CONSTRUCTOR UNIVERSITY

Study Program Handbook

Master of Business Administration

One-Year MBA (MBA-PROGRAM-60)

Study Program Name	Master of Business Administration
Program Abbreviation	MBA 60
Program ID	2025-F-MBA
Program Degree	Master of Business Administration (MBA)
Total ECTS	60
Number of Semesters	2
Study Mode	On-Campus
Entry Qualification Degree	Bachelor's degree (minimum 240 ECTS) with two years of sector experience
Entry Qualification Area_1	Business, Management, Economics, Social Sciences & Humanities
Entry Qualification Area_2	Engineering & Technology
Entry Qualification Area_3	Natural & Life Sciences
School Affiliation	School of Business, Social & Decision Sciences
Study Program Chair	NN

Version No	Valid as of	Approved	Body
			Academic Senate
			Accreditation Council

Contents

1 Overview

1.1 Context

In today's dynamically shifting business environment, professionals must lead with agility and innovation to navigate digital transformation, sustainability challenges, and organizational complexity. The one-year MBA at Constructor University is tailored for experienced professionals aiming to elevate their impact and accelerate their careers through focused applied learning.

The one-year MBA program at Constructor University prepares professionals to develop leadership capabilities that rest on data-driven management techniques, interdisciplinary problem-solving approaches, and value-oriented leadership styles. This program combines elements of entrepreneurial thinking, strategic agility, and digital acumen into a practice-oriented curriculum ensuring that graduates are ready to lead in a dynamic, creative and agile environment.

Emphasizing real-world application, innovation leadership, and immediate business value, the one-year MBA leverages Constructor's interdisciplinary ecosystem to develop future-ready leaders who can drive transformation across sectors.

An essential trait of modern business leadership is the ability to understand the transformative impact of emerging technologies like artificial intelligence, and machine learning on industries and business models. Through practical learning activities, collaboration with industry partners, and access to Constructor's cutting-edge innovation ecosystem, students develop the critical technical and strategic expertise required to excel in leadership roles across corporate, entrepreneurial, and public sectors.

The one-year MBA program at Constructor University cultivates leaders who are well-versed in business fundamentals and capable of integrating technological, economic, and social viewpoints to lead creative minds and foster ethical and sustainable growth. With its interdisciplinary framework and hands-on learning approach, the program equips graduates to thrive in intricate global markets and make meaningful contributions to their industries.

1.2 Program Concept

The Constructor University one-year MBA prepares graduates with relevant professional experience to lead in dynamic, global markets where data-driven insights, sustainability, and strategic decision-making are key drivers of success. MBA Students engage in applied learning experiences from the first semester on, including industry collaborations, capstone projects, and real-world case studies. The one-year MBA program is an intense, accelerated full-time degree integrating academic depth with practical relevance to enhance MBA students' career perspective in a condensed timeframe. The one-year MBA rests on four pillars:

- Leadership and Strategy
- Innovation
- Networking & Communication
- and a specialization area, either
    - Business Analytics, or
    - Supply Chain Management

MBA students at Constructor University develop essential business acumen, leadership, and analytical skills through hands-on learning, applied projects, and thesis research. By tackling real-world challenges and emphasizing core areas such as leadership, innovation and data-driven decision-making in a global perspective, students are well-equipped to meet the demands of today's business landscape and prepared for future challenges, all while benefiting from Constructor's innovative ecosystem. The program promotes a holistic, impact-driven leadership mindset, integrating quantitative analysis, sustainability strategies, and global business insights. With a strong emphasis on practical innovation, students gain advanced competencies in digital business models, digital transformation, AI-driven analytics, and sustainability-focused decision-making. The one-year MBA leverages the Constructor Ecosystem, offering students opportunities to connect with industry leaders, engage in entrepreneurship initiatives, and showcase their innovations during demo days and strategic challenges. By merging emerging business technologies with practical leadership development, the program ensures graduates stand out in competitive job markets. Whether advancing in corporate leadership, driving digital transformation, or launching new ventures, Constructor University MBA alumni are prepared to lead in a world where business success is defined by innovation, sustainability, and strategic agility.

1.3 Target Audience

The one-year MBA program is designed for students from diverse backgrounds with two to five years of professional experiences who hold a (four-year) bachelor's degree in business administration, management or related fields and are fluent in English. It targets individuals looking to advance into executive roles, become corporate leaders, or drive innovation within organizations, including professionals pursuing specializations and data-driven strategic decision-making. Candidates should possess a passion for international business and a commitment to creating value for their organizations while considering social impacts.

Program Duration and ECTS Credit Requirements: MBA Program is two semesters with 60 ECTS credits.

- Educational Background: Applicants should possess a bachelor's degree in business administration, management or related fields. The ideal candidates are those who aspire to become technological or social entrepreneurs with a vision to create impactful innovations or those aiming to become top managers who will drive the future of business innovation.
- Work Experience: Applicants should have at least two years of full-time industry experience after obtaining their bachelor's degree. This experience should ideally demonstrate managerial responsibilities or entrepreneurial initiatives. Proof of business ownership is required for applicants who have launched their ventures.
- Future Leaders and Managers: This position is ideal for those aiming to assume senior roles in strategic management, marketing, or supply chain leadership, particularly where an understanding of analytics and sustainable practices is valued.
- Aspiring Entrepreneurs and Innovators: Suitable for individuals looking to launch or grow their businesses, especially in technology or sustainability-focused sectors.
- Professionals Seeking Specialization: It benefits those looking to deepen their expertise in digital transformation, supply chain management, or data driven business analytics.
- Data-Driven Decision Makers: Especially relevant for professionals who intend to use data analytics and business intelligence to drive business decisions and innovations.

Furthermore, the program aims to attract professionals from diverse cultural and geographical backgrounds to build a robust international network that enhances their careers and businesses.

1.4 Qualification Aims

The one-year MBA program at Constructor University is designed to shape adaptable and forward-thinking leaders who can bridge interdisciplinary knowledge with practical skills to address complex global challenges. The program emphasizes a practice-oriented approach, integrating key areas such as business analytics, strategic leadership, and innovation management. While entrepreneurship is not a primary focus, students will still gain the tools needed to drive sustainable growth and adapt to evolving business landscapes. The curriculum equips students with expertise in digital transformation and ethical leadership, enabling them to navigate modern business environments with agility and strategic insight. Practical application is central to the program, with students engaging in real-world business cases, simulations, and collaborations with industry partners to develop hands-on experience in strategic decision-making and innovation. Throughout the program, students refine their ability to communicate effectively in global business settings. They learn to present data-driven insights, craft compelling business narratives, and collaborate with diverse stakeholders across organizations. Graduates emerge as responsible and ethical decision-makers, ready to lead with resilience and adaptability in dynamic environments. By the end of the program, graduates will be prepared to:

- Lead ethically and strategically in fast-changing markets
- Solve business challenges using data-driven and interdisciplinary approaches
- Integrate innovation and digital transformation into business strategies
- Exert specialized knowledge in executive-level decision-making.

With the program's content building on participants' prior work experience, graduates will be equipped with essential skills to lead in global business environments, leveraging innovation, digital strategies, and interdisciplinary knowledge to drive meaningful transitions in their industries.

1.5 Intended Learning Outcomes

By the end of this program, students will be able to:

No	Competence	ILO Study Program	Blooms Taxonomy (BT) Level
1	Analyze	Analyze complex global business and societal challenges using interdisciplinary theories and frameworks to propose actionable, sustainable solutions.	BT-4
2	Evaluate	Evaluate organizational data, financial indicators, and market dynamics to make data-driven strategic decisions.	BT-5
3	Create	Design and implement innovative business models by integrating principles of digital transformation, artificial intelligence, and strategic leadership.	BT-6
5	Apply	Apply advanced project management, leadership, and change management skills to lead transformation initiatives within diverse organizations.	BT-3
6	Create	Develop entrepreneurial and intrapreneurial ventures by identifying market opportunities, formulating business strategies, and mobilizing resources.	BT-6

7	Evaluate, & Create	Integrate sustainability, ethics, and global perspectives into business decisions to ensure responsible and inclusive leadership.	BT-5
8	Create	Conduct independent, applied research to address real-world business problems and communicate findings in a structured academic format through the final thesis.	BT-6

1.6 Career Perspectives

Entrepreneurial Pathways: Projects and industry collaboration equip graduates to launch their own ventures or drive innovation within existing organizations. For example, a student specializing in supply chain may develop a sustainable solution in distribution channel application startup or lead green transformation initiatives as an intrapreneur in a manufacturing firm.

The Constructor University one-year MBA prepares graduates to become strategic and ethical leaders equipped with interdisciplinary expertise to lead teams, manage change and contribute to responsible solutions of global challenges. With a strong foundation in digital transformation, data-driven decision-making, and innovation, graduates will be well-prepared to manage diverse teams and solve complex business problems. Whether driving transformation in established organizations or launching entrepreneurial ventures, CU MBA graduates will bring a global perspective and a commitment to responsible business practices into their careers.

Graduates of the program will assume leadership roles in digital transformation, agile business development, digital strategy, or innovation management across various industries, including consulting, technology, supply chain management, and sustainability-focused sectors. The combination of advanced business knowledge, strategic thinking, and hands-on experience in real-world projects ensures that they are well-positioned to integrate into high-impact roles in multinational corporations, fast-growing startups, and global organizations.

The program also provides a strong foundation for graduates interested in entrepreneurship. Through applied projects and industry collaborations, students develop the skills to design and launch innovative ventures or act as intrapreneurs within companies, driving digital transformation and business growth. Many graduates will leverage their interdisciplinary training to establish startups in technology, sustainability, and global business innovation.

For those who seek to pursue further academic research, the one-year MBA program offers a pathway into PhD programs at Constructor University (CU), or other leading institutions depending on prior (under-)graduate study experience(s). With its emphasis on research-driven education, strategic management, and business analytics, the program prepares graduates for advanced studies in fields such as business, economics, and sustainability, contributing to academic knowledge and industry innovation.

The diverse skill set, global outlook, and problem-solving capabilities that CU MBA graduates develop will also make them highly sought after in consulting, policymaking, administration, and leadership roles within government agencies and international organizations. In an increasingly complex and technology-driven world, the ability to navigate digital transformation, sustainability challenges, and business strategy is a highly valued competency across industries.

1.6.1 Career Services Center

The Career Services Center supports students in their career development by offering high-quality training, coaching, and networking opportunities. This includes support with CV writing, cover letters,

interview preparation, presentations, business etiquette, employer research, and connections with companies. The CSC also hosts events like the Career Fair, helping students expand their professional networks. The center's goal is to guide students toward rewarding careers after graduating from Constructor University. Additionally, the center helps students and graduates build a lasting global network through the strong alumni community, essential for exploring opportunities in academia, industry, and beyond. For more information, please contact the Career Service Center.

2 Regulations

2.1 Graduation Requirements

In order to graduate, students need to obtain **60** ECTS (credit points). In addition, students must complete all the program's mandatory elective components as indicated in the Curriculum of this handbook.

2.2 Program Degree

Upon successful completion of the study program, students are awarded a: **Master of Business Administration (MBA)**.

2.3 Quality Assurance

The program's quality assurance commits to continuous improvement of the MBA Program through student and alumni feedback, faculty roundtables and evaluations, and capstone and thesis supervision reflections. Therefore, close contact and cooperation between program representatives and students are crucial. Therefore, regular roundtables are held to continuously evaluate the program, its modules and workshops, supervision, and opportunities. In doing so, the Study Program Chair and involved faculty gain essential insights into students' experiences, demands, and overall impressions of the program. Students are asked to perform module component evaluations on the module component level to ensure that the modules are high-quality and that lecturers can make any necessary changes.

The Study Program Chair intensively uses this feedback, as well as feedback from research, and thesis tutors, to improve the learning environment and tools, the program's offering, and its progress. The current program was shaped through input from previous experiences and discussions with diverse stakeholders, including students and industry practitioners.

2.4 Examination concept

According to the Policies for Bachelor, Master and Further Education studies, modules generally carry at least five ECTS. Each program ensures appropriate examination frequency and organization, justified in an examination concept and regularly reviewed with student involvement.

Constructor University's examination concept follows the principle of Constructive Alignment, ensuring that learning outcomes, activities, and assessments are consistently aligned: students learn what is intended, and assessments both measure and shape learning. Where one assessment cannot cover all Intended Learning Outcomes (ILOs) complementary forms could be used (e.g., written exams plus lab reports). Module descriptions map ILOs to assessments.

In specific contexts, such as asynchronous online modules or courses emphasizing student engagement, formative assessments—such as module achievements or other types—may support competence-oriented assessment.

Student feedback, embedded in the Quality Assurance System (QAS), systematically monitors workload, competence orientation, and alignment of ILOs and assessments. Student surveys and feedback are regulated in the Policy for student surveys and evaluations.

2.5 Scope of Regulations

The regulations in this handbook are valid for all students who entered the Master of Business Administration program at Constructor University in Fall 2026. In case of conflict between the regulations in this handbook and the general policies for Further Education Studies, the latter apply (see Academic policies | Constructor University).

In exceptional cases, certain necessary deviations from the regulations of this study handbook might occur during the course of study (e.g., change of the semester sequence, assessment type, or the teaching mode of courses).

Updates to Study Program Handbooks are based on the policies approved by the Academic Senate on substantial and nonsubstantial changes to study programs. Students are integrated in the decision-making process through their respective committee representatives. All students affected by the changes will be properly informed.

In general, Constructor University therefore reserves the right to change or modify the regulations of the program handbook also after its publication at any time and in its sole discretion.

2.6 Program Admission

Studying at Constructor University takes place in a highly intercultural environment. Therefore, it is necessary to be willing to join such a multicultural international community and work with students and faculty across various fields of interest.

Admission to Constructor University is selective and based on a candidate's university achievements, recommendations, and self-presentation. Students admitted to Constructor University demonstrate exceptional academic achievements, intellectual creativity, and the desire and motivation to make a difference.

2.6.1 Entry Qualification

The one-year Master of Business Administration (MBA) program requires students to have a minimum qualification level of a bachelor's degree (in general, equivalent to 240 ETCS credits) preferably in business administration, management or related fields, and at least two years of working experience in the sector.

It is the aim of the university to provide all further education master students with a total of 300 ECTS credit points upon graduation. Applicants that do not hold a 240 ECTS credits bachelor may apply as transfer students with the aim of getting up to 60 ECTS credit points recognized in addition based on their professional experience. Advanced Placement (AP) credits may be awarded for academic competences acquired outside of formal university-level module and/or module components. Faculty may request students applying for Advanced Placement to pass a formal written examination, which should generally be offered during the first two weeks of classes. Further details can be found in the Further Education Policy (available Academic policies | Constructor University).

2.6.2 Language Proficiency

English Language proficiency test from TOEFL, IELTS, or Duolingo with a minimum score of: 90 TOEFL; 6.5 IELTS; 110 Duolingo English Test

2.6.3 Motivation Statement

Applicants need to prove a strong interest in the contents of the MBA program in a motivation letter. Social commitment, as well as extracurricular and voluntary activities, e.g., university service, clubs, varsity, social work, entrepreneurship center, accelerator programs, etc., will be considered.

2.6.4 Letter of Recommendation (optional)

Applicants are supposed to possess elevated analytical, problem solving, and verbal communication skills, which are to be substantiated in the recommendation letters.

2.6.5 Disclaimer

Formal admission requirements are subject to higher education law and are outlined in the Admission and Enrollment Policy of Constructor University: Academic policies | Constructor University.

2.7 Program Application

The application process is described on the program website: Program Link| Constructor University

As outlined there, the following documents need to be uploaded via the application portal:

1. Degree certificate or equivalent
2. Proof of English Language Proficiency
3. Motivation Statement
4. Letter of Recommendation (optional)
5. Proof of ECTS earned e.g. transcripts
6. Proof of at least two years working experience
7. Curriculum vitae (CV)
8. Proof of Identity

2.8 Program Contact

For more information on the study program please contact the Study Program Chair:

NN

Email:

or visit our program website: MBA| Constructor University

For more information on Student Services please visit:
https://constructor.university/student-life/student-services

3 Curriculum

3.1 Curriculum at a Glance

The MBA curriculum is divided into two semesters and takes one year to complete. It is structured into five interconnected areas: **Innovation**, **Leadership and Strategy**, **MBA Specialization**, **Networking and Communication**, and the **MBA Thesis**. The program is designed as an integrated curriculum: each area contributes to the others and builds a coherent learning journey rather than isolated subject blocks.

- **The Innovation Area** equips students with the ability to identify opportunities and evaluate ventures, linking entrepreneurial thinking with digital transformation and finance.
- **The Leadership and Strategy** Area provides conceptual frameworks for transformational change and the design of digital business models. These modules enable students to lead organizations through innovation processes and to connect strategic choices with practical implementation.
- **The MBA Specialization Area** complements these skills by allowing students to deepen their expertise. The area offers flexibility for students; those who wish to specialize can follow a defined track in Business Analytics or Supply Chain Management, while others may diversify their learning by selecting modules from different areas according to their professional interests.
- **The Networking and Communication Area** ensures that the knowledge gained in innovation, strategy, and specialization can be effectively communicated, applied, and demonstrated in professional settings.
- **The Thesis** (15 ECTS) serves as the integrative capstone of the program, where insights from all areas converge to address a real-world managerial challenge.

3.2 Curriculum Areas

3.2.1 Curriculum Area 1: Innovation

This area provides the applied backbone of the one-year MBA. It equips students with the knowledge and skills to identify opportunities, understand the dynamics of innovation, and integrate financial perspectives into entrepreneurial decision-making. The sequence of modules ensures a progression from conceptual foundations to practical application, combining entrepreneurship, digital transformation, and finance.

Curriculum Area 1	Module	Status	Semester of Study	ECTS
INNOVATION	Entrepreneurship and Innovation Management	mandatory	1	5
INNOVATION	Digital Transformation and Innovation	mandatory	1	5
INNOVATION	Entrepreneurial Finance	mandatory	2	5
Requirement				**15 ECTS**

The modules in the Innovation Area build a coherent learning path. Entrepreneurship and Innovation Management provides the conceptual foundation by introducing innovation typologies, opportunity recognition, and strategic entrepreneurship. Digital Transformation and Innovation complements this with a focus on how emerging technologies reshape business models and organizational practices, ensuring students can align innovation initiatives with broader digital and societal changes. Entrepreneurial Finance strengthens this foundation by introducing valuation techniques, deal structures, and financing strategies tailored to entrepreneurial ventures, linking entrepreneurial ideas with real-world financial feasibility. Together, these modules enable students to connect creativity,

technology, and financial viability, preparing them to lead innovation in both entrepreneurial and corporate contexts.

3.2.2 Curriculum Area 2 – Leadership and Strategy

This area equips students with the frameworks, concepts, and tools to design and implement strategies in dynamic environments. The modules are sequenced to move from understanding transformational leadership and organizational change to applying knowledge of digital business models and functions.

Curriculum Area 2	Module	Status	Semester of Study	ECTS
LEADERSHIP AND STRATEGY	Transformational Change Management	mandatory	1	5
LEADERSHIP AND STRATEGY	Digital Business Models and Functions	mandatory	2	5
Requirement				**10 ECTS**

The Leadership and Strategy Area provides students with essential tools for leading organizations in times of disruption. Transformational Change Management develops students' capacity to manage organizational transitions, align culture and strategy, and address resistance to change. Digital Business Models and Functions build on this by showing how digitalization is reshaping industries, markets, and organizational structures. Together, these modules foster the ability to integrate strategic vision with practical leadership, preparing students to design innovative strategies and guide organizations through transformation.

3.2.3 Curriculum Area 3 – MBA Specialization

This area enables students to tailor their MBA journey to their professional interests by selecting from a range of specialization modules. It serves two purposes: first, to provide flexibility for students with diverse academic and professional backgrounds, and second, to enable participants to build expertise in fields aligned with their career aspirations. Students may either pursue a defined specialization track in Business Analytics or Supply Chain Management or combine modules across both areas for a more diversified learning experience. This design ensures that students develop both core management competencies and advanced, career-relevant expertise.

Curriculum Area 3	Module	Status	Semester of Study	ECTS
MBA SPECIALIZATION	Big Data Challenge	Mandatory elective	1	5
MBA SPECIALIZATION	Data Analytics	Mandatory elective	1	5
MBA SPECIALIZATION	Business Intelligence	Mandatory elective	1	5
MBA SPECIALIZATION	Supply Chain Management and Logistics	Mandatory elective	1	5
Requirement				**10 ECTS**

MBA Specializations enable students to sharpen their professional profile. Those pursuing the Business Analytics track focus on data-driven decision-making, gaining expertise in areas such as big data, analytics, and business intelligence. Students choosing the Supply Chain Management track deepen

their understanding of logistics and supply chain dynamics, preparing for leadership roles in operations and global supply networks. Alternatively, students may combine modules across both domains to broaden their skill set.

In all cases, specialization modules are designed to complement the innovation and leadership areas, providing analytical and operational insights directly applicable to strategic decisions, entrepreneurial ventures, and the MBA thesis. For students pursuing a defined specialization track, the thesis topic is expected to be aligned with their chosen field, ensuring that specialized knowledge is consolidated and applied in the capstone project.

3.2.4 Curriculum Area 4 – Networking and Communication

The Networking and Communication area strengthens the interpersonal, communication, and engagement competencies that are essential for effective leadership and collaboration. It also provides structured preparation for the thesis by enabling students to communicate insights persuasively in academic and professional contexts. The modules are sequenced to ensure progression from mastering personal leadership communication skills to applying them in organizational and stakeholder settings.

Curriculum Area 4	Module	Status	Semester of Study	ECTS
NETWORKING AND COMMUNICATION	Leadership Communication	mandatory	1	5
NETWORKING AND COMMUNICATION	Enterprise engagement	mandatory	2	5
Requirement				**10 ECTS**

The Networking and Communication Area provides a progressive pathway for developing leadership presence and engagement capacity. Leadership Communication equips students with advanced communication and presentation skills tailored for executives, ensuring confidence and impact in diverse business contexts. Enterprise Engagement extends these skills to organizational settings, enabling students to engage effectively with internal and external stakeholders, apply strategic analysis tools in real-world cases, and reflect on organizational behavior. Together, these modules ensure that students are prepared not only to lead teams and influence stakeholders but also to communicate their strategic insights clearly and persuasively, an essential capability for the MBA thesis and professional leadership practice.

3.2.5 Curriculum Area 5 – Thesis

The MBA Thesis is the culminating element of the one-year MBA program. It is designed as an applied thesis, requiring students to address a real-world managerial or organizational challenge by integrating the knowledge and skills gained throughout the curriculum. With its 15 ECTS credit load, the thesis reflects the condensed nature of the program while maintaining high standards of independent analysis, critical reflection, and professional relevance.

Curriculum Area 5	Module	Status	Semester of Study	ECTS
THESIS	Master Thesis	mandatory	2	15
Requirement				**15 ECTS**

The MBA Thesis consolidates the student's learning journey by integrating conceptual insights from Leadership and Strategy, applied perspectives from Innovation, and analytical depth from the Specialization modules. Unlike the extended MBA-120 program, the one-year MBA does not include a separate research preparation module. Instead, students build directly on their prior academic achievements (240 ECTS at bachelor's level or equivalent) and professional experience, which equip them to approach the thesis with maturity and focus.

The thesis emphasizes applied problem-solving and strategic implementation rather than purely academic research. Students determine their thesis topic in consultation with an advisor and tutor, ensuring that the project aligns with both academic standards and managerial relevance. For students pursuing a defined specialization track (Business Analytics or Supply Chain Management), the thesis topic is expected to align with their chosen track, ensuring that the specialized knowledge is consolidated and applied in the capstone project. The final output demonstrates the ability to synthesize diverse perspectives, work independently, and deliver insights with both academic rigor and immediate managerial value.

3.2.6 Integration and Inter-relations of the Curriculum Areas

This interconnected design guarantees that students not only acquire knowledge in each domain but also learn to apply it holistically. By combining entrepreneurial thinking, strategic frameworks, specialized expertise, and advanced communication skills, the program mirrors the complexity of modern business leadership. The thesis then consolidates these experiences, ensuring that graduates leave with both a comprehensive academic foundation and the applied competencies required for executive roles in today's dynamic environment. The MBA program is designed to ensure that all curriculum areas reinforce and complement each other. The Cross-Area Integration Matrix of the MBA Curriculum below illustrates the integration of the five areas, showing how knowledge and skills flow from each area into the others. The matrix should be read both horizontally and vertically. The rows (from) indicate how one area contributes knowledge, methods, or contexts to the others, while the columns (to) show what is received or reinforced. For example, the Innovation Area supplies applied entrepreneurial and digital contexts that inform strategy and specialization, while the Networking and Communication Area ensures that insights from all areas can be communicated effectively and defended in the thesis which Integrates learning from all areas; though completed in the final semester, it is anticipated from the start and, where a track is chosen, consolidates specialization knowledge while demonstrating overall competence gained throughout the MBA.

By making these interconnections explicit, the matrix demonstrates that the MBA-60 is not a collection of separate modules, but a coherent and applied learning journey.

Cross-Area Integration Matrix of The MBA Curriculum

From → To	Innovation	Leadership & Strategy	MBA Specialization	Networking & Communication	Thesis
Innovation	—	Provides applied cases and entrepreneurial contexts for leadership and strategy frameworks	Supplies real-world innovation and digitalization contexts for analytics and supply chain tools	Offers business cases to practice communication and stakeholder engagement	Feeds entrepreneurial and digital perspectives into thesis topics
Leadership & Strategy	Contributes strategic models for evaluating innovation initiatives	—	Frames specialization insights within strategic decision-making contexts	Strengthens leadership presence for implementing strategies	Provides frameworks for thesis analysis and managerial recommendations
MBA Specialization	Supplies data-driven or operational insights to validate innovation ideas	Offers analytical and functional tools to enrich strategic decisions	—	Enhances communication through presentation of technical/functional findings	Provides methodological depth and domain expertise for thesis research and applications.
Networking & Communication	Enables effective articulation of innovation concepts	Supports leadership practice through communication and engagement tools	Facilitates the transfer of specialization knowledge into stakeholder settings	—	Develops presentation and persuasion skills essential for thesis defense
Thesis	Integrates entrepreneurial and innovation insights into an applied thesis	Applies strategic frameworks and leadership tools to real-world challenges	Uses specialization knowledge to provide evidence-based recommendations	Requires advanced communication skills for writing and defending the thesis	—

3.3 Study Scheme Master of Business Administration, 60 ECTS

2nd Semester	Entrepreneurial Finance (m, 5 CP)		Digital Business Models and Functions (m, 5 CP)	**Thesis (m, 15 ECTS)**		Enterprise Engagement (m, 5 CP)
1st semester	Entrepreneurship and Innovation Management (m, 5 CP)	Digital Transformation and Innovation (m, 5 CP)	Transformational Change Management (m, 5 CP)	MBA Specialization (me, 5 CP)	MBA Specialization (me, 5 CP)	Leadership Communication (m, 5 CP)
AREAS	**Innovation Area**		**Leadership & Strategy**	**MBA Specialization**		**Networking & Communication Area**

3.4 Study and Examination Plan, MBA-60

Master of Business Administration (MBA 60) Matriculation Fall 2026							
Module Code	**Program-Specific Modules**	**Type**	**Assessment**	**Period**	**Status[1]**	**Semester**	**CP**
Semester 1							**30**
	Innovation and Entrepreneurship Area						**10**
MBA-501	**Module: Entrepreneurship and Innovation Management**				**m**	**1**	**5**
MBA-501	Entrepreneurship and Innovation Management	Lecture	Portfolio Assessment	During semester			
MDSSB-DSAI-01	**Module: Digital Transformation and Innovation**				**m**	**1**	**5**
MDSSB-DSAI-01-A	Digital transformation of organizations	Seminar	Term Paper	During semester			2.5
MDSSB-DSAI-01-B	Digital services and innovation	Seminar					2.5
	Leadership and Strategy Area						**5**
MCSSE-MGT-03	**Module: Transformational Change Management**				**m**	**1**	**5**
MCSSE-MGT-03	Transformational Change Management	Lecture	Presentation	During semester			
	Networking and Communication Area						**5**
MBA-541	**Module: Leadership Communication**				**m**	**1**	**5**
MBA-541	Learning from Leaders	Lecture	Term Paper	During semester			2.5
	Communication & Presentation Skills for Executives	Seminar	Presentation				2.5
	MBA Specialization						**10**
	- students choose two modules from those listed below						
Semester 2							**30**
	Innovation and Entrepreneurship Area						**5**
MBA-ENTFIN-01	**Module: Entrepreneurial Finance**				**m**	**2**	**5**
MBA-ENTFIN-01	Entrepreneurial Finance	Lecture	Written Examination	Examination period			
	Leadership and Strategy Area						**5**
MDSSB-DTRANS-02	**Module: Digital Business Models and Functions**				**m**	**2**	**5**
MDSSB-DTRANS-02	Digital Business Models and Functions	Lecture	Term Paper	During semester			
	Networking and Communication Area						**5**
MBA-542	**Module: Enterprise engagement**				**m**	**2**	**5**
MBA-542	Organizational Visits & Cases	Seminar	Presentation	During semester			2.5
	Organizational Behavior	Lecture	Presentation	During semester			2.5
	Thesis						**15**
MBA-580	**Module: MBA Graduation Thesis**				**m**	**2**	**15**
MBA-580	MBA Graduation Thesis	Thesis	Written Thesis & Oral Examination	15th May			
Total CP							**60**

[1] m = mandatory, me = mandatory elective

Specialization Area *Students choose 10 CP of manadatory electives*							
							20
MSCM-CO-02	**Module: Supply Chain Management and Logistics**				**me**	**1**	**5**
MSCM-CO-02	Supply Chain Management and Logistics	Lecture	Written Examination	Examination period			
MSCM-CO-11	**Module: Business Intelligence**				**me**	**1**	**5**
MSCM-CO-11	Business Intelligence	Lecture	Project Report	During semester			
MDE-CO-01	**Module: Big Data Challenge**				**me**	**1**	**5**
MDE-CO-01	Big Data Challenge	Lecture	Project Report	During semester			
MDE-CO-02	**Module: Data Analyitcs**				**me**	**1**	**5**
MDE-CO-02	Data Analyitcs	Lecture	Project Report	During semester			
Total CP							

4 Modules

4.1 Innovation Area

4.1.1 Entrepreneurship and Innovation Management

Module Name	**Entrepreneurship and Innovation Management**
Module Code	2025-MBA-501
Module ECTS	5
Study Semester	Mandatory: 2025-MBA-120-MA 1; 2025-MBA-60-MA 1 Mandatory Elective: -
Duration	1 Semester
Program Owner	2025-MBA-120-MA
Module Coordinator	Prof. Dr. Sven Voelpel

Forms of Learning and Teaching	
Lecture	35
Independent Study	90
Workload Hours	125

Module Components	**Number**	**Type**	**CP**
Entrepreneurship and Innovation Management	MBA-501	Lecture	5

Module Description

This course will equip students with entrepreneurship and innovation management theory and practice. Therefore, to make decisions throughout managing an innovation strategically, students who successfully complete this course will be able to analyze the innovation types and their effect size in the markets.

The module assessment will include one midterm assignment, two presentations, and a final assignment. In the first session, students will learn which topics to cover in their presentations, midterm desk-research, and final assignments.

Intended Learning Outcomes

No	Competence	ILO
1	Analyze	Analyze markets to generate new ideas, raise funds, and manage intellectual capital for successful entrepreneurship and innovation.
2	Develop	Develop strategies to foster innovative work behavior in established organizations.
3	Utilize	Utilize open innovation systems to support new ventures and new product development (NPD)
4	Manage	Manage social capital to create and sustain entrepreneurial networks.
5	Demonstrate	Demonstrate a positive mindset toward entrepreneurship and innovation
6	Collaborate	Collaborate effectively within teams to pursue entrepreneurial goals.
7	Construct	Construct logical arguments to communicate entrepreneurial strategies and innovation cases
8	Produce	Produce clear, structured written materials that reflect entrepreneurial thinking and innovation planning.

Indicative Literature

- Selected readings will be distributed during classes, and the recommended readings above are available from the online databases and university library.

- ENOVA Book is the supplementary source for the course

Entry Requirements

Prerequisites	-
Co-requisites	-
Additional Remarks	-

Assessment and Completion

Components	Examination Type	Duration/Length	Weight (%)	Minimum	ILOs
Entrepreneurship and Innovation Management	Portfolio Assessment: -Midterm Assignment (30%, desk-research, written) Presentation I (15%, 30 minutes, team or individual)		100	45%	All

	Presentation II (15%, 10 minutes, team or individual) Final Assignment (40%, take-home paper, individual)				

4.1.2 Entrepreneurial Finance

Module Name	**Entrepreneurial Finance**
Module Code	2025-MBA-ENTFIN-01
Module ECTS	5
Study Semester	Mandatory: 2025-MBA-120-MA 2; 2025-MBA-60-MA 2
Duration	1 Semester
Program Owner	2025-MBA
Module Coordinator	Prof. Dr. Lennart Ante

Forms of Learning and Teaching	
Lecture	17.5
Seminar	17.5
Independent Study	90
Workload Hours	125

Module Components	**Number**	**Type**	**CP**
Entrepreneurial Finance	2025-MBA-ENTFIN-01	Lecture	5

Module Description

This course introduces students to the fundamental principles of entrepreneurial finance, focusing on the provision of funding to young, innovative, growth-oriented companies. The module examines the intersection between entrepreneurship and finance, providing students with analytical frameworks and practical tools to understand how entrepreneurial ventures are funded, valued, and managed.

The course is structured in five integrated parts:

1. Foundations: entrepreneurial finance ecosystem, opportunity evaluation frameworks, and financial planning for ventures.
2. Valuation and Deal Mechanics: ownership structures, valuation methodologies for early-stage companies, and term sheet analysis.
3. Deal Dynamics: fundraising process, corporate governance in ventures, and staged financing strategies.
4. Financing Sources: venture capital fund structures, alternative financing sources, exit strategies (IPOs, acquisitions).

5. Ecosystem Perspective: entrepreneurial finance in broader ecosystems, including regional factors, government policies, and global capital flows.

Real-world case studies and practical examples are used throughout, linking academic concepts to practice.

Recommended Knowledge

- Introductory courses in corporate finance and accounting

-Familiarity with financial statement analysis and basic valuation principles.

Usability and Relationship to Other Modules

This module teaches students how entrepreneurial ventures are financed and valued, thereby complementing the strategic, innovative, and analytical perspectives of other MBA modules. Entrepreneurial Finance builds a financial decision-making lens that enriches the Innovation Area by linking entrepreneurial opportunity recognition and digital transformation to economic feasibility. It also connects with the Leadership and Strategy Area by grounding strategic choices in financial realities. In the Specialization Area, financial evaluation supports data-driven decision-making in Business Analytics as well as operational planning in Supply Chain Management. The knowledge gained in this module is directly transferable to the MBA Thesis, where students are expected to assess the viability and scalability of their chosen projects. Overall, Entrepreneurial Finance ensures that MBA graduates can integrate financial reasoning into entrepreneurial, strategic, and applied business contexts, reinforcing the interdisciplinary design of the program.

Intended Learning Outcomes

No	Competence	ILO
1	Explain	Explain fundamental concepts in entrepreneurial finance and distinguish entrepreneurial companies from traditional businesses.
2	Analyze	Analyze venture opportunities using structured frameworks and assess the attractiveness and risk profiles of business plans.
3	Apply	Apply valuation methodologies appropriate for early-stage companies
4	Evaluate	Evaluate financing structures and term sheets.
5	Assess	Assess the role of different investor types and their suitability at various venture stages.
6	Examine	Examine corporate governance structures and investor value-adding activities
7	Analyze	Analyze exit strategies and their implications for entrepreneurs and investors
8	Understand	Understand venture capital industry structures and fund economics
9	Evaluate	Evaluate the role of entrepreneurial ecosystems and government policies in facilitating venture financing.

Entry Requirements

Prerequisites	-
Co-requisites	-
Additional Remarks	-

Assessment and Completion

Components	Examination Type	Duration/Length	Weight (%)	Minimum	ILOs
Entrepreneurial Finance	Written Examination	120 minutes	100	45%	All intended learning outcomes of the module.

4.1.3 Digital Transformation and Innovation

Module Name	**Digital Transformation and Innovation**
Module Code	2025-MDSSB-DSAI-01
Module ECTS	5
Study Semester	Mandatory: 2025-MBA-120-MA 3; 2025-MBA-60-MA 1; 2025-DSSB-MSc 3 Mandatory Elective: -
Duration	1 Semester
Program Owner	2025-DSSB-MSc
Module Coordinator	Prof. Dr. Christoph Lattemann

Forms of Learning and Teaching	
Seminar	35
Independent Study	90
Workload Hours	125

Module Components	**Number**	**Type**	**CP**
Digital Transformation of Organizations	MDSSB-DSAI-01-A	Seminar	2.5
Digital Services and Innovation	MDSSB-DSAI-01-B	Seminar	2.5

Module Description

The goal of this module is to help students learn, understand, and practice data-driven innovation for customers and change processes at an individual and organizational level. This module helps students understand real-life challenges in a complex and digitized world with multiple stakeholder interests. Further, students learn to develop and present innovative user-centered and theory-oriented solutions for real-world challenges in an IT-driven world. This module is home to two seminars of 7 weeks each. The first seminar investigates the digital transformations of organizations. It prepares students to understand and manage organizational change and transformation processes against a digitalization background. In particular, the following topics are discussed: organizational and algorithmic decision making, change and inertia, automation and reliability, and data-driven blind spots. The second seminar looks into digital innovation and their users. This seminar is strongly based on the paradigm of user-centeredness, user-centered design, and the ideas of the service dominant logic—a meta-theoretical framework for explaining value co-creation through exchange among various configurations of actors.

Recommended Knowledge

- The module gives the opportunity to do an additional preparatory presentation during the class for personal feedback on one's own performance in front of an audience. This additional presentation is voluntary that can improve the grade by 0.33 points (German grading system) but is not necessary to reach the best grade in the module (1.0).

Usability and Relationship to other Modules

This module teaches the impact of digital technologies on organizational change. Insights can be used in all modules, particularly in the core and elective business and society modules, during the Capstone project and the internship.

Intended Learning Outcomes

No	Competence	ILO
1	Summarize	Summarize and classify the new data- and customer-driven technologies in a business context.
2	Explain	Explain the economic and business rules in the information age.
3	Explain	Explain the pros and cons of reliance on data and automation in organizations.
4	Conduct	Conduct independent analyses of organizations,' markets,' and users' needs using scientific methods.
5	Explain	Explain the service dominant logic (SDL) for business/entrepreneurial activities and the power of new technologies for customer relationship management.
6	Improve	Improve their oral communication, along with individual and group presentation skills.

Indicative Literature

- Vargo, S. L., Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. Journal of Marketing, 68(1): 1-17.

Entry Requirements

Prerequisites	-
Co-requisites	-
Additional Remarks	-

Assessment and Completion

Components	Examination Type	Duration/ Length	Weight (%)	Minimum	ILOs
Digital Transformation of Organizations	Term Paper	3000 words	100	45%	All
Digital Services and Innovation					

4.2 Leadership & Strategy Area

4.2.1 Digital Business Models and Functions

Module Name	**Digital Business Models and Functions**
Module Code	2025-MDSSB-DTRANS-02
Module ECTS	5
Study Semester	Mandatory: 2025-MBA-120-MA 2; 2025-MBA-60-MA 2; 2025-DSSB-MSc 2 Mandatory Elective: 2025-F-ACS-BSc 4; 2025-S-ACS-BSc 3
Duration	1 Semester
Program Owner	2025-DSSB-MSc
Module Coordinator	Prof. Dr. Sohaib Hassan

Forms of Learning and Teaching	
Asynchronous Self Study	35
Interactive Learning	10
Exam Preparation	20
Independent Study	60
Workload Hours	125

Module Components	**Number**	**Type**	**CP**
Digital Business Models and Functions	MDSSB-DTRANS-02	Lecture	5

Module Description

Businesses today have just begun to understand the potential of data abundance. Companies such as Amazon and Google were among the pioneers of data-driven business models. Many technology-based start-ups are eager to follow their lead. The data-driven revolution in the business world is nothing less than what Schumpeter termed a process of creative destruction. In this case, the destruction is of the long-established ways of doing business. The representatives of this new-age alternative business models range from shared economies and platform businesses to subscription models, even in the most traditional industries.

In this module, we will uncover the antecedents, drivers, and potentials of a data-driven economy by focusing on entrepreneurs and how their experiments creatively destruct the way we used to do business. We will explain why ecommerce is the fastest growing segment in retail today. We will examine e-commerce business models, technology

infrastructure, e-commerce marketing and advertising concepts, social networks, auctions, and portals, as well as ethical, social, and political issues with the help of prominent case studies. At the end of the module, students will be able to build their own e-commerce (small-scale) companies.

Usability and Relationship to other Modules

This module focuses on digital business concepts and digital business models. It connects to all business modules in the "Society and Business" track to the core "Digital Transformation and Innovation" and "Artificial Intelligence in Business and Society" modules. However, it also forms the base for students who want to develop their own business ideas in the discovery section of the program and outside academia.

Recommended Knowledge

- Academic writing skills

- Good understanding of the principles of business functions

Intended Learning Outcomes

No	Competence	ILO
1	Know	Know about the development of business models on the Internet.
2	Understand	Understand conceptually how to build an e-commerce presence.
3	Understand	Understand comprehensively e-commerce security and payment systems.
4	Critically	Critically understand e-commerce marketing and advertising.
5	Discuss	Discuss and reflect on major obstacles and possible solutions in e-commerce ethics.
6	Evaluate	Evaluate critically and design business case studies.

Indicative Literature

- Zott, Amit (2017) Business Model Innovation: How to Create Value in a Digital World. Marketing Intelligence Review 9 (1) DOI: https://doi.org/10.1515/gfkmir-2017-0003.
- Wirtz (2019) Digital Business Models: Concepts, Models, and the Alphabet Case Study. Cham: Springer Nature.

Entry Requirements

Prerequisites	-
Co-requisites	-
Additional Remarks	-

Assessment and Completion

Components	Examination Type	Duration/Length	Weight (%)	Minimum	ILOs

Digital Business Models and Functions	Term Paper	5000 words	100	45%	All

4.2.2 Transformational Change Management

Module Name	Transformational Change Management
Module Code	2025-MCSSE-MGT-03
Module ECTS	5
Study Semester	Mandatory: 2025-MBA-120-MA 3; 2025-MBA-60-MA 1; 2025-CSSE_MSc 3 Mandatory Elective: -
Duration	1 Semester
Program Owner	2025-CSSE-MSc
Module Coordinator	Prof. Dr. Sohaib Hassan

Forms of Learning and Teaching	
Lecture	80
Independent Study	45
Workload Hours	125

Module Components	Number	Type	CP
Transformational Change Management	MCSSE-MGT-03	Lecture	5

Module Description

Change is part of every successful manager's and organization's life. Thus, learning to lead change and/or be part of a successful change effort, is essential for anyone who hopes to rise from being an individual contributor. Some change efforts have no impact whatsoever; the organization is neither better nor worse afterwards. This is a waste of human capital (and probably financial capital as well). Some change efforts work for a while, but then gravity takes over and the organization returns to where it was beforehand; again, a waste. And there are other change projects that get us to a new level, and we stay there, which is not bad; a vast improvement on the previous two situations. But what we all want, and what this course will focus on, is to change an organization in some way, and put it on a continuous upward trajectory.

That is transformation. To build this understanding, the courses deal with the following topics:

- Change management models

- Influencing styles and tactics

- Communicating well in a group

- Understanding your biases

- Seeing and understanding different leadership styles in company transformations

- Stakeholder management

Intended Learning Outcomes

No	Competence	ILO
1	Understand	Understand, evaluate, and apply different leadership styles.
2	Understand	Understand and evaluate the change process in organizations.
3	Understand	Understand and apply communications and influencing.
4	Evaluate	Evaluate their role in a change situation.
5	Assess	Assess the stakeholders in any change context.
6	Lead	Lead or be part of an organizational change effort.

Indicative Literature

- Daniel Goleman, HBR, 2002, Leadership that gets results.

Entry Requirements

Prerequisites	-
Co-requisites	-
Additional Remarks	-

Assessment and Completion

Components	Examination Type	Duration/Length	Weight (%)	Minimum	ILOs
Transformational Change Management	Presentation	30 minutes	100	45%	All

4.3 Specialization Area

4.3.1 Big Data Challenge

Module Name	**Big Data Challenge**
Module Code	2025-MDE-CO-01
Module ECTS	5
Study Semester	Mandatory: 2025-DE-MSc 1; 2025-SCM-MSc 1 Mandatory Elective: 2025-MBA-120-MA 1; 2025-MBA-60-MA 1
Duration	1 Semester
Program Owner	2025-DE-MSc
Module Coordinator	Prof. Dr. Adalbert F.X. Wilhelm

Forms of Learning and Teaching	
Lecture	17.5
Project Work	90
Independent Study	17.5
Workload Hours	125

Module Components	**Number**	**Type**	**CP**
Big Data Challenge	MDE-CO-01	Lecture	5

Module Description

Big data is one of the buzz words of the current decade and refers to the collection and exploration of complex data sets. This complexity of big data is typically described by the four V's: Volume, Velocity, Variety, and Veracity. From a business perspective, big data is often portrayed as a sea of big opportunities. The public debate is torn between the two poles portrayed by the writers George Orwell and Aldous Huxley: complete surveillance resulting in oppression on the one end, and irrelevance and narcissism on the other. Technological research quite naturally is mostly concerned with the technical feasibility of different approaches, the continuously increasing challenges with respect to the four V's, and the creative solutions needed to tackle them.

In this module students receive an overview of big data by looking at it from various perspectives, primarily the business and societal points of view. The focus is not on the technical methods and skills, but on case studies that show big data and data engineering in a cross-section.

Recommended Knowledge

- Researching information, assessing sources and report writing

- Read the Syllabus

- Read Susan Ettlinger (2015). What Do we do with all this Big Data? Altimeter. https://www.prophet.com/2015/01/new-research-what-do-we-do-with-all-this-big-data/

- Watch corresponding TEDTalk

Usability and Relationship to other Modules

- For DE: This module provides an overview of practical big data applications. The computational details will then be studied in MDE-CS-04.

- For SCM: Concepts are applied in MSCM-CO-03 Trends & Challenges in Supply Chain Management. Project management concepts taught in MSCM-CO-01 will be applied. Academic writing skills taught in MSCM-CAR-01 facilitate the completion of the tasks in this module.

Intended Learning Outcomes

No	Competence	ILO
1	Contribute	Contribute knowledgeably to the current debate about big data, digitalization and industry 4.0.
2	Explain	Explain and discuss pros and cons of digitalization from a business perspective as well as a societal perspective.
3	Perform	Perform a SWOT analysis on current big data initiatives.
4	Evaluate	Evaluate technological possibilities and innovations driven by big data.
5	Assess	Assess the business opportunities of current big data developments.

Indicative Literature

- McLellan (2013): Big Data: An Overview https://www.zdnet.com/article/big-data-an-overview/
- S. Akter & S. Fosso Wamba, Big data analytics in e-commerce: A systematic review and agenda for future research, 2016. Electronic Markets, 26 173-194.
- Z. Lv, H. Song, P. Basanta-Val, A. Steed and M. Jo. "Next-Generation Big Data Analytics: State of the Art, Challenges, and Future Research Topics," in IEEE Transactions on Industrial Informatics, vol. 13, no. 4, pp. 1891-1899, Aug. 2017.

Entry Requirements

Prerequisites	-
Co-requisites	-
Additional Remarks	-

Assessment and Completion

Components	Examination Type	Duration/Length	Weight (%)	Minimum	ILOs
Big Data Challenge	Project Report	2500 words	100	45%	All

4.3.2 Data Analytics

Module Name	Data Analytics
Module Code	2025-MDE-CO-02
Module ECTS	5
Study Semester	Mandatory: 2025-DE-MSc 1; 2025-AST-MSc 1 Mandatory Elective: 2025-DSSB-MSc 1 or 3; 2025-MBA-120-MA 1; 2025-MDDA-BSc 1; 2025-MBA-60-MA 1
Duration	1 Semester
Program Owner	2025-DE-MSc
Module Coordinator	Prof. Dr. Adalbert F.X. Wilhelm

Forms of Learning and Teaching	
Independent Study	90
Lecture	17.5
Tutorial	17.5
Workload Hours	125

Module Components	Number	Type	CP
Data Analytics	MDE-CO-02	Lecture	5

Module Description

This module introduces concepts and methods of data analytics. The objective of the module is to present methods for gaining insight from data and drawing conclusions for analytical reasoning and decision-making. The module comprises a broad spectrum of methods for modelling and understanding complex datasets. Comprising both descriptive and predictive analytics, the standard portfolio of supervised and unsupervised learning techniques is introduced. Automatic analysis components, such as data transformation, aggregation, classification, clustering, and outlier detection, will be treated as an integral part of the analytics process.

As a central part of this module, students are introduced to the major concepts of statistical learning such as cross-validation, feature selection, and model evaluation. The course takes an applied approach and combines the theoretical foundation of data analytics with a practical exposure to the data analysis process.

Recommended Knowledge

- Read the Syllabus.

- Take the free online course: Introduction to Data Science

Usability and Relationship to other Modules

In this module, students will learn concepts and various techniques for data analysis. They will be rigorously applied in MDE-CS-03 as well as in the applied projects MDE-DIS-02 and MDE-DIS-03, and typically also in the master thesis.

Intended Learning Outcomes

No	Competence	ILO
1	Explain	Explain advanced data analytics techniques in theory and application.
2	Apply	Apply data analytics methods to real-life problems using appropriate tools.
3	Evaluate	Evaluate and compare different data analytics algorithms and approaches.
4	Apply	Apply statistical concepts to evaluate data analytics results.

Indicative Literature

- G. James, D.Witten, T. Hastie, Rob Tibshirani: Introduction to Statistical Learning with R by Springer, 2013 (ISLR).
- A. Telea, Data Visualization: Principles and Practice, Wellesley, Mass.: AK Peters, 1st edition, 2008. (DV).
- M. Ward, G. Grinstein, D. Keim, Interactive Data Visualization: Foundations, Techniques, and Applications. AK Peters, 1st edition, 2010. (IDV)

Entry Requirements

Prerequisites	**-**
Co-requisites	-
Additional Remarks	-

Assessment and Completion

Components	Examination Type	Duration/Length	Weight (%)	Minimum	ILOs
Data Analytics	Project Report	20 Pages	100	45%	All

4.3.3 Business Intelligence

Module Name	**Business Intelligence**
Module Code	2025-MSCM-CO-11
Module ECTS	5
Study Semester	Mandatory: 2025-SCM-MSc 1 Mandatory Elective: 2025-MBA-120-MA 1; 2025-MBA-60-MA 1
Duration	1 Semester
Program Owner	2025-SCM-MSc
Module Coordinator	Prof. Dr. Yilmaz Uygun

Forms of Learning and Teaching	
Lecture	35
Group Discussion	45
Independent Study	45
Workload Hours	125

Module Components	**Number**	**Type**	**CP**
Business Intelligence	MSCM-CO-11	Lecture	5

Module Description

Business Intelligence (BI) refers to the process of collecting, analyzing, and presenting data to support business decision-making. BI involves the use of software tools and techniques to gather data from various company-wide sources and databases and transform it into meaningful insights and reports to provide decision-makers with accurate and up-to-date information that can be used to make strategic decisions. BI can help businesses identify trends, opportunities, and areas for improvement, and can be used in a variety of areas, such as sales and marketing, finance, operations, and human resources.

Some common BI techniques and tools include, but are not limited to:

- data mining

- data warehousing

- reporting

- dashboarding

Recommended Knowledge

- Basics of Statistical Analytics and Basics of Database and SQL

- Sharda, R.; Delen, D.; Turban, E.; King, D. (2017): Business Intelligence: A Managerial Approach, Global Edition. Person Education.

Intended Learning Outcomes

No	Competence	ILO
1	Discuss	Discuss different definitions and terms commonly used in BI.
2	Evaluate	Evaluate how BI can help make better decisions.
3	Apply	Apply software tools and techniques to perform data analyses and reporting.
4	Compare	Compare and contrast different BI techniques and their contribution to successful decision making.
5	Integrate	Integrate BI in logistics and SCM processes to understand and analyze real-world problems.

Entry Requirements

Prerequisites	-
Co-requisites	-
Additional Remarks	-

Assessment and Completion

Components	Examination Type	Duration/Length	Weight (%)	Minimum	ILOs
Business Intelligence	Project Report	2500 words	100	45%	All

4.3.4 Supply Chain Management and Logistics

Module Name	**Supply Chain Management and Logistics**
Module Code	2025-MSCM-CO-02
Module ECTS	5
Study Semester	Mandatory: 2025-SCM-MSc 1 Mandatory Elective: 2025-MBA-120-MA 1; 2025-MBA-60-MA 1
Duration	1 Semester
Program Owner	2025-SCM-MSc
Module Coordinator	Dr. Stanislav Chankov

Forms of Learning and Teaching	
Lecture	35
Independent Study	90
Workload Hours	125

Module Components	**Number**	**Type**	**CP**
Supply Chain Management and Logistics	MSCM-CO-02	Lecture	5

Module Description

The focus of this module is to provide a holistic perspective on logistics and supply chain management in terms of processes, function, conflicting targets, key terms and definitions, and main methods.

The module is structured in three main parts:

- Logistics Processes- covers the procurement, production, and distribution processes.

- Logistics Management- covers inventory management, logistics service providers and lean management.

- Supply Chain Management- covers cross-company management aspects and supply chain strategies.

Recommended Knowledge

- Logical and analytical skills

- Christopher, M (2016): Logistics & Supply Chain Management. 5th edition. Financial Times Publishing.

Usability and Relationship to other Modules

This module is the pre-requisite for several other modules, i.e. MSCM-CO-03 Trends & Challenges in SCM, MSCM-CO-04 Advanced Supply Chain Management, MSCM-CO-05 Purchasing & Distribution, MSCM-RD-02 Supply Chain Engineering. Project management concepts taught in MSCM-CO-01 will be applied

Intended Learning Outcomes

No	Competence	ILO
1	Discuss	Discuss the definitions and terms commonly used in the logistics and supply chain management realm.
2	Evaluate	Evaluate how logistics and supply chain operations impact the economic success of a company.
3	Analyze	Analyze the processes and strategies of procurement, production, and distribution logistics.
4	Develop	Develop solutions to logistics problems by applying different methods and tools for analyzing and improving logistics/supply chain processes.
5	Evaluate	Evaluate how economic and industry trends impact the logistics and supply chain performance of production and service provider companies.
6	Compare	Compare and contrast different supply chain strategies and their applicability to different settings.
7	Integrate	Integrate knowledge in logistics and SCM to solve different case studies and real-world problems.

Entry Requirements

Prerequisites	-
Co-requisites	-
Additional Remarks	-

Assessment and Completion

Components	Examination Type	Duration/Length	Weight (%)	Minimum	ILOs
Supply Chain Management and Logistics	Written Examination	120 minutes	100	45%	All

4.4 Networking and Communication Area

4.4.1 Leadership Communication

Module Name	**Leadership Communication**
Module Code	2025-MBA-541
Module ECTS	5
Study Semester	Mandatory: 2025-MBA-120-MA 1; 2025-MBA-60-MA 1 Mandatory Elective:
Duration	1 Semester
Program Owner	2025-MBA-120-MA
Module Coordinator	Prof. Dr. Adalbert F.X. Wilhelm

Forms of Learning and Teaching	
Lecture	35
Independent Study	90
Workload Hours	125

Module Components	**Number**	**Type**	**CP**
Learning from Leaders	MBA-541	Lecture	2.5
Communication & Presentation Skills for Executives		Seminar	2.5

Module Description

This module offers a unique blend of leadership insights and essential communication skills tailored for an international business environment. It features presentations from CEOs, VPs, successful entrepreneurs, social entrepreneurs, and other inspiring leaders who serve as role models. Through their stories, students will explore diverse leadership practices and the real-world application of management theories, gaining practical insights into effective leadership. Students will engage directly with seasoned leaders, encouraging them to develop personal leadership philosophies influenced by these interactions. The assessment will involve a reflection paper that critiques the talks and insights gained, focusing on lessons learned from the leaders' experiences. In addition to leadership development, the module emphasizes the importance of excellent communication and presentation skills. Students will learn how to communicate effectively with a variety of audiences, often across different languages and cultural backgrounds. The interactive component of the module introduces the basics of effective presentation and communication techniques, enabling students to present themselves, their business projects, or academic work with impact. They will tailor both content and delivery style to resonate with different types of audiences, building rapport and trust while being culturally aware. Overall, this module aims to equip students with the skills necessary to thrive in a global business landscape, combining leadership theory with practical communication strategies.

Recommended Knowledge

It is recommended that students research the background and company of each speaker and prepare at least two questions to enhance engagement and deepen learning during the presentations.

Usability and Relationship to other Modules

This module complements theoretical courses in leadership and management by providing real-world contexts and examples. It is designed to integrate seamlessly with modules on strategic management, organizational behavior, and ethics, offering students a comprehensive view of leadership in diverse business scenarios.

Intended Learning Outcomes

No	Competence	ILO
1	Analyze	Analyze various leadership styles and their effectiveness in different organizational contexts.
2	Reflect	Reflect critically on the leadership approaches discussed and apply these insights to personal leadership development.
3	Demonstrate	Demonstrate an understanding of dynamic leadership challenges and strategies for navigating them effectively.
4	Act	Act as effective communicators – in both group and individual situations.
5	Understand	Understand interpersonal communication models and group dynamics in presentations.
6	Enjoy	Enjoy the process of presenting.
7	Understand	Understand the importance of building rapport and trust with audiences.
8	Use	Use presentation software (PowerPoint, Prezi) confidently and in a visually pleasant way.
9	Learn	Learn how to structure presentations in a coherent manner and develop captivating narratives.
10	Work	Work with different presentation formats (Ignite, Pecha Kucha, Pitching etc.).
11	Understand	Understand and apply the basics of logical reasoning in oratory (deductive/inductive).
12	Develop	Develop oratory and rhetorical skills drawing on Aristotle's teaching of logos, ethos and pathos.
13	Understand	Understand and apply the basics of interpersonal communication (Johari Window, 4-Ears model etc.).
14	Provide	Provide and integrate constructive feedback to support collaborative learning and professional development
15	Present	Present themselves in different business situations.
16	Collaborate	Collaborate effectively in intercultural teams.

Indicative Literature

The module component Learning from Leaders utilizes lecture formats, case studies and interactive presentations, discussions, role play and peer-to-peer coaching. The course will also use internet resources, videos, and home assignments to illustrate and practice leadership styles and specific communication aspects.

Entry Requirements

Prerequisites	-
Co-requisites	-
Additional Remarks	-

Assessment and Completion

Components	**Examination Type**	**Duration/Length**	**Weight (%)**	**Minimum**	**ILOs**
Learning from Leaders	Term Paper	2000 words	50	45%	All
Communication & Presentation Skills for Executives	Presentation	15 minutes	50	45%	All

4.4.2 Enterprise Engagement

Module Name	**Enterprise Engagement**
Module Code	2025-MBA-542
Module ECTS	5
Study Semester	Mandatory: 2025-MBA-120-MA 2; 2025-MBA-60-MA 2 Mandatory Elective:
Duration	1 Semester
Program Affiliation	2025-MBA-120-MA
Module Coordinator	Prof. Dr. Sven Voelpel

Forms of Learning and Teaching	
Lecture	17.5
Seminar	17.5
Independent Study	90
Workload Hours	125

Module Components	**Number**	**Type**	**CP**
Organizational Visits & Cases	MBA-542	Seminar	2.5
Organizational Behavior		Lecture	2.5

Module Description

This module bridges academic theory with real-world business practice, focusing on how organizations create value, strategically position themselves, and respond to competitive and environmental pressures. Through company visits, case discussions, and lectures, students will explore key analysis techniques such as Business Model Canvas, SWOT, PESTEL, and VRIO. These tools will be applied to analyze companies and present group insights, fostering analytical thinking, contextual judgment, and communication skills. Students are encouraged to actively engage, view businesses through diverse strategic lenses, and integrate their unique backgrounds into interpreting each visit and case. In addition, the module delves into organizational behavior (OB), examining how people, groups, and organizational structures influence work-related behavior and organizational effectiveness. Students will build a comprehensive model of multilevel interactions—individual, group, and organizational—and explore how these dynamics impact productivity. This model will serve as a foundation for deriving actionable guidelines for personnel selection, performance management, and leadership. The module also addresses contemporary challenges posed by the '3D' megatrends of digitalization, diversity, and demographic change, equipping students with evidence-based approaches to structure and manage organizations in the 21st century. By combining strategic analysis with organizational behavior principles, this module provides students with the tools to critically analyze businesses, develop solutions to leadership and management challenges, and structure organizations effectively in a rapidly evolving global environment.

Usability and Relationship to other Modules

This module complements each MBA module by enabling students to apply theories from strategy, leadership, organizational behavior, marketing, entrepreneurship, and accounting & finance to real business contexts. Each student brings a unique perspective shaped by their experience, background and interests, analyzing visits and cases highly personalized and integrative.

Recommended Knowledge

Before the company visits, students are advised to examine the Business Model Canvas, Value Creation frameworks, and specific competitive analysis tools such as SWOT, PESTEL, and VRIO. This preparation will enhance their understanding of business models, industry contexts, and organizational strategies, enabling them to contribute more significantly to in-class presentations and discussions.

Intended Learning Outcomes

No	Competence	ILO
1	Analyze	Analyze real-world business practices using concepts of MBA modules' diverse contents.
2	Apply	Apply business modeling tools and value creation frameworks to assess organizational strategies and business models.
3	Use	Use competitive analysis techniques such as SWOT, PESTEL, VRIO, and Blindspot Analysis to evaluate challenges, capabilities, and market dynamics.
4	Synthesize	Synthesize and present strategic recommendations based on field observations and structured analysis, demonstrating clarity, critical thinking, and professionalism.
5	Explain	Explain basic principles of individuals' and groups' behaviours in organisations.
6	Apply	Apply established theories to assessing and predicting behaviour.
7	Describe	Describe core techniques of influencing and modifying behaviour.
8	Discuss	Critically discuss selected approaches to effectively lead employees, teams, and groups.

Indicative Literature

- Zairbani, A. and Jaya Prakash, S.K. (2025), "Competitive strategy and organizational performance: a systematic literature review", Benchmarking: An International Journal, 32(1):52- 111.
- https://www.youtube.com/@harvardbusinessreview
- King, D., & Lawley, S. (2019). Organizational Behaviour (3rd ed.). Oxford University Press.

Entry Requirements

Prerequisites	**-**
Co-requisites	-
Additional Remarks	-

Assessment and Completion

Components	Examination Type	Duration/Length	Weight (%)	Minimum	ILOs
Organizational Visits & Cases	Presentation	30 minutes	50	45%	All
Organizational Behavior	Presentation	30 minutes	50	45%	All

4.5 Thesis

4.5.1 MBA Graduation Thesis

Module Name	**MBA Graduation Thesis**
Module Code	2025-MBA-580
Module ECTS	15
Study Semester	Mandatory: 2025-MBA-60-MA 2 Mandatory Elective:
Duration	14-week lecture period
Program Owner	2025-MBA-60-MA
Module Coordinator	Prof. Dr. Adalbert F.X. Wilhelm

Forms of Learning and Teaching	
Independent Study	375
Workload Hours	375

Module Components	**Number**	**Type**	**CP**
MBA Graduation Thesis	MBA-580	Thesis	15

Module Description

The module guides students through initiating, developing, and completing a research project on a specific business administration issue. It equips them with skills to identify research problems, design project plans, and apply data collection and analysis methodologies.

Students will utilize various research techniques and tools to synthesize information and integrate empirical data into strategic insights. This module also hones academic writing and presentation skills for effectively communicating research and strategic recommendations.

This module aims to develop independent, critical thinkers capable of managing complex projects from start to finish. Enhancing communication and project management skills prepares students for leadership roles to implement business strategies effectively. This hands-on approach improves research skills and fosters adaptability, ensuring they become lifelong learners ready to tackle challenges in a dynamic business environment.

Recommended Knowledge

To succeed in the MBA Graduation Thesis, students should understand core business concepts and current research in their field. Participating in workshops on campus or online on diverse research during the first semester can also improve research methodology skills. Planning a detailed project timeline and collaborating early with advisors will be crucial for managing and completing the thesis.

Usability and Relationship to other Modules

The module serves as the finalization of the MBA program, synthesizing and applying the knowledge, skills, and insights gained from previous coursework and students past industry experience. This module enables students to demonstrate their comprehensive understanding of business theories and practices by conducting in-depth research on a topic of their choice that reflects real-world business challenges.

Intended Learning Outcomes

No	Competence	ILO
1	Define	Define clearly a specific, researchable problem within the field of business administration, preparing a solid groundwork for investigation.
2	Define	Define and refine objectives for complex projects, ensuring alignment with scientific research review and broader business strategies.
3	Construct	Construct detailed project plans that outline objectives, methodologies, anticipated outcomes, and timelines, ready for stakeholder review and approval.
4	Apply	Apply analytical tools and methods to gather and interpret data, driving decision-making and strategic insights in business contexts.
5	Integrate	Integrate findings from comprehensive reviews and empirical data to support business decisions and strategic initiatives.
6	Communicate	Communicate research results and strategic recommendations clearly and persuasively to stakeholders, including preparing for formal presentations and defending research outcomes.
7	Utilize	Utilize critical feedback to make iterative improvements to projects, showing adaptability and a commitment to continuous improvement in professional settings.

Indicative Literature

- Bougie, R., & Sekaran, U. (2019). Research methods for business. Wiley & Sons.
- Hair Jr, J., Page, M., & Brunsveld, N. (2019). Essentials of Business Research Methods. Routledge.

Entry Requirements

Prerequisites	Students must have taken and successfully passed a total of at least 35 CP
Co-requisites	-
Additional Remarks	-

Assessment and Completion

Components	Examination Type	Duration/Length	Weight (%)	Minimum	ILOs
MBA Graduation Thesis	Written Thesis	30-40 Pages	75 %	45%	All
	Oral Examination	30 minutes; the Final Defense must be considered successful	25%	45%	All, but specific focus on No. 6

5 Appendices

5.1 Intended Learning Outcomes Assessment-Matrix

Master of Business Administration					Entrepreneurship and Innovation Management	Entrepreneurial Finance	Digital Transformation and Innovation	Transformational Change Management	Digital Business Models and Functions	Big Data Challenge	Data Analytics	Business Intelligence	Supply Chain Management and Logistics	Leadership Communication	Enterprise Engagement	Master Thesis
Semester					1	2	1	1	2	1	1	1	1	1	2	2
Mandatory/Mandatory elective					m	m	m	m	m	me	me	me	me	m	m	m
Credits					5	5	5	5	5	5	5	5	5	5	5	15
	Competencies*															
Program Learning Outcomes	**A**	**E**	**P**	**S**												
Analyze complex global business and societal challenges using interdisciplinary theories and frameworks to propose actionable, sustainable solutions.	x	x		x	x	x	x	x	x	x	x	x	x	x	x	x
Evaluate organizational data, financial indicators, and market dynamics to make data-driven strategic decisions.	x	x				x	x	x		x	x	x	x		x	x
Design and implement innovative business models by integrating principles of digital transformation, artificial intelligence, and strategic leadership.	x	x	x		x		x	x	x	x	x	x	x	x		x
Apply advanced project management, leadership, and change management skills to lead transformation initiatives within diverse organizations.	x	x	x		x	x		x	x	x			x	x	x	x
Develop entrepreneurial and intrapreneurial ventures by identifying market opportunities, formulating business strategies, and mobilizing resources	x	x	x		x	x	x	x	x					x	x	x
Integrate sustainability, ethics, and global perspectives into business decisions to ensure responsible and inclusive leadership.	x	x	x	x	x	x	x	x	x	x		x	x	x	x	x
Conduct independent, applied research to address real-world business problems and communicate findings in a structured academic format through the final thesis	x	x	x	x												x
Assessment Type																
Written examination						x							x			
Term paper							x		x					x		
Essay																
Project report										x	x	x				
Poster presentation																
Laboratory report																
Program code																
Oral examination																x
Presentation								x						x	x	
Practical assessments																
Project assessments																
Portfolio assessments					x											
Thesis																x
Module achievements																

*Competencies: A-scientific/academic proficiency; E-competence for qualified employment; P-development of personality; S-competence for engagement in society