a variety of different contexts of future professional development.

Contents

1. Entrepreneurship
   - 1.1 Entrepreneurship and entrepreneur
   - 1.2 Enterprise related theories of entrepreneurship
   - 1.3 The economic significance of entrepreneurship

2. Company formation strategy
   - 2.1 Different contexts in which companies are founded
   - 2.2 The Entrepreneur
   - 2.3 Business models and strategies

3. Innovation and innovation management
   - 3.1 Innovation
   - 3.2 Innovation management
   - 3.3 Protection of intellectual property
   - 3.4 Case study: BMW Empathic Design

4. Legal form in international comparison
   - 4.1 Germany
   - 4.2 International comparison: USA

5. Financing entrepreneurial activity I: Sources of finance
   - 5.1 Incubators, accelerators and crowdfunding
   - 5.2 Business angels
   - 5.3 Private equity and corporate venture capital
   - 5.4 Public start-up support

6. Financing entrepreneurial activity II: Financing processes
   - 6.1 The investor view: Deal sourcing and deal screening
   - 6.2 The entrepreneurial view: Negotiations with investors
   - 6.3 The evaluation of business start-ups

7. The business plan
   - 7.1 Purpose and objectives of the business plan
   - 7.2 Expectations regarding the business plan
   - 7.3 Structure and content of the business plan
   - 7.4 Guidelines for creating a business plan

8. Digital business models and artificial intelligence
   - 8.1 e-Business
   - 8.2 Artificial intelligence
   - 8.3 The Globotics Evolution

9. Cooperative strategy: Alliances and joint ventures
   - 9.1 Cooperative strategy
   - 9.2 The right “fit”
   - 9.3 The right “form”

10. Family-owned company
   - 10.1 Definitions
   - 10.2 Economic significance
   - 10.3 Strengths and weaknesses

Literature

Compulsory Reading

Further Reading

- Mariotti, S., & Glackin, C. (2016). Entrepreneurship: Starting & operating a small business (4th ed.). Pearson.
- Parker, S. C. (2009). The economics of entrepreneurship (pp. 1–28). Cambridge University Press.
- Scarborough, N. M., & Cornwall, J. R. (2019). Essentials of entrepreneurship and small business management (9th ed.). Pearson.

Study Format Campus Studies

Study Format	Course Type
Campus Studies	Campus Lecture

Information about the examination	
Examination Admission Requirements	
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	Contact Hours	Tutorial/Tutorial Support	Self Test	Independent Study	Hours Total
84 h	36 h	0 h	30 h	0 h	150 h

Managerial Economics

Module Code: CSEMBME-01

Module Type	Admission Requirements	Study Level	ECTS Credits	Student Workload
see curriculum	None	MBA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
N.A. (Managerial Economics)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Managerial Economics (CSEMBME01-01)

Module Exam Type	
Module Exam Study Format: Campus Studies Exam, 90 Minutes	**Split Exam**

Module Contents

Managerial Economics

- The nature of managerial economics
- Market forces: Demand and supply
- Market structures and competition
- Strategy analysis and decision-making

<table>
<tr><td colspan="2">

Learning Outcomes

Managerial Economics

On successful completion, students will be able to

- Define the scope of managerial economics and describe its contribution to both entrepreneurial decision-making and economic theory at large.
- Identify and interpret various macroeconomic indicators and analyze the role of macroeconomic factors in shaping governmental and central bank policies.
- Calculate various elasticities of demand and accurately estimate future demand using regression analysis.
- Identify price and non-price determinants of supply and calculate production and cost functions.
- Identify various market structures and evaluate pricing strategies adopted by firms.
- Evaluate the role and effectiveness of policies to reduce the occurrence of market failure.
- Recognize the role of understanding risk in managerial decision-making and select advantageous capital budgeting projects.
- Apply theories of economic behavior and design entrepreneurial strategies to successfully manage a company and secure for it a competitive advantage.

</td></tr>
<tr><td>

Links to other Modules within the Study Program

This module is similar to other modules in the field of Business Administration & Management

</td><td>

Links to other Study Programs of the University

All Master Programmes in the Business field

</td></tr>
</table>

Managerial Economics

Course Code: CSEMBME01-01

Study Level	Language of Instruction and Examination	Contact Hours	ECTS Credits	Admission Requirements
MBA	English		5	None

Course Description

This course takes an in-depth look into the economic framework underlying markets and economies and the economic rationale underlying strategic decisions. In order to enable students to analyze the economic environment and draw conclusions from a managerial perspective, the first part of the course is devoted to the description and analysis of market forces. Following this, strategic decision making makes up the second half of the course. In particular, these latter units deal with the role of different market structures and asymmetric information as well as the fundamentals of game theory, which supports students to understand with the underlying decision making processes at work in modern economics.

Course Outcomes

On successful completion, students will be able to

- Define the scope of managerial economics and describe its contribution to both entrepreneurial decision-making and economic theory at large.
- Identify and interpret various macroeconomic indicators and analyze the role of macroeconomic factors in shaping governmental and central bank policies.
- Calculate various elasticities of demand and accurately estimate future demand using regression analysis.
- Identify price and non-price determinants of supply and calculate production and cost functions.
- Identify various market structures and evaluate pricing strategies adopted by firms.
- Evaluate the role and effectiveness of policies to reduce the occurrence of market failure.
- Recognize the role of understanding risk in managerial decision-making and select advantageous capital budgeting projects.
- Apply theories of economic behavior and design entrepreneurial strategies to successfully manage a company and secure for it a competitive advantage.

Contents

1. The Nature, Scope, and Method of Managerial Economics
   - 1.1 The Nature and Scope of Managerial Economics
   - 1.2 The Method of Managerial Economics

2. The Macroeconomic Environment

Literature

Compulsory Reading

Further Reading

- Keat, P. G., Young, P. K., & Erfle, S. E. (2014). Managerial economics: Economic tools for today’s decision makers (7th ed.). Upper Saddle River, NJ: Prentice Hall.

- McGuigan, J. R., Moyer, R. C., & Harris, F. H. (2017). Managerial economics: Applications, strategies and tactics (14th ed.). Boston, MA: Cengage Learning.
- Perloff, J. M., & Brander, J. A. (2017). Managerial economics and strategy (2nd ed.). Upper Saddle River, NJ: Pearson.
- Png, I. (2016). Managerial economics (5th ed.). Abingdon: Routledge.

Study Format Campus Studies

Study Format	Course Type
Campus Studies	Campus Lecture

Information about the examination	
Examination Admission Requirements	Mandatory attendance of at least 60% of the lectures
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
84 h	36 h	0 h	30 h	0 h	150 h

Project: AI Excellence with Creative Prompting Techniques

Module Code: CSEMPAIECPT1

Module Type	Admission Requirements	Study Level	ECTS Credits	Student Workload
see curriculum	none	MA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
N.A. (Project: AI Excellence with Creative Prompting Techniques)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Project: AI Excellence with Creative Prompting Techniques (CSEMPAIECPT01)

Module Exam Type	
Module Exam <u>Study Format: Campus Studies</u> Written Assessment: Project Report	**Split Exam**

Module Contents

Project: AI Excellence with Creative Prompting Techniques
In this module, students delve into the world of generative AI applications, creating AI-generated content such as text, images, and videos. They learn to design, analyze, and evaluate different prompting techniques in these systems and apply them within their respective fields of study.

Learning Outcomes	
Project: AI Excellence with Creative Prompting Techniques On successful completion, students will be able to ▪ comprehend and implement various prompting techniques in generative AI applications. ▪ analyze, assess, and combine different prompt techniques for various expected AI outputs. ▪ implement ethical considerations into the design and execution of various generative AI applications. ▪ design, implement, and refine effective prompts and their combinations for real-world scenarios through various hands-on exercises. ▪ showcase creative and innovative thinking and reasoning in the application of advanced prompting techniques to solve multidimensional problems in their specialized area of study.	
Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Data Science & Artificial Intelligence	All Master Programs in the IT & Technology field

Project: AI Excellence with Creative Prompting Techniques

Course Code: CSEMPAIECPT01

Study Level	Language of Instruction and Examination	Contact Hours	ECTS Credits	Admission Requirements
MA	English		5	none

Course Description

In this course, students explore the exciting world of prompting in various generative AI applications. They involve themselves in hands-on exercises that combine various prompting techniques to create new AI-generated content, including text, images, and videos. Through these exercises, students learn how to effectively use, analyze, combine, and assess these systems within their specialized fields of study.

Course Outcomes

On successful completion, students will be able to

- comprehend and implement various prompting techniques in generative AI applications.
- analyze, assess, and combine different prompt techniques for various expected AI outputs.
- implement ethical considerations into the design and execution of various generative AI applications.
- design, implement, and refine effective prompts and their combinations for real-world scenarios through various hands-on exercises.
- showcase creative and innovative thinking and reasoning in the application of advanced prompting techniques to solve multidimensional problems in their specialized area of study.

Contents

- In this course, students engage in a practical application of a generative AI use case by choosing from the options provided in the extensive supplementary guide. The course presents practical examples as study materials and exercises with both individual and combined prompting techniques for open-source text, image, and video generation use cases. The exercises are crafted to inspire and lead students in executing their distinct generative AI use case work and provide guidance on describing the use case and selecting a mixture of prompting techniques. Additionally, students are led to critically evaluate the design, implementation, and the outcomes from both technical and ethical perspectives.

Literature

Compulsory Reading

Further Reading

- Dang, H., Mecke, L., Lehmann, F., Goller, S., & Buschek, D. (2022). How to prompt? Opportunities and challenges of zero- and few-shot learning for human-AI interaction in creative applications of generative models. arXiv. https://arxiv.org/pdf/2209.01390.pdf
- Epstein, Z., Hertzmann, A., Herman, L., Mahari, R., Frank, M. R., Groh, M., Schroeder, H., Smith, A., Akten, M., Fjeld, J., Farid, H., Leach, N., Pentland, A. S., & Russakovsky, O. (2023). Art and the science of generative AI: A deeper dive. arXiv. https://arxiv.org/pdf/2306.04141.pdf
- Gozalo-Brizuela, R., & Garrido-Merchán, E. C. (2023). A survey of generative AI applications. arXiv. https://arxiv.org/pdf/2306.02781.pdf
- Wei, J., Wang, X., Schuurmans, D., Bosma, M. Ichter, B., Xia, F., Chi, E. H., Le., Q. V., & Zhou, D. (2023). Chain-of-though prompting elicit reasoning in large language models. arXiv. https://arxiv.org/pdf/2201.11903.pdf

Study Format Campus Studies

Study Format	Course Type
Campus Studies	Campus Lecture

Information about the examination	
Examination Admission Requirements	
Type of Exam	Written Assessment: Project Report

Student Workload					
Self Study	Contact Hours	Tutorial/Tutorial Support	Self Test	Independent Study	Hours Total
114 h	36 h	0 h	0 h	0 h	150 h

International Marketing

Module Code: CSEMMARE-01

Module Type	Admission Requirements	Study Level	ECTS Credits	Student Workload
see curriculum	None	MA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
N.A. (International Marketing)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ International Marketing (CSEMMARE01-01)

Module Exam Type	
Module Exam Study Format: Campus Studies Exam, 90 Minutes	**Split Exam**

Module Contents

International Marketing

- The Challenges of International Markets
- Entering International Market
- Product: International Product Decisions
- Price: International Pricing Decisions
- Promotion: International Communication Decisions
- Place: International Distribution Decisions

Learning Outcomes

International Marketing

On successful completion, students will be able to

- transfer well-known marketing management concepts to an international context, recognize limitations of their transferability, and continually develop these concepts.
- perform a structural analysis of the context surrounding specific internationalizing decisions, recognize the various contexts in these scenarios, and formulate alternative decisions.
- assess different strategic and political marketing alternatives in specific scenarios using relevant criteria and develop a decision template for developing marketing plans.
- combine actual issues from industry with the most recent scientific insights into successful marketing approaches in order to develop the skills and knowledge required to manage international marketing in a corporate setting.

Links to other Modules within the Study Program	Links to other Study Programs of the University
This module is similar to other modules in the field of Marketing & Sales.	All Master Programmes in the Marketing & Communication field.

International Marketing

Course Code: CSEMMARE01-01

Study Level	Language of Instruction and Examination	Contact Hours	ECTS Credits	Admission Requirements
MA	English		5	None

Course Description

The most important task of international marketing is recognizing which international markets and business-related dependencies should be targeted for the marketing of products and services. The course begins with defining key terms and concepts associated with the field of marketing management and then extrapolates these to the international context.

The first section of the course equips students with an understanding of how to perform a structured analysis of international markets, using elements of the "PEST Analysis" (political, legal, economical, socio-cultural, and technological frameworks). Strategical aspects of marketing as well as instruments used to analyze the marketing mix are discussed as they relate to the international context.

Inadequate consideration of marketing orientation as well as underestimating the impact of cultural differences both present serious threats to the success of any corporation. This course shall therefore analyze and discuss contemporary case studies involving multinational corporations to elucidate these potential threats. Industry-based case studies also offer students the opportunity to put into practice the knowledge and tools acquired in this course to address some of the specific challenges of international marketing.

Course Outcomes

On successful completion, students will be able to

- transfer well-known marketing management concepts to an international context, recognize limitations of their transferability, and continually develop these concepts.
- perform a structural analysis of the context surrounding specific internationalizing decisions, recognize the various contexts in these scenarios, and formulate alternative decisions.
- assess different strategic and political marketing alternatives in specific scenarios using relevant criteria and develop a decision template for developing marketing plans.
- combine actual issues from industry with the most recent scientific insights into successful marketing approaches in order to develop the skills and knowledge required to manage international marketing in a corporate setting.

Contents

1. The Challenges of International Markets
   - 1.1 Introduction to International Marketing
   - 1.2 The Global Business Environment
   - 1.3 Marketing Research

2. Entering International Markets
    - 2.1 Developing International Competitiveness
    - 2.2 Segmenting and Targeting
    - 2.3 Planning the Market Entry
3. Product: International Product Decisions
    - 3.1 Basic Product and Brand Concepts
    - 3.2 Product Strategies throughout the Product Life Cycle
    - 3.3 B2B and Service Marketing
4. Price: International Pricing Decisions
    - 4.1 Basic Pricing Concepts
    - 4.2 Factors Affecting Pricing Decisions
    - 4.3 Pricing Strategies
5. Promotion: International Communication Decisions
    - 5.1 Basic Promotion Concepts
    - 5.2 Promotion Planning
    - 5.3 Communication Tools
6. Place: International Distribution Decisions
    - 6.1 Basic Distribution Concepts
    - 6.2 International Marketing Channels
    - 6.3 Customer Experience

Literature

Compulsory Reading

Further Reading

- Cateora, P.R., Money, B., Gilly, M.C. & Graham, J.L. (2023) International Marketing, 19th Edition, McGraw-Hill.

Study Format Campus Studies

Study Format	Course Type
Campus Studies	Campus Lecture

Information about the examination	
Examination Admission Requirements	
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	Contact Hours	Tutorial/Tutorial Support	Self Test	Independent Study	Hours Total
84 h	36 h	0 h	30 h	0 h	150 h

2. Semester

Corporate Finance

Module Code: CSEMINRE

Module Type	Admission Requirements	Study Level	ECTS Credits	Student Workload
see curriculum	None	MBA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
N.A. (Corporate Finance)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Corporate Finance (CSEMINRE01)

Module Exam Type	
Module Exam Study Format: Campus Studies Exam, 90 Minutes	**Split Exam**

Module Contents

Corporate Finance

- Portfolio and capital market theory
- Financing and capital structure
- Company assessment procedures
- Acquisition, corporate control, and governance
- Finance planning

Learning Outcomes	
Corporate Finance On successful completion, students will be able to ▪ know the key components of corporate finance. ▪ use financial mathematical methods. ▪ apply the previously learned methods by using selected data sets and case studies. ▪ understand the capital structures of a corporation as well as their need to make investment and funding decisions. ▪ apply the common methods of business valuation and understand the basics of mergers & acquisitions.	
Links to other Modules within the Study Program	**Links to other Study Programs of the University**
This module is similar to other modules in the field of Finance & Tax Accounting	All Master Programmes in the Business field

Corporate Finance

Course Code: CSEMINRE01

Study Level	Language of Instruction and Examination	Contact Hours	ECTS Credits	Admission Requirements
MBA	English		5	None

Course Description

How is funding provided to a corporate activity? How much loan capital and/or own capital does one need? Which projects are worth investing in? What is the actual value of a company? What instruments are available to measure the value of a company and assess financial markets? How can one ensure an optimal balance between the competing goals of liquidity, safety, yield, and growth?
This course offers answers to these and other complex questions on the topic of financing and investing. The introduction deals with portfolio selection and capital market theory. With this theoretical foundation, various financing types and capital structures are then explained in detail. Well-known corporate assessment procedures, such as the discounted cash flow method, are presented, as are different calculations that can be used to inform decision making. A critical element of the course is the topic of mergers and acquisitions. Case studies are included to illustrate which parties are typically involved in a merger or acquisition and what criteria is used to determine the success of such a venture. The course concludes with the topic of finance planning.

Course Outcomes

On successful completion, students will be able to

- know the key components of corporate finance.
- use financial mathematical methods.
- apply the previously learned methods by using selected data sets and case studies.
- understand the capital structures of a corporation as well as their need to make investment and funding decisions.
- apply the common methods of business valuation and understand the basics of mergers & acquisitions.

Contents

1. Portfolio and Capital Market Theory
   - 1.1 Capital Markets and Informational Efficiency
   - 1.2 Portfolio Theory
   - 1.3 CAPM

2. Stock and Portfolio Analysis

9.4 Additional Financing Options

10. Financial Planning
    - 10.1 Principles of Financial Planning
    - 10.2 Cash Budgeting
    - 10.3 Projected Financial Statements and Ratios

Literature

Compulsory Reading

Further Reading

- Brealey, R., Myers, S. C., & Allen, F. (2016). Principles of corporate finance (12th ed.). New York, NY: McGraw-Hill Education.
- Brealey, R. A., Myers, S. C., & Marcus, A. J. (2015). Fundamentals of corporate finance (8th ed.). New York, NY: McGraw-Hill Education.
- Brigham, E. F., & Daves, P. R. (2016). Intermediate financial management (12th ed.). Boston, MA: Cengage.
- Copeland, T. E., Weston, J. F., & Shastri, K. (2014). Financial theory and corporate policy (Pearson New International ed.). Harlow: Pearson Education.
- Damodaran, A. (2014). Applied corporate finance (4th ed.). Hoboken, NJ: Wiley & Sons.

Study Format Campus Studies

Study Format	Course Type
Campus Studies	Campus Lecture

Information about the examination	
Examination Admission Requirements	
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
84 h	36 h	0 h	30 h	0 h	150 h

Business Ethics and Corporate Governance

Module Code: CSEMBAEBECG

Module Type	Admission Requirements	Study Level	ECTS Credits	Student Workload
see curriculum	None	MBA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
N.A. (Business Ethics and Corporate Governance)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Business Ethics and Corporate Governance (CSEMBAEBECG01)

Module Exam Type	
Module Exam Study Format: Campus Studies Written Assessment: Written Assignment	**Split Exam**

Module Contents

Business Ethics and Corporate Governance

- Introduction to Business Ethics and Corporate Governance
- Ethics Theories
- Business Ethics Problem Areas and Solutions
- Basic Perspectives of Corporate Governance
- Monitoring Concepts for Corporate Governance
- Combining Business Ethics and Corporate Governance

Learning Outcomes	
Business Ethics and Corporate Governance On successful completion, students will be able to ▪ explain the most important concepts and definitions of business ethics. ▪ distinguish important theories of business ethics. ▪ implement business ethics concepts in business practice. ▪ explain different understandings of corporate governance. ▪ highlight the influences of business ethics on corporate governance. ▪ discuss the relationship between business ethics and corporate governance on the basis of a term paper using an example from business practice.	
Links to other Modules within the Study Program This module is similar to other modules in the field of Economics	**Links to other Study Programs of the University** All Master Programs in the Business field

Business Ethics and Corporate Governance

Course Code: CSEMBAEBECG01

Study Level	Language of Instruction and Examination	Contact Hours	ECTS Credits	Admission Requirements
MBA	English		5	None

Course Description

Within the framework of the course "Business Ethics and Corporate Governance", the students prepare a written assignment for which they have to select one out of a variety of topics proposed in the Learning Management System. Students are required to demonstrate their capacity to link business ethics and corporate governance, both theoretically and based on an example from business practice. The students show the ability to familiarize themselves with the topic, to link scientific theory and entrepreneurial practice and to present their findings in a structured systematic way.

Course Outcomes

On successful completion, students will be able to

- explain the most important concepts and definitions of business ethics.
- distinguish important theories of business ethics.
- implement business ethics concepts in business practice.
- explain different understandings of corporate governance.
- highlight the influences of business ethics on corporate governance.
- discuss the relationship between business ethics and corporate governance on the basis of a term paper using an example from business practice.

Contents

1. Introduction to Business Ethics and Corporate Governance
   - 1.1 Basic Terms and Definitions in Business Ethics
   - 1.2 Basic Terms and Definitions in Corporate Governance
   - 1.3 The Link between Business Ethics and Corporate Governance

2. Ethics Theories
   - 2.1 Ethics Theories
   - 2.2 Comparison between Deontology and Utilitarianism
   - 2.3 Business Ethics Concepts evolving from Ethics Theories

3. Business Ethics Problem Areas and Solutions
   - 3.1 Categorization of Ethical Problems in Business
   - 3.2 Components of a Corporate Ethics Program

Literature

Compulsory Reading

Further Reading

- Dimmock, M., & Fisher, A. (2017). Ethics for A-level. Open Book Publishers.
- Rendtorff, J. D. (2019). Cosmopolitan business ethics: Towards a global ethos of management. Taylor & Francis.
- Rossouw, D., & Van Vuuren, L. (2017). Business ethics (6th ed.). Oxford University Press.
- Treviño, L. K., & Nelson, K. A. (2017). Managing business ethics: Straight talk about how to do it right (7th ed.). Wiley & Sons.
- Ulrich, P. (2008). Integrative economic ethics: Foundations of a civilized market economy. Cambridge University Press.

Study Format Campus Studies

Study Format	Course Type
Campus Studies	Campus Lecture

Information about the examination	
Examination Admission Requirements	Mandatory attendance of at least 60% of the lectures
Type of Exam	Written Assessment: Written Assignment

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
94 h	36 h	0 h	20 h	0 h	150 h

Operations and Information Management

Module Code: CSEMBAEOIM

Module Type	Admission Requirements	Study Level	ECTS Credits	Student Workload
see curriculum	None	MBA	5	150 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
N.A. (Operations and Information Management)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Operations and Information Management (CSEMBAEOIM01)

Module Exam Type	
Module Exam Study Format: Campus Studies Written Assessment: Case Study	**Split Exam**

Module Contents

Operations and Information Management

- Preparation of reliable demand forecasts
- Site planning
- Process design and process planning
- Inventory management and production control
- Information systems in the supply chain
- Behavioral operations management

Learning Outcomes	
Operations and Information Management On successful completion, students will be able to ▪ apply selected and practice-oriented concepts of operations management in various tasks and draw appropriate conclusions for verifiable performance improvements. ▪ critically evaluate the benefits and limitations of modern and process-oriented software solutions in operations management. ▪ consider current and future developments in connection with the megatrends of digitization and climate protection in operations management. ▪ support the analysis, planning, and design of value-adding processes in supply chains through modern information systems. ▪ understand and anticipate the behavior of decision-makers and their individual preferences in order to better predict the actual behavior of the supply chain partners and optimize the achievement of own objectives.	
Links to other Modules within the Study Program This module is similar to other modules in the field of Economics.	**Links to other Study Programs of the University** All Master Programmes in the Business & Management field.

Operations and Information Management

Course Code: CSEMBAEOIM01

Study Level	Language of Instruction and Examination	Contact Hours	ECTS Credits	Admission Requirements
MBA	English		5	None

Course Description

Operations management comprises the planning, control, execution, and monitoring of all internal company resources and capacities for the manufacture of products and services. This course provides students with the knowledge and skills to apply theoretically-sound and practice-relevant concepts of operations management in the context of different problems and tasks (taking into account central megatrends) and draw process-relevant conclusions for verifiable performance improvements.

The consideration of powerful software solutions plays an important role here. Starting from the creation of reliable demand forecasts, different scenarios for the optimal location decisions of companies are considered. The process design defines the basic framework for processes, decision rules, and process performance analyses. This then shows in the subsequent process planning how optimal sequences for orders are calculated under certain priority rules.

In inventory management, various models for inventory optimization are considered in order to apply practice-relevant methods for calculating capacities and production plans, taking into account various restrictions. Supply chain management investigates how independent companies can optimally coordinate their activities and promote cross-company communication through the use of sustainable information systems. Concluding the course is an examination of human decision heuristics and preferences and their anticipation of decision behavior within the framework of behavioral operations management.

Course Outcomes

On successful completion, students will be able to

- apply selected and practice-oriented concepts of operations management in various tasks and draw appropriate conclusions for verifiable performance improvements.
- critically evaluate the benefits and limitations of modern and process-oriented software solutions in operations management.
- consider current and future developments in connection with the megatrends of digitization and climate protection in operations management.
- support the analysis, planning, and design of value-adding processes in supply chains through modern information systems.
- understand and anticipate the behavior of decision-makers and their individual preferences in order to better predict the actual behavior of the supply chain partners and optimize the achievement of own objectives.

Contents

7.3 Decision influencing

Literature
Compulsory Reading
Further Reading

Further Reading

- Bozarth, C. C. & Handfield, R. B. (2019). Introduction to operations and supply chain management (5th ed.). Pearson Education Limited.
- Das, A. (2015). An introduction to operations management: The joy of operations. Routledge.
- Hill, A., & Hill, T. (2018). Essential operations management (2nd ed.). Red Globe Press.
- Slack, N. & Brandon-Jones, A. (2018). Operations and process management: Principles and practice for strategic impact. Pearson.

Study Format Campus Studies

Study Format	Course Type
Campus Studies	Campus Lecture

Information about the examination	
Examination Admission Requirements	Mandatory attendance of at least 60% of the lectures
Type of Exam	Written Assessment: Case Study

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
94 h	36 h	0 h	20 h	0 h	150 h

Capstone Project

Module Code: MBCPA

Module Type	Admission Requirements	Study Level	ECTS Credits	Student Workload
see curriculum	Capstone Thesis: Completion of modules totaling a minimum of 30 ECTS; Capstone Thesis Defense: Submission of the Capstone Thesis	MBA	15	450 h

Semester / Term	Duration	Regularly offered in	Language of Instruction and Examination
see curriculum	Minimum 1 semester	WiSe/SoSe	English

Module Coordinator
Prof. Dr. Holger Sommerfeldt (Capstone Thesis and Thesis Defense)
Information about the Module Coordinator without guarantee

Contributing Courses to Module
▪ Capstone Thesis and Thesis Defense (MBCPA01)

Module Exam Type	
Module Exam	**Split Exam**
Study Format: Distance Learning Capstone Thesis	

Module Contents

Capstone Thesis and Thesis Defense

- Capstone Thesis
- Capstone Thesis Defense

Learning Outcomes	

Capstone Thesis and Thesis Defense
On successful completion, students will be able to
▪ Capstone Thesis:
  ▪ demonstrate their skills in producing an academic paper transferring the competences acquired during their MBA studies, as well as their acquired knowledge of a practical problem and its solution.
  ▪ reflect the current academic level of knowledge of the chosen topic.
  ▪ make use of respective theoretical knowledge specific to the chosen practical case, and culminate in suggested practical courses of action.
▪ Capstone Thesis Defense:
  ▪ The main goal of the thesis defense is for students to provide evidence of their ability to transfer professional and methodical expertise to a practical case. In addition, the student should demonstrate that he/she can actively take part in a thematically oriented discussion with a subject area expert. Last but not least, the thesis defense serves to provide students with the opportunity to display presentation-specific communication techniques in the context of a goal-oriented, academic interaction.	

Links to other Modules within the Study Program All modules in the MBA programs	**Links to other Study Programs of the University** All MBA Programs in Distance Learning

Capstone Thesis and Thesis Defense

Course Code: MBCPA01

Study Level	Language of Instruction and Examination	Contact Hours	ECTS Credits	Admission Requirements
MBA	English		15	Capstone Thesis: Completion of modules totaling a minimum of 30 ECTS; Capstone Thesis Defense: Submission of the Capstone Thesis

Course Description

Capstone Thesis:
The students independently prepare the written capstone thesis.
The aim of the Capstone Thesis is to effectively apply the knowledge acquired throughout the MBA course to an academic paper that has a thematic reference to the MBA course. The thesis can take the format of a business plan or a consulting report. The thesis is an independent piece of work, that, with the guidance of a supervisor, seeks to scientifically analyze and critically discuss a chosen issue, and suggest possible solutions. The chosen topic from the student's area of specialization should demonstrate their acquired competence in the functional area, yet also enrich and round out the student's scientific knowledge. This will optimally prepare the student for the needs of their future career path.
Capstone Thesis Defense:
The Thesis Defense is done after handing in the capstone thesis. This will take place at the invitation of the supervisor. A second examiner will also be present alongside the supervisor. The students have to prove that they have independently produced the content in the Capstone Thesis by providing a detailed presentation of their project.
The Thesis Defense presentation should consist of the most relevant information from the report (including methodology, research, project outcomes, and recommendations), and is followed by a question-and-answer round led by the supervisor.

Course Outcomes

On successful completion, students will be able to

- Capstone Thesis:
  - demonstrate their skills in producing an academic paper transferring the competences acquired during their MBA studies, as well as their acquired knowledge of a practical problem and its solution.
  - reflect the current academic level of knowledge of the chosen topic.
  - make use of respective theoretical knowledge specific to the chosen practical case, and culminate in suggested practical courses of action.
- Capstone Thesis Defense:

- The main goal of the thesis defense is for students to provide evidence of their ability to transfer professional and methodical expertise to a practical case. In addition, the student should demonstrate that he/she can actively take part in a thematically oriented discussion with a subject area expert. Last but not least, the thesis defense serves to provide students with the opportunity to display presentation-specific communication techniques in the context of a goal-oriented, academic interaction.

Contents

- Capstone Thesis:
  - The content of the Capstone Project shall be decided upon by the MBA students together with the supervisor. However, the supervisors have the right to recommend specific topics for students.
  - The Capstone Thesis can take the format of a business plan or of a consulting report.
  - A business plan should include at least the following points (however, this is not a compulsory structure):
    - Summary
    - Description of the planned product/the service offer
    - Founding team
    - Market analysis
    - Marketing and sales planning
    - Operations and organization
    - Financial planning
    - Literature
  - A consulting report should include at least the following points (however this is not a compulsory structure):
    - Summary
    - Problem description and circumstances
    - Goal setting
    - Method
    - Analysis
    - Recommendation
    - Literature
- Capstone Thesis Defense:
  - The Capstone Thesis Defense consists of a presentation of the most important results of the capstone project followed by the student answering questions from the examiners/experts.

Literature

Compulsory Reading

Further Reading

- Capstone Thesis:
  - Bailey, S. (2011): Academic Writing for International Students of Business. Routledge.
  - Bender, S.L. (2003): Producing the Capstone Project. Kendall Hunt Publishing.
  - Swales, J. M./Feak, C. R. (2012): Academic Writing for Graduate Students: Essential Tasks and Skills. (3rd ed.). Michigan Series in English for Academic & Professional Purposes.
- Capstone Thesis Defense:
  - Subject specific chosen by the student

Study Format Distance Learning

Study Format	Course Type
Distance Learning	Thesis Course

Information about the examination	
Examination Admission Requirements	**Online Tests:** no
Type of Exam	Capstone Thesis

Student Workload					
Self Study	**Contact Hours**	**Tutorial/Tutorial Support**	**Self Test**	**Independent Study**	**Hours Total**
450 h	0 h	0 h	0 h	0 h	450 h

Instructional Methods
Exam Preparation ☑ Guideline