

## Module Handbook

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*Global Business (SPO WS 23/24)*

*Master of Arts (M. A.)*

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THI Business School

Study and Examination Regulation: WS 23/24

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# 1 Overview of modules and hours (1st – 4th Semester) \*

Start in Winter Semester:

| CURRICULUM<br>GLOBAL BUSINESS |                                              | 1st Semester<br>WS |           | 2nd Semester<br>SS |           | 3rd Semester<br>WS |            | 4th Semester<br>SS |           |
|-------------------------------|----------------------------------------------|--------------------|-----------|--------------------|-----------|--------------------|------------|--------------------|-----------|
| SPO No.                       | Module                                       | SWS**              | ECTS      | SWS                | ECTS      | SWS                | ECTS       | SWS                | ECTS      |
| 1                             | Global Business and Economics 1              | 4                  | 5         |                    |           |                    |            |                    |           |
| 2                             | Intercultural Competencies                   | 4                  | 5         |                    |           |                    |            |                    |           |
| 3                             | Global Business Model Design                 | 4                  | 5         |                    |           |                    |            |                    |           |
| 7                             | Modern Leadership                            | 4                  | 5         |                    |           |                    |            |                    |           |
| 5                             | Global Business and Economics 2              |                    |           | 4                  | 5         |                    |            |                    |           |
| 6                             | Global Business Case Studies                 |                    |           | 4                  | 5         |                    |            |                    |           |
| 4                             | Research methods for Business                |                    |           | 4                  | 5         |                    |            |                    |           |
| 8                             | Advanced Topics in Internationalization      |                    |           | 4                  | 5         |                    |            |                    |           |
| 9                             | Specialization modules in Global Business*** |                    |           |                    |           | 4x4=<br>16         | 4x5=<br>20 |                    |           |
| 10                            | Management Elective                          |                    |           |                    |           | 4                  | 5          |                    |           |
| 11                            | Master Thesis                                |                    |           |                    |           |                    |            |                    | 25        |
| <b>Total</b>                  |                                              | <b>16</b>          | <b>20</b> | <b>16</b>          | <b>20</b> | <b>20</b>          | <b>25</b>  |                    | <b>25</b> |

\*All further details are specified in the attachment of the respective Study and Examination Regulation (SPO WS23/24) [here](#).

\*\* Hours per week.

\*\*\* Will be taken in semester 3 and 4.

Start in Summer Semester:

| CURRICULUM<br>GLOBAL BUSINESS |                                              | 1st Semester<br>SS |           | 2nd Semester<br>WS |           | 3rd Semester<br>SS |            | 4th Semester<br>WS |           |
|-------------------------------|----------------------------------------------|--------------------|-----------|--------------------|-----------|--------------------|------------|--------------------|-----------|
| SPO No.                       | Module                                       | SWS**              | ECTS      | SWS                | ECTS      | SWS                | ECTS       | SWS                | ECTS      |
| 1                             | Global Business and Economics 1              |                    |           | 4                  | 5         |                    |            |                    |           |
| 2                             | Intercultural Competencies                   |                    |           | 4                  | 5         |                    |            |                    |           |
| 3                             | Global Business Model Design                 |                    |           | 4                  | 5         |                    |            |                    |           |
| 7                             | Modern Leadership                            |                    |           | 4                  | 5         |                    |            |                    |           |
| 5                             | Global Business and Economics 2              | 4                  | 5         |                    |           |                    |            |                    |           |
| 6                             | Global Business Case Studies                 | 4                  | 5         |                    |           |                    |            |                    |           |
| 4                             | Research methods for Business                | 4                  | 5         |                    |           |                    |            |                    |           |
| 8                             | Advanced Topics in Internationalization      | 4                  | 5         |                    |           |                    |            |                    |           |
| 9                             | Specialization modules in Global Business*** |                    |           |                    |           | 4x4=<br>16         | 4x5=<br>20 |                    |           |
| 10                            | Management Elective                          |                    |           |                    |           | 4                  | 5          |                    |           |
| 11                            | Master Thesis                                |                    |           |                    |           |                    |            |                    | 25        |
| <b>Total</b>                  |                                              | <b>16</b>          | <b>20</b> | <b>16</b>          | <b>20</b> | <b>20</b>          | <b>25</b>  |                    | <b>25</b> |

\*\* Hours per week.

\*\*\* Will be taken in semester 3 and 4.

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## 2 Introduction

The Master's degree program in Global Business builds upon undergraduate degree programs in fields such as economics or related disciplines. Its aim is to provide students with interdisciplinary and multidisciplinary academic and methodological knowledge in the field of Global Business. Alongside analytical and methodological competencies, the program focuses on conceptual and strategic skills, particularly in the areas of globalization, sustainability, and supply chain management. Additionally, key skills for working in an academic environment are strengthened. Management and social competencies are also taught. Through the development of intercultural competencies, students are prepared to meet the growing demands of an increasingly globalized business environment and collaboration in international teams.

### 2.1 Objectives

The Global Business Master's degree program aims to prepare students for leadership roles in an increasingly interconnected and dynamic global economy. The program is designed to equip students with a deep understanding of international markets, global economic trends, and the strategic challenges faced by businesses operating across borders. By combining theoretical insights with practical applications, students gain expertise in global business model design, intercultural communication, and innovative problem-solving. Emphasizing sustainability and ethical decision-making, the program encourages students to address complex global challenges with socially responsible solutions. Graduates are empowered to thrive as leaders, entrepreneurs, or intrapreneurs, leveraging interdisciplinary knowledge and cross-cultural competencies to create impactful, sustainable, and competitive business strategies in a globalized world. The program fosters a global mindset, innovation-driven approaches, and the ability to manage diverse teams, making its graduates well-suited to navigate the complexities of the modern global business landscape.

#### 2.1.1 Focus: Supply Chain Management

The focus on Supply Chain Management within the Global Business Master's degree program aims to equip students with the skills and knowledge to design, implement, and manage efficient, innovative, and sustainable supply chain systems in a globalized economy. Students gain a comprehensive understanding of the complexities of global supply networks, exploring topics such as supply chain analytics, digital technologies, sustainable practices, and risk management. The program emphasizes a balance between theoretical frameworks and practical applications, preparing students to address

modern supply chain challenges, including disruptions, environmental impacts, and technological advancements. By integrating sustainability into supply chain strategies, students learn to create responsible and resilient systems that align with evolving global demands. Through case studies, real-world projects, and exposure to cutting-edge tools such as AI and blockchain, graduates are prepared to lead supply chain innovation, optimize operations, and contribute to organizational success in an increasingly competitive and interconnected world. This specialization fosters critical thinking, strategic planning, and problem-solving skills essential for driving sustainable value across global supply chains.

### 2.1.2 Focus: Transformation

The focus on transformation within the Global Business Master's degree program is designed to empower students to understand and actively shape the digital, organizational, and strategic transformation processes that are reshaping businesses and societies worldwide. This specialization emphasizes the integration of transformation management, emerging technologies, and future-oriented business thinking into corporate strategy, fostering a mindset that values structured, forward-looking decision-making in the face of continuous change. Students explore topics such as change and transformation management, the digital technologies driving organizational transformation (including automation, blockchain, the Internet of Things, and platform economies), AI-based business models, and strategic foresight and scenario planning. They learn how to analyze transformation drivers, design resilient organizations, and develop new, technology-enabled business models, while building the tools to systematically anticipate future developments and manage uncertainty. The program highlights the importance of innovation, stakeholder management, and interdisciplinary collaboration in leading transformation successfully, equipping students with methods to identify, plan, and communicate transformation initiatives. By combining theory, case studies, and hands-on projects, graduates are prepared to lead transformative change, championing transformation management as a core capability of modern business practice and contributing to organizations that remain competitive and resilient in a rapidly evolving global economy.

## 2.2 Admission Requirements

The general admission requirement for the Master's degree program "Global Business" is the successful completion of a degree program at a university with at least 210 ECTS credit points or equivalent academic achievements in the field of economics or a comparable field, as well as the successful completion of an aptitude test to determine suitability for the program.

Additionally, applicants must demonstrate sufficient knowledge of the English language (minimum level B2 of the Common European Framework of Reference for Languages).

Applicants who have completed a university degree or equivalent qualification with less than 210 but at least 180 ECTS credit points may be admitted if they meet the other required prerequisites and provide evidence of compensatory competencies along with their application.

Detailed information about the aptitude assessment process for the Master's degree program in Global Business can be found on the program's website or via this [link](#).

General admission requirements for a Master's degree at THI can also be found at: <https://www.thi.de/en/studies/application/master-application/>.

## 2.3 Target Group

The target group for the Master's degree program "Global Business" includes students with a Bachelor's degree in economics or related disciplines. The selection of students is based on a process to determine program-specific aptitude, in which experience in the field of globalization is a key admission criterion. The program focuses on providing students with necessary scientific, quantitative, methodological, and technical skills on the one hand, and on the conception and practical implementation of entrepreneurial ideas on the other.

Detailed information about the aptitude assessment process for the Master's degree program in Global Business can be found on the program's website or via this [link](#).

## 2.4 Program Structure

The curriculum of the program consists of a total of thirteen mandatory and elective modules, as well as a Master's thesis. The Master's thesis serves as the scientific capstone of the program. Through the thesis, students demonstrate their ability to independently apply the knowledge acquired during their studies to complex practical problems in a scientific manner. The topic of the Master's thesis is assigned no earlier than at the beginning of the third semester. The assignment of the thesis topic requires the successful completion of coursework and examinations amounting to at least 30 ECTS credits. The thesis must be completed within six months. The diagram in "[1 – Overview of modules and hours](#)" illustrates the program's structure. Details are specified in the appendix to the applicable examination and study regulations.

## 2.5 Prerequisites for advancement

The study and examination regulations for the Global Business program, applicable to students starting in the winter semester of 2023/24 (SPO - 23.01.2023), in conjunction with the General Examination Regulations of Technische Hochschule Ingolstadt (APO), include only one progression requirement, which pertains to the Master's thesis:

The topic of the Master's thesis will be assigned no earlier than the beginning of the third semester. The assignment of the Master's thesis topic requires the successful completion of coursework and examinations amounting to at least 30 ECTS credits.

## 2.6 Concept and Advisory board

**Program concept**

The Global Business Master's program combines a broad-based curriculum in international management, marketing, and leadership with two specialisation modules that students choose from in semesters 3 and 4: Supply Chain Management (SCM) and Transformation Management and Future Business (TMFB). The TMFB specialisation addresses how organizations manage digital and organizational transformation and develop future-oriented business models, covering topics from change management and digital technologies to AI-based business models and strategic foresight. Sustainability continues to be addressed as a cross-cutting topic within the curriculum, for example in the SCM module "SCM/SUS – Sustainable Supply Chain Management" and in "Global Business Practices in Innovation, Sustainability and Growth," rather than as a separate specialisation.

### **Advisory board**

The program's curriculum development and continuous quality assurance are supported by an Advisory Board. Its members are: professors from other study programs at Technische Hochschule Ingolstadt and from other universities, and representatives from partner companies and industry.

The Advisory Board meets regularly, at least once per academic year. In these meetings, it reviews the program's content orientation, discusses current developments and requirements in international business practice, and issues recommendations for the further development of the curriculum, including the specialisation modules. Its input feeds directly into the program's ongoing quality management process and the periodic review of module content, ensuring the program remains aligned with academic standards and labor-market needs.

## **3 Qualification profile**

### **3.1 Mission statement**

The Global Business Master's degree program is designed to prepare students for leadership roles in an increasingly interconnected and dynamic global economy. With a focus on interdisciplinary and practical learning, the program equips students with advanced knowledge and skills in areas such as globalization, sustainability, and supply chain management. By integrating theoretical foundations with real-world applications, students gain expertise in global business model design, intercultural communication, and innovative problem-solving.

The curriculum emphasizes sustainability, ethical decision-making, and the strategic challenges of global operations, fostering the ability to address complex issues responsibly. Students develop key competencies in strategic planning, cultural adaptability, and analytical thinking, while also engaging in hands-on projects, case studies, and international experiences.

Through its focus on collaboration, innovation, and cultural diversity, the program cultivates a global mindset and prepares graduates to excel as leaders, entrepreneurs, or intrapreneurs in competitive and rapidly evolving international markets.

## 3.2 Study objectives

In our mission to develop personalities with responsible and innovative mindsets and comprehensive skills in general management for success in a globalized economy, we have defined general competence goals (and learning objectives) that are relevant for all our master programs. This principle ensures that all learners develop generally relevant business skills and competences specific to a business school.

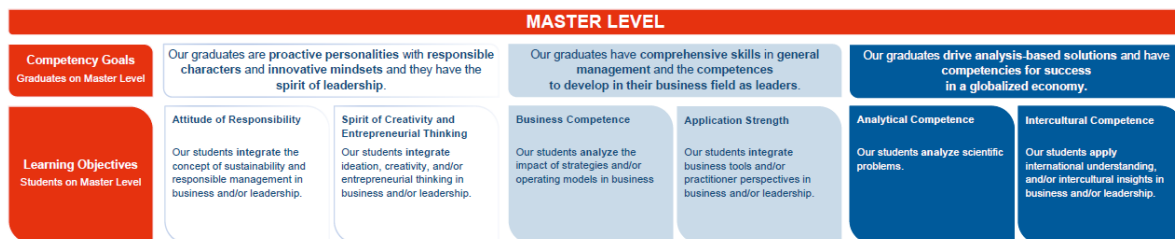


Figure 1: Mission driven competency goals and learning objectives for “Global Business (M.A.)”

### 3.2.1 Subject-specific competences of the study program

The **subject-specific competences** of the Global Business Master’s degree program are designed to equip students with the knowledge and skills needed to excel in a globalized and dynamic business environment. These competences include:

1. **Global Business Expertise:** Understanding international markets, trade systems, and the global economic landscape, including the impact of globalization on industries and businesses.
2. **Strategic Thinking:** Developing the ability to analyze, design, and implement competitive business strategies in a global context.
3. **Sustainability Integration:** Gaining proficiency in incorporating sustainable practices into business operations, focusing on environmental, social, and economic responsibility.
4. **Supply Chain Management:** Mastering the design and management of efficient, innovative, and sustainable global supply chains.
5. **Intercultural Competence:** Building cultural awareness and effective communication skills to navigate diverse cultural settings and manage international teams.
6. **Data-Driven Decision-Making:** Applying analytical methods and tools, such as supply chain analytics and digital technologies, to solve complex business problems.
7. **Innovation and Entrepreneurship:** Developing innovative solutions and fostering an entrepreneurial mindset to identify and seize global opportunities.
8. **Ethical Business Practices:** Understanding the importance of ethical decision-making and corporate social responsibility in global business activities.

These competences prepare graduates to address the challenges of globalization, lead diverse teams, and create sustainable value in both entrepreneurial and corporate settings.

### 3.2.2 Interdisciplinary competences of the study program

The **interdisciplinary competences** of the Global Business Master's degree program are designed to prepare students for the multifaceted challenges of modern global business by integrating knowledge and skills from various disciplines. These competences include:

1. **Problem-Solving Across Disciplines:** The ability to approach complex global business challenges using methods, tools, and insights from multiple fields such as economics, sustainability, management, and technology.
2. **Systems Thinking:** Understanding and analyzing interconnected systems within global businesses, including economic, social, and environmental systems, to make holistic and strategic decisions.
3. **Adaptability and Flexibility:** Developing the ability to adapt to rapidly changing global environments and applying knowledge across diverse industries, roles, and cultural settings.
4. **Collaboration and Teamwork:** Building strong skills in interdisciplinary collaboration by working in diverse teams that include individuals from various academic and professional backgrounds.
5. **Analytical and Methodological Expertise:** Using a combination of quantitative and qualitative approaches, including data analytics, research methods, and technology-driven solutions, to address global business issues effectively.
6. **Sustainability Integration Across Disciplines:** Incorporating principles of sustainability into various business functions such as supply chain management, finance, and marketing, bridging gaps between environmental responsibility and profitability.
7. **Communication and Negotiation Skills:** Developing clear and effective communication skills to convey complex, interdisciplinary ideas and negotiate across cultural and professional boundaries.
8. **Innovation Through Diversity:** Leveraging diverse perspectives, knowledge, and experiences to foster creativity and develop groundbreaking solutions to global challenges.

By mastering these interdisciplinary competences, students become well-rounded professionals capable of navigating complex global business landscapes and making impactful contributions across industries and disciplines.

### 3.2.3 Examination concept of the study program

The modules, their respective hours, types of courses, examinations, continuous assessments, and other related regulations are specified in Appendix 1 of the corresponding Study and Examination Regulations (SPO).

Various types of teaching formats are used for the modules, which necessitate different examination concepts. These teaching formats are as follows:

| German Name                         | German Abbreviation | English Name                  | English Abbreviation |
|-------------------------------------|---------------------|-------------------------------|----------------------|
| Seminaristischer Unterricht / Übung | SU/Ü                | Seminar course with exercises | SU/Ü                 |
| Seminar                             | S                   | Seminar                       | S                    |

For successfully completed examinations and continuous assessments, credit points are awarded according to the European Credit Transfer System (ECTS). Typically, a maximum of 60 credits are awarded per academic year, with each credit corresponding to a workload of 25 hours, which includes both in-person sessions and independent study phases. The number of credits for each module is outlined in Appendix 1 of the SPO.

Selected modules, including their examinations, are conducted in English as specified in this module handbook.

All modules are classified as either compulsory, specialization, or elective:

1. **Compulsory modules:** Modules that are compulsory for all students.
2. **Specialization modules:** Modules that build together a focus area. Students must select a certain number of these in accordance with the SPO, and the chosen modules are treated as mandatory.
3. **Elective modules:** Modules offered individually or in groups as alternatives. Students must select a certain number of these in accordance with the SPO, and the chosen modules are treated as mandatory.

The modules utilize a mix of examination types to appropriately assess the diverse competencies imparted. These are also outlined in Appendix 1 of the SPO.

The table below provides an overview of the examination types used in the Master's degree program. Since all modules are offered in English but the German SPO is decisive, their descriptions and examination terms are provided both in German and English:

| German Name | Abbreviation | English Name | Description                                                                  |
|-------------|--------------|--------------|------------------------------------------------------------------------------|
| Kolloquium  | Koll         | Colloquium   | An oral examination (15–45 minutes) where the student defends the results of |

|                      |       |                          |                                                                                                                                                                                                                                                      |
|----------------------|-------|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                      |       |                          | their work.                                                                                                                                                                                                                                          |
| Leistungsnachweis    | LN    | Performance record       | May include a written exam (schrP), seminar paper (SA), student research project (StA), practical exam (prP), or project work (PA), as defined in the module handbook.                                                                               |
| Masterarbeit         | MA    | Master Thesis            | A written thesis of 50–80 pages (excluding cover sheets, tables, and appendices) created using a word processing program.                                                                                                                            |
| Mündliche Prüfung    | mdIP  | Oral examination         | An oral test lasting 15 minutes per person unless stated otherwise.                                                                                                                                                                                  |
| Projektarbeit        | Proj  | Project work             | A group project where students collaboratively solve a task and present their results both orally and in writing. Individual contributions are mandatory. Oral presentations last 15 minutes, and the written component is approximately 5–25 pages. |
| Praktische Prüfung   | prP   | Practical examination    | Demonstrates the practical application of the competencies acquired, typically lasting 15 minutes unless stated otherwise.                                                                                                                           |
| Seminararbeit        | SA    | Seminar paper            | A term paper combined with an oral presentation. The paper must be 3,000–6,000 words (10–20 pages), and the presentation lasts 15–20 minutes, which may occur during the semester.                                                                   |
| Studienarbeit        | StA   | Student research project | A term paper without an oral presentation, typically 3,000–6,000 words (10–20 pages).                                                                                                                                                                |
| Schriftliche Prüfung | schrP | Written examination      | A written test lasting 90 minutes unless otherwise specified.                                                                                                                                                                                        |

In the Master's thesis, students demonstrate their ability to independently apply the knowledge gained during their studies to complex practical problems through a scientific approach (§8 SPO). The topic of the Master's thesis is assigned no earlier than the beginning of the third semester. The assignment requires the successful completion of coursework and examinations totaling at least 30 ECTS credits. The processing time for the Master's thesis is six months.

A colloquium, comprising a specialized presentation and discussion of the scientific findings of the Master's thesis, is required. The colloquium contributes to the thesis grade with a weighting of 1:4. The grade for the Master's thesis constitutes 30% of the overall program grade.

### 3.2.4 Application of the study program

The **Global Business Master's degree program** equips students with the necessary skills and knowledge to excel in future management roles in an increasingly globalized and complex business environment. Its interdisciplinary approach prepares graduates to address the multifaceted challenges of international markets, enabling them to lead diverse teams and manage cross-border operations effectively.

- **Application to Future Management Tasks:**
- **Global Strategic Leadership:** The program develops strategic thinking and decision-making skills, enabling managers to navigate competitive global markets, analyze complex international business environments, and devise effective strategies for organizational growth and success.
- **Intercultural Management:** By fostering intercultural competence, the program prepares students to lead and collaborate with diverse, multicultural teams, handle cross-cultural negotiations, and build strong international partnerships.
- **Sustainability Integration:** Students learn to incorporate sustainability and ethical decision-making into management practices, addressing environmental, social, and economic challenges while balancing corporate responsibility and profitability.
- **Innovative Problem-Solving:** The program emphasizes critical thinking and creative approaches to solving real-world business challenges, equipping future managers to drive innovation and implement forward-thinking solutions.
- **Supply Chain Leadership:** With expertise in global supply chain management, graduates can optimize logistics, manage risks, and develop sustainable, resilient supply chains to enhance organizational performance.
- **Adaptability in Dynamic Markets:** Students gain the ability to adapt to rapid changes in global business landscapes, such as technological advancements, geopolitical shifts, and economic disruptions, ensuring effective leadership in volatile environments.

By combining theoretical insights with practical applications, the program positions graduates as capable leaders who can manage diverse teams, implement innovative strategies, and address global business challenges with confidence and competence.

### 3.2.5 Contribution of individual modules to the objectives of the program

In accordance with our Assurance of Learning concept (AOL), the connection between the THI Business School mission statement, the course objectives and the individual modules was established for the course in the curriculum mapping, which can be seen in the graphic below.

| Mission                                                |                                                     | We develop <b>personalities</b> with <b>responsible</b> and <b>innovative mindsets</b> and <b>comprehensive skills</b> in <b>general management</b> for <b>success in a globalized economy</b> . |                                                                                                                                                                        |                                                                                                                                              |                                                                                                                                     |                                                                                                                 |                                                                                                                                                |
|--------------------------------------------------------|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| Competency Goals<br><i>Graduates on Master Level</i>   |                                                     | Our graduates are <b>proactive personalities</b> with <b>responsible</b> characters and <b>innovative</b> mindsets and have the spirit of leadership.                                            |                                                                                                                                                                        | Our graduates have <b>comprehensive skills</b> in <b>general management</b> and the competences to develop their business fields as leaders. |                                                                                                                                     | Our graduates drive analysis-based solutions and have competencies for <b>success in a globalized economy</b> . |                                                                                                                                                |
| Learning Objectives<br><i>Students on Master Level</i> |                                                     | <b>Attitude of Responsibility</b><br>Our students integrate the concept of sustainability and responsible management in business and/or leadership.                                              | <b>Spirit of Creativity and Entrepreneurial Thinking</b><br>Our students integrate ideation, creativity, and/or entrepreneurial thinking in business and/or leadership | <b>Business Competence</b><br>Our students <b>analyse</b> the impact of strategies and/or operating models in business.                      | <b>Application Strength</b><br>Our students integrate business tools and/or practitioner perspectives in business and/or leadership | <b>Analytical Competence</b><br>Our students analyze scientific problems.                                       | <b>Intercultural Competence</b><br>Our students apply international understanding, and/or intercultural insights in business and/or leadership |
| 1                                                      | Global Business and Economics 1                     | CSR in a global context                                                                                                                                                                          |                                                                                                                                                                        | Understanding globalization and its impact on business                                                                                       |                                                                                                                                     |                                                                                                                 | Cross-cultural communication and negotiation skills                                                                                            |
| 2                                                      | Intercultural Competencies                          |                                                                                                                                                                                                  |                                                                                                                                                                        |                                                                                                                                              | Managing cross cultural teams effectively                                                                                           |                                                                                                                 | Understanding cultural difference and their impact on business interactions                                                                    |
| 3                                                      | Global Business Model Design                        |                                                                                                                                                                                                  | Case studies of successful global business models                                                                                                                      | Identifying sources of competitive advantage in global business                                                                              |                                                                                                                                     |                                                                                                                 | Analyzing the impact of cultural differences on business models                                                                                |
| 4                                                      | Research methods for Business                       | Ensuring research ethics and integrity                                                                                                                                                           |                                                                                                                                                                        |                                                                                                                                              | Understanding the scientific method and its application to business research                                                        | Analyzing the limitations and challenges of conducting research in business context                             |                                                                                                                                                |
| 5                                                      | Global Business and Economics 2                     | The role of cultural and social norms in global business                                                                                                                                         |                                                                                                                                                                        | Understanding the global financial system                                                                                                    |                                                                                                                                     |                                                                                                                 | The role of multinational and intercultural corporations in global economics                                                                   |
| 6                                                      | Global Business Case Studies                        |                                                                                                                                                                                                  |                                                                                                                                                                        |                                                                                                                                              | Identifying key factors contributing to success or failure in global business                                                       | Analyzing real world examples of global business successes and failures                                         | Understanding the cultural and economic context of global business cases                                                                       |
| 7                                                      | Modern Leadership                                   | Leading change and innovation in global organizations                                                                                                                                            |                                                                                                                                                                        |                                                                                                                                              |                                                                                                                                     |                                                                                                                 | Developing leadership skills for multicultural environments                                                                                    |
| 8                                                      | Advanced Topics in Internationalization             |                                                                                                                                                                                                  |                                                                                                                                                                        | Managing cross border mergers and acquisitions                                                                                               |                                                                                                                                     | Analyzing the impact of global trends on internationalization                                                   | Understanding the impact of cultural differences on internationalization                                                                       |
| 9                                                      | <b>Specialization Modules in Global Business</b>    | See individual modules below                                                                                                                                                                     |                                                                                                                                                                        |                                                                                                                                              |                                                                                                                                     |                                                                                                                 |                                                                                                                                                |
| 9.1                                                    | <i>Sustainable Supply Chain Management</i>          | Identifying and managing supply chain risks related to sustainability                                                                                                                            |                                                                                                                                                                        |                                                                                                                                              | Developing sustainable procurement practices and supplier management strategies                                                     | Analyzing the impact of sustainability on supply chain costs and competitiveness                                |                                                                                                                                                |
| 9.2                                                    | <i>Supply Chain Analytics</i>                       |                                                                                                                                                                                                  |                                                                                                                                                                        | Understanding the role of AI and machine learning in supply chain analytics                                                                  |                                                                                                                                     | Understanding the importance of data analytics in SCM                                                           |                                                                                                                                                |
| 9.3                                                    | <i>Innovative Supply Chain Solutions</i>            |                                                                                                                                                                                                  |                                                                                                                                                                        |                                                                                                                                              | Identifying opportunities for innovation in global supply chains                                                                    | Analyzing the impact of innovation on supply chain costs and competitiveness                                    |                                                                                                                                                |
| 9.4                                                    | <i>Digital SCM Technologies</i>                     |                                                                                                                                                                                                  |                                                                                                                                                                        | Developing effective digital supply chain strategies                                                                                         |                                                                                                                                     | Case studies of companies implementing digital supply chain technologies                                        |                                                                                                                                                |
| 9.5                                                    | <i>Sustainable Supply Chain Management</i>          | Identifying and managing supply chain risks related to sustainability                                                                                                                            |                                                                                                                                                                        |                                                                                                                                              | Developing sustainable procurement practices and supplier management strategies                                                     | Analyzing the impact of sustainability on supply chain costs and competitiveness                                |                                                                                                                                                |
| 9.6                                                    | <i>Social Impact, Sustainability and Compliance</i> | objective emphasized                                                                                                                                                                             |                                                                                                                                                                        |                                                                                                                                              | Developing sustainable procurement practices and supplier management strategies                                                     | Analyzing the impact of regulations and compliance on social impact and sustainability                          |                                                                                                                                                |
| 9.6                                                    | <i>Social Entrepreneurship</i>                      |                                                                                                                                                                                                  | Understanding the concept of social entrepreneurship and its importance in promoting social impact and sustainability                                                  |                                                                                                                                              |                                                                                                                                     | Developing effective social impact measurement and reporting practices                                          |                                                                                                                                                |
| 9.8                                                    | <i>Sustainable HR Management</i>                    | Developing sustainable HR policies and practices such as diversity and inclusion initiatives                                                                                                     |                                                                                                                                                                        |                                                                                                                                              | Understanding the role of HR management in promoting work-life-balance and employee well-being                                      |                                                                                                                 | Developing effective intercultural training programs for employees                                                                             |
| 10                                                     | Management Elective                                 | Too diverse to clearly specify                                                                                                                                                                   |                                                                                                                                                                        |                                                                                                                                              |                                                                                                                                     |                                                                                                                 |                                                                                                                                                |
| 11                                                     | Master Thesis                                       | Objective emphasized                                                                                                                                                                             | Objective emphasized                                                                                                                                                   | Objective emphasized                                                                                                                         | Objective emphasized                                                                                                                | Objective emphasized                                                                                            | Objective emphasized                                                                                                                           |
|                                                        |                                                     | Course embedded AoL Measure                                                                                                                                                                      | Course embedded AoL Measure                                                                                                                                            | Course embedded AoL Measure                                                                                                                  | Course embedded AoL Measure                                                                                                         | Course embedded AoL Measure                                                                                     | Course embedded AoL Measure                                                                                                                    |
| 1.1                                                    | Master Thesis                                       | Objective emphasized                                                                                                                                                                             | Objective emphasized                                                                                                                                                   | Objective emphasized                                                                                                                         | Objective emphasized                                                                                                                | Objective emphasized                                                                                            | Objective emphasized                                                                                                                           |
| 11.2                                                   | Master Thesis Colloquium                            | Objective emphasized                                                                                                                                                                             | Objective emphasized                                                                                                                                                   | Objective emphasized                                                                                                                         | Objective emphasized                                                                                                                | Objective emphasized                                                                                            | Objective emphasized                                                                                                                           |

### 3.3 Possible professional fields

The Master's degree program Global Business can act as a springboard for management positions in various industries, as it combines a broad business education with a strong focus on globalization. For example, graduates can aspire to the following professional fields: Export Management, Global Supply Chain Management, International Sales and Marketing Management, International HR Management, Management Consulting.

## 4 Description of Modules

### 4.1 General compulsory modules

#### 4.1.1 Global Business and Economics 1

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                  |                    |                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|--------------------|------------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | GBU_GBE1                                                         | SPO-No.:           | 1                      |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Program                                                          | Module type        | Semester               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Global Business (SPO WS 23/24)                                   | Compulsory Subject | 1,2                    |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Language of instruction                                          | Duration of module | Frequency of offer     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | English                                                          | 1 semester         | winter and summer term |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Gallier, Carlo                                                   |                    |                        |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Gallier, Carlo                                                   |                    |                        |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 5 ECTS / 4 SWS                                                   |                    |                        |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Contact hours:                                                   | 47 h               |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Self-study:                                                      | 78 h               |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Total:                                                           | 125 h              |                        |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Global Business and Economics 1 (GBU_GBE1)                       |                    |                        |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | SU/Ü - lecture with integrated exercises                         |                    |                        |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | schrP - written exam, 90 minutes (GBU_GBE1)                      |                    |                        |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | The module is offered in other master's degree programs as well. |                    |                        |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                  |                    |                        |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                  |                    |                        |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                  |                    |                        |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                  |                    |                        |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                  |                    |                        |
| <p>The course has four main objectives:</p> <p><b>Knowledge competencies</b></p> <p>1. Students will learn to apply economic theories to improve strategic decision-making in global business.</p> <p><b>Methodological competencies</b></p> <p>2. Students will leverage this knowledge to develop methodological competencies to analyze competitive environments in global markets.</p> <p><b>Personal competencies</b></p> <p>3. Students will apply their competencies to help themselves and others to make better decisions in complex business situations.</p> <p><b>Social competencies</b></p> <p>4. Students will apply their competencies to collaborate effectively within diverse and multicultural teams, contributing to the effectiveness of global markets.</p> |                                                                  |                    |                        |

**Content:**

We take an application-oriented approach to study global markets, with special emphasis on topics such as:

- firm behavior, competition, and efficiency
- market power and collusion
- market failure and regulation
- emerging global challenges, such as climate change and inequality
- corporate social responsibility
- cross-cultural economics
- international trade and investments
- and many more if time permits

**Literature:**

Compulsory:

- MANKIW, N. Gregory and Mark P. TAYLOR, 2023. *Economics*. Hampshire: Cengage
- ACEMOGLU, Daron, David LAIBSON and John A. LIST, 2018. *Economics*.

Recommended:

- VELASQUEZ, Manuel G., 2013. *Business Ethics: Concepts and Cases*. Harlow: Pearson Education, Limited. ISBN 978-1-292-02281-9, 978-1-292-03601-4
- LÜTGE, Christoph, UHL, Matthias, 2021. *Business Ethics: An Economically Informed Perspective* [online]. Oxford, United Kingdom: Oxford University Press PDF e-Book. ISBN 978-0-19-189685-9. Available via: 20.500.12854/112311.

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually.

### 4.1.2 Intercultural Competencies

|                             |                                |                           |                           |
|-----------------------------|--------------------------------|---------------------------|---------------------------|
| <b>Module abbreviation:</b> | GBU_IC                         | <b>SPO-No.:</b>           | 2                         |
| <b>Curriculum:</b>          | <b>Program</b>                 | <b>Module type</b>        | <b>Semester</b>           |
|                             | Global Business (SPO WS 23/24) | Compulsory Subject        | 1,2                       |
| <b>Module attributes:</b>   | <b>Language of instruction</b> | <b>Duration of module</b> | <b>Frequency of offer</b> |
|                             | English                        | 1 semester                | winter and summer term    |

|                                            |                                                                            |  |       |
|--------------------------------------------|----------------------------------------------------------------------------|--|-------|
| <b>Responsible for module:</b>             | Costa e Silva, Marcelo; Ferrell, Beroz                                     |  |       |
| <b>Lecturers:</b>                          | Costa e Silva, Marcelo; Ferrell, Beroz                                     |  |       |
| <b>Credit points / SWS:</b>                | 5 ECTS / 4 SWS                                                             |  |       |
| <b>Workload:</b>                           | Contact hours:                                                             |  | 47 h  |
|                                            | Self-study:                                                                |  | 78 h  |
|                                            | Total:                                                                     |  | 125 h |
| <b>Subjects of the module:</b>             | Intercultural Competencies (GBU_IC)                                        |  |       |
| <b>Lecture types:</b>                      | SU/Ü - lecture with integrated exercises                                   |  |       |
| <b>Examinations:</b>                       | SA - seminar paper (10-20 pages) and presentation (15-20 minutes) (GBU_IC) |  |       |
| <b>Usability for other study programs:</b> | None                                                                       |  |       |

#### Prerequisites according to examination regulation:

None

#### Recommended prerequisites:

None

#### Learning outcomes:

At the end of the course, the students

##### Knowledge

- understand cultural difference and their impact on business interactions.
- understand how individual differences can strengthen a group or organization.
- analyze the impact of globalization on international trade, sustainability, and cultural exchange.

##### Methodology

- apply learning to real world experience in global business.
- use advanced negotiation and decision-making models to resolve cross-border business conflicts.

##### Personality

- understand issues related to diversity and intercultural communication.
- are committed to valuing similarities and differences in individuals.
- show confidence in handling ambiguity and complex decision-making scenarios.

##### Social Competence

- manage cross cultural teams effectively.
- are open to discussions about the deeper implications of diversity and intercultural communication through dialogue.
- demonstrate advanced intercultural communication skills to build trust and foster global partnerships.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• build and manage professional networks across different cultural, industry, and organizational settings.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Content:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <ul style="list-style-type: none"> <li>• Cultural intelligence and its importance in global business</li> <li>• Developing empathy and cultural sensitivity</li> <li>• Overcoming stereotypes and biases in cross-cultural contexts</li> <li>• Understanding cultural differences and their impact on business interactions</li> <li>• Communication skills for multicultural environments</li> <li>• Strategies for building trust across cultures</li> <li>• Resolving conflicts in intercultural settings</li> <li>• 5 Core skills for being effective in a diverse world</li> <li>• Demonstrate learning through the completion of assigned reading, research, class participation, group projects and presentations</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Literature:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p>Compulsory:</p> <ul style="list-style-type: none"> <li>• MEYER, Erin, 2014. <i>The Culture Map: Breaking Through the Invisible Boundaries of Global Business</i>. New York: PublicAffairs. ISBN 978-1-61039-259-4, 1-61039-259-0</li> <li>• THOMAS, A.; KINAST, Eva-Ulrike; SCHROLL-MACHL; Sylvia (2010): <i>Handbook of Intercultural Communication and Cooperation</i>. Volume 1: Basics and Areas of Application. Göttingen: Vandenhoeck &amp; Ruprecht. ISBN 978-3-666-40327-9.</li> </ul> <p>Recommended:</p> <ul style="list-style-type: none"> <li>• BANAJI, Mahzarin R. and Anthony G. GREENWALD, 2013. <i>Blindspot: hidden biases of good people</i>. New York: Delacorte Press. ISBN 978-0-553-80464-5, 978-0-440-42329-4</li> <li>• BROWN, Jennifer (2022): <i>How to Be an Inclusive Leader: Your Role in Creating Cultures of Belonging Where Everyone Can Thrive</i>. Oakland: Berrett-Koehler Publishers.</li> <li>• JASSEMI, Lili: Global Virtual Teams &amp; Trust (2022): <i>How Leadership Can Build Trust and Enhance Team Performance</i>. Wiesbaden: Springer Gabler. ISBN 978-3-658-41852-6</li> <li>• SWEENEY, Charlotte; BOTHWICK, Fleur (2016): <i>Inclusive Leadership: The definitive guide to developing and executing an impactful diversity and inclusion strategy – locally and globally</i>. Harlow: Financial Times / Prentice Hall: ISBN 978-1292112725-9.</li> </ul> |
| <b>Additional remarks:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p>Course Workbook with relevant learning materials and tools (downloadable on Moodle) to be brought to class.</p> <p>The course is held on-site. However, under special circumstances, it may also take place virtually.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

### 4.1.3 Global Business Model Design

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                              |                    |                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|--------------------|------------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | GBU_GBMD                                                                     | SPO-No.:           | 3                      |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Program                                                                      | Module type        | Semester               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Global Business (SPO WS 23/24)                                               | Compulsory Subject | 1,2                    |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Language of instruction                                                      | Duration of module | Frequency of offer     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | English                                                                      | 1 semester         | winter and summer term |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Vogler, Thomas                                                               |                    |                        |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Blache, Nils; Vogler, Thomas                                                 |                    |                        |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 5 ECTS / 4 SWS                                                               |                    |                        |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Contact hours:                                                               | 47 h               |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Self-study:                                                                  | 78 h               |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Total:                                                                       | 125 h              |                        |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Global Business Model Design (GBU_GBMD)                                      |                    |                        |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | SU/Ü - lecture with integrated exercises                                     |                    |                        |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | SA - seminar paper (10-20 pages) and presentation (15-20 minutes) (GBU_GBMD) |                    |                        |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | None                                                                         |                    |                        |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                              |                    |                        |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                              |                    |                        |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                              |                    |                        |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                              |                    |                        |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                              |                    |                        |
| <b>1. Knowledge</b><br><i>Students learn to....</i> <ul style="list-style-type: none"><li>understand different business models and how they apply to global markets</li></ul> Students acquire theoretical and practical knowledge of various business models (e.g., franchise, platform, subscription), including how they must be adapted or localized for success in international environments. <ul style="list-style-type: none"><li>understand the value drivers in the different operative sectors of an international business</li></ul> Students gain insights into what creates value in functions such as production, logistics, HR, finance, and marketing, especially when operating across borders. <ul style="list-style-type: none"><li>identify sources of competitive advantage in global business</li></ul> Students learn key strategic concepts (e.g., Porter's Five Forces, Resource-Based View) to analyze how international firms build and sustain competitive advantages in diverse markets. |                                                                              |                    |                        |
| <b>2. Methodology</b><br><i>Students learn to....</i> <ul style="list-style-type: none"><li>design a global value chain that maximizes efficiency and effectiveness</li></ul> Students develop the ability to map and optimize value-creating activities across borders using frameworks like global supply chain management, network configuration, and digital coordination.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                              |                    |                        |

- develop global marketing strategies  
Students learn to conduct international market analysis, segmentation, positioning, and communication planning while considering cultural, economic, and regulatory differences.
- apply their knowledge in a business simulation  
Students transfer their theoretical understanding into practice through a simulation-based environment where they must make decisions, interpret data, and adapt to changing market conditions.

### 3. Personality

*Students learn to....*

- apply their knowledge in a business simulation  
Through self-directed learning in a dynamic environment, students strengthen their ability to deal with complexity, uncertainty, and decision-making under pressure fostering resilience and reflective judgment.
- design a global value chain / Develop strategies  
Students build confidence in navigating ambiguity and making strategic choices, improving their entrepreneurial mindset and strategic thinking capabilities.

### 4. Social Competence

*Students learn to....*

- work in intercultural groups on this business simulation  
Students enhance their ability to collaborate across cultures, deal with communication differences, resolve conflicts, and coordinate tasks key capabilities in global teams.
- develop global marketing strategies / Apply in simulation  
Team-based tasks help students practice listening, persuasion, and leadership in diverse, international group settings.

#### Content:

- Understanding different business models and how they apply to global markets
- Identifying sources of competitive advantage in global business
- Designing a global value chain that maximizes efficiency and effectiveness
- Developing global marketing strategies
- Understanding the role of technology in global business model design
- Innovating and adapting business models to changing global conditions
- Analyzing the impact of cultural differences on business models
- Identifying and managing risks in global business models
- Balancing local and global needs in business model design
- Business Simulation

#### Literature:

Compulsory:

- HILL, Charles W. L. and G. Tomas M. HULT, 2020. *Global Business Today*. 11. edition. New York, NY: McGraw-Hill Education. ISBN 978-1-260-56581-2

Recommended:

- KEEGAN, Warren J. and Mark C. GREEN, 2020. *Global marketing*. Harlow, England: Pearson. ISBN 978-1-292-30402-1, 1-292-30402-2.

#### Additional remarks:

The course can take place either partially or entirely in a virtual format.

#### 4.1.4 Research methods for Business

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                |                    |                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|--------------------|------------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | GBU_RMB                                                                        | SPO-No.:           | 4                      |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Program                                                                        | Module type        | Semester               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Global Business (SPO WS 23/24)                                                 | Compulsory Subject | 1,2                    |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Language of instruction                                                        | Duration of module | Frequency of offer     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | English                                                                        | 1 semester         | winter and summer term |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Fend, Lars                                                                     |                    |                        |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Fend, Lars                                                                     |                    |                        |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 5 ECTS / 4 SWS                                                                 |                    |                        |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Contact hours:                                                                 | 47 h               |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Self-study:                                                                    | 78 h               |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Total:                                                                         | 125 h              |                        |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Research methods for Business (GBU_RMB)                                        |                    |                        |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | SU/Ü - lecture with integrated exercises                                       |                    |                        |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Proj - project work (5-25 pages) with oral presentation (15 minutes) (GBU_RMB) |                    |                        |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | The module is offered in other master's degree programs as well.               |                    |                        |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                |                    |                        |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                |                    |                        |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                |                    |                        |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                |                    |                        |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                |                    |                        |
| <p>The aim of the seminar is to prepare students for the researching and writing of high-quality academic papers (from seminar papers to master's thesis). In this context students</p> <p><b>Knowledge</b></p> <ul style="list-style-type: none"><li>• understand the scientific method and its application to business research.</li><li>• know the characteristics of scientific research and academic writing to contribute to scientific and practical solutions.</li><li>• know the general rules and principles of good academic work, as well as the consequences of non-compliance with these rules.</li></ul> <p><b>Methodology</b></p> <ul style="list-style-type: none"><li>• analyze the limitations and challenges of conducting research in business context.</li><li>• apply quantitative and qualitative research methods to evaluate business performance and identify market trends.</li></ul> <p><b>Personality</b></p> <ul style="list-style-type: none"><li>• ensure research ethics and integrity.</li><li>• demonstrate adaptability and resilience in managing uncertainties and disruptions.</li><li>• cultivate self-motivation and time management skills to meet academic and professional deadlines.</li></ul> <p><b>Social Competence</b></p> |                                                                                |                    |                        |

- self- and group-organize and work out different topic blocks for milestone dates.
- overcome typical challenges in the research and writing process.
- collaborate effectively to achieve academic excellence.
- present business ideas and strategies persuasively to international audiences.

**Content:**

- Understanding the compositional approaches for designing qualitative, quantitative, and mixed methods research in the social sciences
- Deciding on a suitable research method
- Literature research (library, databases, Internet, ...)
- If necessary, survey of companies (e.g. questionnaire)
- Preparation of academic papers and presentations according to academical standards

**Literature:**

## Compulsory:

- CRESWELL, John W. and J. David CRESWELL, 2023. *Research design: qualitative, quantitative, and mixed methods approaches*. Los Angeles; London; New Delhi; Singapore; Washington DC; Melbourne: Sage. ISBN 978-1-07-181794-0.

## Recommended:

- BOOTH, Wayne C. and others, 2016. *The craft of research*. Chicago; London: The University of Chicago Press. ISBN 978-0-226-23956-9, 978-0-226-23973-6
- MERRIAM, Sharan B. and Elizabeth J. TISDELL, 2016. *Qualitative research: a guide to design and implementation*. San Francisco, CA: Jossey-Bass. ISBN 978-1-119-00361-8
- LOZANO, Raul A.R., 2022. *Quantitative research and scientific publications: Theories, methods and models*. London: Our Knowledge Publishing. ISBN 9786205471081.

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually.

### 4.1.5 Global Business and Economics 2

|                             |                                |                           |                           |
|-----------------------------|--------------------------------|---------------------------|---------------------------|
| <b>Module abbreviation:</b> | GBU_GBE2                       | <b>SPO-No.:</b>           | 5                         |
| <b>Curriculum:</b>          | <b>Program</b>                 | <b>Module type</b>        | <b>Semester</b>           |
|                             | Global Business (SPO WS 23/24) | Compulsory Subject        | 1,2                       |
| <b>Module attributes:</b>   | <b>Language of instruction</b> | <b>Duration of module</b> | <b>Frequency of offer</b> |
|                             | English                        | 1 semester                | winter and summer term    |

|                                            |                                                                  |       |  |
|--------------------------------------------|------------------------------------------------------------------|-------|--|
| <b>Responsible for module:</b>             | Rauscher, Alois                                                  |       |  |
| <b>Lecturers:</b>                          | Rauscher, Alois                                                  |       |  |
| <b>Credit points / SWS:</b>                | 5 ECTS / 4 SWS                                                   |       |  |
| <b>Workload:</b>                           | Contact hours:                                                   | 47 h  |  |
|                                            | Self-study:                                                      | 78 h  |  |
|                                            | Total:                                                           | 125 h |  |
| <b>Subjects of the module:</b>             | Global Business and Economics 2 (GBU_GBE2)                       |       |  |
| <b>Lecture types:</b>                      | SU/Ü - lecture with integrated exercises                         |       |  |
| <b>Examinations:</b>                       | schrP - written exam, 90 minutes (GBU_GBE2)                      |       |  |
| <b>Usability for other study programs:</b> | The module is offered in other master's degree programs as well. |       |  |

#### Prerequisites according to examination regulation:

None

#### Recommended prerequisites:

None

#### Learning outcomes:

Students will learn to:

##### Knowledge

- understand the role of multinational corporations in the global economy.
- explain the determination of exchange rates and the international monetary system.
- describe the dynamics of the foreign exchange market.
- understand international debt and equity markets.
- explain the functions and impacts of international financial institutions, such as the IMF and WTO, on global trade and commerce.

##### Methodology

- apply foreign exchange risk management techniques.
- assess and adapt global financial strategies in response to currency fluctuations and international market trends.
- conduct a country risk analysis.
- apply concepts related to capital budgeting and cross-border merger & acquisition management of a multinational corporation.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Personality</b> <ul style="list-style-type: none"> <li>critically evaluate economic data to develop well-founded solutions during case study discussions.</li> <li>approach complex business problems with critical thinking and creative problem-solving skills.</li> </ul> <b>Social Competence</b> <ul style="list-style-type: none"> <li>collaborate effectively in multicultural teams to solve complex global business tasks.</li> <li>demonstrate intercultural communication skills to foster strong professional relationships.</li> </ul>                                                                               |
| <b>Content:</b> <ul style="list-style-type: none"> <li>The role of multinational corporations in the global economy</li> <li>Corporate governance from a global perspective</li> <li>The determination of exchange rates and the international monetary system</li> <li>The foreign exchange market</li> <li>Foreign exchange risk management</li> <li>International debt and equity markets</li> <li>The impact of economic policies on global business and country risk analysis</li> <li>Capital budgeting for the multinational corporation</li> <li>Critical aspects regarding cross-border mergers and acquisitions</li> </ul> |
| <b>Literature:</b> <p>Compulsory:</p> <ul style="list-style-type: none"> <li>SHAPIRO, Alan C. and Paul HANOUNA, 2020. <i>Multinational Financial Management</i>. 11. edition. Hoboken: Wiley. ISBN 9781119559849.</li> </ul> <p>Recommended:</p> <ul style="list-style-type: none"> <li>EUN, Cheol S. , Bruce G. RESNICK and Tuugi CHULUUN, 2021. <i>International Financial Management</i>. New York: McGraw-Hill. ISBN 978-1-260-57531-6; 1-260-57531-4.</li> </ul>                                                                                                                                                                |
| <b>Additional remarks:</b> <p>The course is held on-site. However, under special circumstances, it may also take place virtually.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

#### 4.1.6 Global Business Case Studies

|                                                                                                                         |                                                                                 |                    |                        |
|-------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|--------------------|------------------------|
| Module abbreviation:                                                                                                    | GBU_GBCS                                                                        | SPO-No.:           | 6                      |
| Curriculum:                                                                                                             | Program                                                                         | Module type        | Semester               |
|                                                                                                                         | Global Business (SPO WS 23/24)                                                  | Compulsory Subject | 1,2                    |
| Module attributes:                                                                                                      | Language of instruction                                                         | Duration of module | Frequency of offer     |
|                                                                                                                         | English                                                                         | 1 semester         | winter and summer term |
| Responsible for module:                                                                                                 | Vogler, Thomas                                                                  |                    |                        |
| Lecturers:                                                                                                              | Vogler, Thomas                                                                  |                    |                        |
| Credit points / SWS:                                                                                                    | 5 ECTS / 4 SWS                                                                  |                    |                        |
| Workload:                                                                                                               | Contact hours:                                                                  | 47 h               |                        |
|                                                                                                                         | Self-study:                                                                     | 78 h               |                        |
|                                                                                                                         | Total:                                                                          | 125 h              |                        |
| Subjects of the module:                                                                                                 | Global Business Case Studies (GBU_GBCS)                                         |                    |                        |
| Lecture types:                                                                                                          | SU/Ü - lecture with integrated exercises                                        |                    |                        |
| Examinations:                                                                                                           | Proj - project work (5-25 pages) with oral presentation (15 minutes) (GBU_GBCS) |                    |                        |
| Usability for other study programs:                                                                                     | None                                                                            |                    |                        |
| Prerequisites according to examination regulation:                                                                      |                                                                                 |                    |                        |
| None                                                                                                                    |                                                                                 |                    |                        |
| Recommended prerequisites:                                                                                              |                                                                                 |                    |                        |
| None                                                                                                                    |                                                                                 |                    |                        |
| Learning outcomes:                                                                                                      |                                                                                 |                    |                        |
| At the end of the course, the students                                                                                  |                                                                                 |                    |                        |
| <b>Knowledge</b>                                                                                                        |                                                                                 |                    |                        |
| • describe the role of entrepreneurship and intrapreneurship in fostering innovation and economic development globally. |                                                                                 |                    |                        |
| <b>Methodology</b>                                                                                                      |                                                                                 |                    |                        |
| • analyze real-world examples of global business successes and failures.                                                |                                                                                 |                    |                        |
| • apply theoretical concepts from other lectures to real-world cases.                                                   |                                                                                 |                    |                        |
| • develop recommendations for companies facing global business challenges.                                              |                                                                                 |                    |                        |
| • evaluate the implications of international trade policies and agreements on global business operations.               |                                                                                 |                    |                        |
| <b>Personality</b>                                                                                                      |                                                                                 |                    |                        |
| • develop critical thinking and problem-solving skills through case analysis.                                           |                                                                                 |                    |                        |
| • exhibit curiosity and openness to lifelong learning and innovation in global business practices.                      |                                                                                 |                    |                        |
| <b>Social Competence</b>                                                                                                |                                                                                 |                    |                        |
| • develop relationships with stakeholders across different global markets.                                              |                                                                                 |                    |                        |

**Content:**

1. Gain an In-Depth Understanding of the Global Business Environment: Students will learn about the current trends, challenges, and opportunities in international markets, equipping them with a comprehensive understanding of the global business landscape.
2. Develop Skills in Analyzing Market Entry Strategies: Through detailed case studies, students will learn to analyze both successful and unsuccessful market entry strategies, gaining insights into the nuances of joint ventures, acquisitions, franchising, and direct investments.
3. Understand Global Supply Chain Management: Students will learn how companies manage complex global supply chains. This includes insights into logistics, supplier relationships, and risk management.
4. Acquire Knowledge in Cross-Cultural Management and Communication: The course will provide students with an understanding of the importance of cultural differences in global business operations. Students will learn strategies for effective cross-cultural communication and management practices.
5. Learn About Global Marketing Strategies: Students will explore how companies adapt their marketing strategies for different global markets, studying cases on localization versus standardization, global branding, and digital marketing approaches.
6. Master International Financial Management Concepts: The course will cover how businesses manage currency risks, global taxation, and adhere to international financial regulations, helping students understand the financial aspects of global business.
7. Understand CSR in a Global Context: Students will learn about how multinational corporations handle corporate social responsibility (CSR), ethical considerations, and sustainable business practices in different countries.
8. Explore Global E-Commerce Trends and Challenges: Students will study the challenges faced by e-commerce giants and startups in the global marketplace, including logistics, digital payment systems, and cross-border regulations.
9. Learn About Innovation in Global Business: The course will provide insights into how companies foster innovation to stay competitive in the global market, including case studies on global R&D strategies, collaboration, and knowledge sharing.
10. Understand the Dynamics of Emerging Markets: Students will learn about the strategies, risks, and potentials of businesses entering and succeeding in emerging markets, giving them a practical perspective on high-growth regions.

**Literature:**

## Compulsory:

- HILL, Charles W. L. and G. Tomas M. HULT, 2019. International business: competing in the global marketplace. 12. edition. New York, NY: McGraw-Hill Education. ISBN 1-260-09234-8, 978-1-260-09234-9.

## Recommended:

None

**Additional remarks:**

## Case studies used:

- Harvard Business Review Case Studies
- Stanford Graduate School of Business Case Studies

The course can take place either partially or entirely in a virtual format.

### 4.1.7 Modern Leadership

|                                                                                                                                               |                                                                  |                    |                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|--------------------|------------------------|
| Module abbreviation:                                                                                                                          | GBU-ML                                                           | SPO-No.:           | 7                      |
| Curriculum:                                                                                                                                   | Program                                                          | Module type        | Semester               |
|                                                                                                                                               | Global Business (SPO WS 23/24)                                   | Compulsory Subject | 1,2                    |
| Module attributes:                                                                                                                            | Language of instruction                                          | Duration of module | Frequency of offer     |
|                                                                                                                                               | English                                                          | 1 semester         | winter and summer term |
| Responsible for module:                                                                                                                       | Hackl, Oliver                                                    |                    |                        |
| Lecturers:                                                                                                                                    | Hackl, Oliver                                                    |                    |                        |
| Credit points / SWS:                                                                                                                          | 5 ECTS / 4 SWS                                                   |                    |                        |
| Workload:                                                                                                                                     | Contact hours:                                                   | 47 h               |                        |
|                                                                                                                                               | Self-study:                                                      | 78 h               |                        |
|                                                                                                                                               | Total:                                                           | 125 h              |                        |
| Subjects of the module:                                                                                                                       | Modern Leadership (GBU-ML)                                       |                    |                        |
| Lecture types:                                                                                                                                | SU/Ü - lecture with integrated exercises                         |                    |                        |
| Examinations:                                                                                                                                 | mdIP - oral exam, 15 minutes (GBU-ML)                            |                    |                        |
| Usability for other study programs:                                                                                                           | The module is offered in other master's degree programs as well. |                    |                        |
| Prerequisites according to examination regulation:                                                                                            |                                                                  |                    |                        |
| None                                                                                                                                          |                                                                  |                    |                        |
| Recommended prerequisites:                                                                                                                    |                                                                  |                    |                        |
| Basic knowledge in HR management and leadership.                                                                                              |                                                                  |                    |                        |
| Learning outcomes:                                                                                                                            |                                                                  |                    |                        |
| At the end of the course, the students                                                                                                        |                                                                  |                    |                        |
| <b>Knowledge</b>                                                                                                                              |                                                                  |                    |                        |
| • understand the changing nature of leadership in the global new normal.                                                                      |                                                                  |                    |                        |
| <b>Methodology</b>                                                                                                                            |                                                                  |                    |                        |
| • use advanced negotiation and decision-making models to resolve cross-border business conflicts.                                             |                                                                  |                    |                        |
| • apply advanced leadership frameworks and decision-making models to solve complex challenges in global organizations.                        |                                                                  |                    |                        |
| <b>Personality</b>                                                                                                                            |                                                                  |                    |                        |
| • foster adaptability and resilience to navigate leadership challenges in volatile, uncertain, complex, and ambiguous (VUCA) global settings. |                                                                  |                    |                        |
| <b>Social Competence</b>                                                                                                                      |                                                                  |                    |                        |
| • build, motivate and manage high-performance teams in a fast changing and increasingly digitized world.                                      |                                                                  |                    |                        |
| • correspondingly lead change and innovation in global organizations.                                                                         |                                                                  |                    |                        |
| • listen actively and adapt communication styles to diverse team dynamics.                                                                    |                                                                  |                    |                        |
| Content:                                                                                                                                      |                                                                  |                    |                        |
| • Introduction to Modern Leadership in the New Normal                                                                                         |                                                                  |                    |                        |

- Adapting Leadership Styles for the New Normal
- Organizational Behavior and Decision Making
- Motivating and Engaging High-Performance Teams
- Effective Communication & Coaching
- Embracing Change and (Digital) Transformation in Leadership
- Leading in the Midst of Chaos, Crisis and Uncertainty
- Cultivating Diversity, Equity and Inclusion in Leadership
- Ethical and Emotional Leadership in the New Normal
- Nurturing Innovation and Creativity in Leadership
- The Future of Leadership: Trends and Emerging Practices
- Overview of the Oral Exam Format, including the Structure, Duration, and Assessment Criteria

**Literature:**

## Compulsory:

- HEIFETZ, Ronald A., Alexander GRASHOW and Marty LINSKY, 2009. *The practice of adaptive leadership: tools and tactics for changing your organization and the world*. Boston, Mass.: Harvard Business Press. ISBN 978-1-4221-0576-4, 1-4221-0576-8
- NORTHOUSE, Peter G., 2026. *Leadership: theory and practice*. Thousand Oaks, California: SAGE. ISBN 978-1-0719-8013-2, 978-1-0719-5739-4.

## Recommended:

- KAHNEMAN, Daniel, 2012. *Thinking, fast and slow*. [London]: Penguin Books. ISBN 978-0-141-03357-0, 0-141-03357-6
- GOLEMAN, Daniel, Richard E. BOYATZIS and Annie MCKEE, 2004. *Primal leadership: learning to lead with emotional intelligence*. Boston, Mass.: Harvard Business School Press. ISBN 978-1-59139-184-5, 1-59139-184-9
- ALSUWAIDI, Faisal and CHATGPT, 2023. *Beyond the Horizon: Uncharted Territories in Modern Leadership*. ISBN 979-8389502468
- CULBERTSON, Lloyd and Michael Scott PARKS, 2023. *Leadership Today. How to Harness The Power Of Modern Leadership Practices*. ISBN 979-8386384081.

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually.

#### 4.1.8 Advanced Topics in Internationalization

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                |                    |                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|--------------------|------------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | GBU_ATI                                                                        | SPO-No.:           | 8                      |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Program                                                                        | Module type        | Semester               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Global Business (SPO WS 23/24)                                                 | Compulsory Subject | 1,2                    |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Language of instruction                                                        | Duration of module | Frequency of offer     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | English                                                                        | 1 semester         | winter and summer term |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Knoppe, Marc                                                                   |                    |                        |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Isakulov, Temurbek                                                             |                    |                        |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 5 ECTS / 4 SWS                                                                 |                    |                        |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Contact hours:                                                                 | 47 h               |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Self-study:                                                                    | 78 h               |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Total:                                                                         | 125 h              |                        |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Advanced Topics in Internationalization (GBU_ATI)                              |                    |                        |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | SU/Ü - lecture with integrated exercises                                       |                    |                        |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Proj - project work (5-25 pages) with oral presentation (15 minutes) (GBU_ATI) |                    |                        |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | None                                                                           |                    |                        |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                |                    |                        |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                |                    |                        |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                |                    |                        |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                |                    |                        |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                |                    |                        |
| At the end of the course, the students                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                |                    |                        |
| Knowledge                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                |                    |                        |
| <ul style="list-style-type: none"><li>demonstrate knowledge of legal frameworks and compliance requirements in international business.</li><li>are familiar with the reasons for, objectives, forms, chances and threats of going and being international in business.</li><li>implementat market analyses on key areas practically.</li><li>know how to deal theoretically and practically with various factors that impact the process of internationalizing and measures which could be used to handle the same.</li><li>know selected instruments and strategies for the design and further development of an international concept.</li><li>know specific features, problems and characteristic traits of international business in a problem-orientated way.</li><li>identify current trends shaping globalization and internationalization with their managerial implications.</li></ul> |                                                                                |                    |                        |

**Methodology**

- create actionable business reports and dashboards using business intelligence tools.
- use case studies to exercise contents learned.
- apply the tools of internationalization.

**Personality**

- maintain a global mindset while addressing local needs in business strategies.

**Social Competence**

- develop relationships with stakeholders across different global markets.

**Content:**

## International Trends

- Development of branded environments
- Technical aspects and sustainable aspects.
- International Experience

## Development, relevance &amp; dimensions of internationalization in business

- Strategies and instruments
- Chances and threats
- Case studies

**Literature:**

## Compulsory:

- KONINA, Natalia, 2021. *Digital strategies in a global market: navigating the fourth industrial revolution* [online]. Cham: palgrave macmillan PDF e-Book. ISBN 978-3-030-58267-8. Available via: <https://doi.org/10.1007/978-3-030-58267-8>
- FUCHS, Manfred, 2022. *International Management: The Process of Internationalization and Market Entry Strategies* [online]. Berlin: Springer Gabler PDF e-Book. ISBN 978-3-662-65870-3. Available via: <https://doi.org/10.1007/978-3-662-65870-3>.

## Recommended:

- SORT, Chrautwald Jesper, Yariv TARAN and Romeo V. TURCAN, 2025. *De-internationalization and Re-internationalization of the Firm*. Cham: Springer Nature Switzerland. ISBN 978-3-031-81774-8.

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually.

#### 4.1.9 Master Thesis

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                     |                    |                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|--------------------|------------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | GBU_MT                                              | SPO-No.:           | 11                     |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Programme                                           | Module type        | Semester               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Global Business (SPO WS 23/24)                      | Compulsory Subject | 4                      |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Language of instruction                             | Duration of module | Frequency of offer     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | English                                             | 1 semester         | Winter and summer term |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Vogler, Thomas                                      |                    |                        |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | All Professors                                      |                    |                        |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 25 ECTS / 0 SWS                                     |                    |                        |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Contact hours:                                      | 23 h               |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Self-study:                                         | 602 h              |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Total:                                              | 625 h              |                        |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Master Thesis                                       |                    |                        |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | MA – Master Thesis                                  |                    |                        |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Coll/MA: Master thesis with colloquium (weight 4:1) |                    |                        |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | None                                                |                    |                        |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                     |                    |                        |
| Release of the Master Thesis subject assumes the successful completion of credits and examinations totaling at least 30 ECTS. There is a six-month preparation period for the Master Thesis. The regulations on the issuance of the thesis in the general examination regulation of the Technische Hochschule Ingolstadt are also applicable.                                                                                                                                                                                                                                               |                                                     |                    |                        |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                     |                    |                        |
| None.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                     |                    |                        |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                     |                    |                        |
| The students demonstrate that they can independently work out a complex problem in the field of Global Business in a comprehensive, practice-oriented, and scientifically sound manner within a specified period. The students prove that they can intensively analyze and process complex problems, communicate professionally with possible partners, and come to decisions or find solutions. Students must demonstrate the ability to independently understand, apply, and create scientific theory. The student will work on the research design, methods, and resulting implications. |                                                     |                    |                        |
| Content:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                     |                    |                        |
| 1. Individual definition of the topic of the master thesis                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                     |                    |                        |
| 2. Planning of the master thesis                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                     |                    |                        |
| 3. Project realization by applying the acquired scientific skills and methods                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                     |                    |                        |
| 4. Project controlling and interaction with the primary supervisor                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                     |                    |                        |
| 5. Presentation of results in the form of a scientific paper and peer-discussion                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                     |                    |                        |
| The Master Thesis will be coached and evaluated by a professor. Students choose their topics individually.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                     |                    |                        |

**Literature:***Compulsory:*

- APA Style Guide – Publication Manual of the American Psychological Association, Seventh Edition (2020) American Psychological Association, available at: <https://apastyle.apa.org/style-grammar-guidelines>
- Bell, E., Bryman, A. & Harley, B. (2022). Business research methods. Sixth edition. Oxford: Oxford University Press.

*Recommended:*

- GLASMAN-DEAL, Hilary, 2021. Science research writing: for native and non-native speakers of English. 2nd Edition. New Jersey; London; Singapore; Beijing; Shanghai; Hong Kong; Taipei; Chennai; Tokyo: World Scientific. ISBN 978-1-78634-783-1, 978-1-78634-784-8.

**Additional remarks:**

If students seek to graduate in the respective term, the deadlines for the official hand-in of the thesis are:

- Deadline winter semester: January 15.
- Deadline summer semester: July 15.

Please note that the master colloquium has to be completed at least two weeks before the end of the semester (i.e., September 15 for the summer semester, February 28 for the winter semester).

## 4.2 Specialisation modules in Global Business

### 4.2.1 SCM - Digital SCM Technologies

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                        |                       |                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|-----------------------|--------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | GBU-SCM-DSCMT                                                                          | SPO-No.:              | 9                  |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Program                                                                                | Module type           | Semester           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Global Business (SPO WS 23/24)                                                         | Specialization Module | 3,4                |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Language of instruction                                                                | Duration of module    | Frequency of offer |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | English                                                                                | 1 semester            | only summer term   |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Sternbeck, Michael                                                                     |                       |                    |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Sternbeck, Michael                                                                     |                       |                    |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 5 ECTS / 4 SWS                                                                         |                       |                    |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Contact hours:                                                                         | 47 h                  |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Self-study:                                                                            | 78 h                  |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Total:                                                                                 | 125 h                 |                    |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | SCM - Digital SCM Technologies (GBU-SCM-DSCMT)                                         |                       |                    |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | SU/Ü - lecture with integrated exercises                                               |                       |                    |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | LN - SA - seminar paper (10-20 pages) and presentation (15-20 minutes) (GBU-SCM-DSCMT) |                       |                    |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | None                                                                                   |                       |                    |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                        |                       |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                        |                       |                    |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                        |                       |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                        |                       |                    |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                        |                       |                    |
| <b>Knowledge:</b> <ul style="list-style-type: none"><li>Students understand the digital transformation and its impact on supply chain management.</li><li>Students are able to explain the role of digitalization and technology in driving innovation, efficiency, effectiveness, resilience and sustainability in international supply chains.</li><li>Students learn about current technical developments and their significance for production and logistics.</li><li>Students recognize the change from centrally controlled production and logistics systems to increasingly decentralized and (partially) autonomously controlled systems.</li></ul> <b>Methodology:</b> <ul style="list-style-type: none"><li>Students develop effective digital and technology-supported supply chain strategies.</li><li>Students identify relevant digital technologies for supply chain management, such as IoT and AI</li><li>Students integrate digital transformation technologies into global business strategies effectively.</li><li>Students apply planning approaches to new technological environments</li></ul> <b>Personality:</b> <ul style="list-style-type: none"><li>Students work together in groups and thus train their personal teamwork skills.</li><li>Dealing with approaches to digitalization and technology management requires a high level of personal</li></ul> |                                                                                        |                       |                    |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| structuring ability, which is trained as a result.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Social Competence:</b> <ul style="list-style-type: none"> <li>Students communicate digital and technological solutions to both technical and non-technical audiences.</li> <li>Students reflect on the effects of technology on people in production and logistics systems as well as on the environment and society and are therefore able to evaluate technology holistically.</li> </ul>                                                                                                                                                |
| <b>Content:</b> <p>The lecture uses specific examples to address the influence of new technologies on the management and transformation of supply chains. This includes, but is not limited to:</p> <ul style="list-style-type: none"> <li>The benefits of supply chain transparency</li> <li>Tracking and tracing in transportation</li> <li>The Internet of Things (IoT) and digital supply chain twins</li> <li>Autonomous production</li> <li>Blockchain technology in SCM</li> <li>The development of IT architectures in SCM</li> </ul> |
| <b>Literature:</b> <p>Compulsory:</p> <ul style="list-style-type: none"> <li>WURST, Christian and Luca GRAF, 2021. <i>Disrupting Logistics</i>. Cham, Switzerland: Springer. ISBN 978-3-030-61092-0</li> <li>HOCHSCHULTE, Andreas, 2022. <i>Digital Supply Chain and Logistics with IoT</i>. Cham, Switzerland: Springer. ISBN 978-3-030-89407-8.</li> </ul> <p>Recommended:</p> <p>None</p>                                                                                                                                                  |
| <b>Additional remarks:</b> <p>The course is held on-site. However, under special circumstances, it may also take place virtually.</p>                                                                                                                                                                                                                                                                                                                                                                                                         |

### 4.2.2 SCM - Innovative Supply Chain Solutions

|                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                          |                       |                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|-----------------------|--------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                 | GBU-SCM-ISCS                                                                             | SPO-No.:              | 9                  |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                          | Program                                                                                  | Module type           | Semester           |
|                                                                                                                                                                                                                                                                                                                                                                                                                      | Global Business (SPO WS 23/24)                                                           | Specialization Module | 3,4                |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                   | Language of instruction                                                                  | Duration of module    | Frequency of offer |
|                                                                                                                                                                                                                                                                                                                                                                                                                      | English                                                                                  | 1 semester            | only winter term   |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                              | Sternbeck, Michael                                                                       |                       |                    |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                           | Hirl, Andreas; Sternbeck, Michael                                                        |                       |                    |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                 | 5 ECTS / 4 SWS                                                                           |                       |                    |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                            | Contact hours:                                                                           | 47 h                  |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                      | Self-study:                                                                              | 78 h                  |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                      | Total:                                                                                   | 125 h                 |                    |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                              | SCM - Innovative Supply Chain Solutions (GBU-SCM-ISCS)                                   |                       |                    |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                       | SU/Ü - lecture with integrated exercises                                                 |                       |                    |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                        | LN - Proj - project work (5-25 pages) with oral presentation (15 minutes) (GBU-SCM-ISCS) |                       |                    |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                  | None                                                                                     |                       |                    |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                   |                                                                                          |                       |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                          |                       |                    |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                          |                       |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                          |                       |                    |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                          |                       |                    |
| At the end of the course, the students                                                                                                                                                                                                                                                                                                                                                                               |                                                                                          |                       |                    |
| <b>Knowledge</b>                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                          |                       |                    |
| <ul style="list-style-type: none"><li>• know innovative technical and planning solutions for procurement and supply chain management in companies.</li><li>• describe the principles of global supply chain management and its role in achieving operational efficiency.</li><li>• explain the role of digitalization in driving innovation, efficiency, and competitiveness in international markets.</li></ul>     |                                                                                          |                       |                    |
| <b>Methodology</b>                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                          |                       |                    |
| <ul style="list-style-type: none"><li>• analyze and evaluate new technologies and planning approaches with their implications for the objectives of supply chain management.</li><li>• to apply innovation management approaches to procurement and supply chain management issues.</li><li>• implement supply chain optimization strategies using analytics and digital tools such as AI and block-chain.</li></ul> |                                                                                          |                       |                    |
| <b>Personality</b>                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                          |                       |                    |
| <ul style="list-style-type: none"><li>• foster a creative and forward-thinking mindset to identify and implement transformative supply chain solutions.</li></ul>                                                                                                                                                                                                                                                    |                                                                                          |                       |                    |

|                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| <ul style="list-style-type: none"><li>• enhance problem-solving and adaptability skills to address uncertainties and disruptions in supply chains.</li></ul> <b>Social Competence</b> <ul style="list-style-type: none"><li>• communicate technological and innovative solutions to both technical and non-technical audiences.</li></ul>                                                                                       |
| <b>Content:</b>                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <ul style="list-style-type: none"><li>• State-of-the-art process design in procurement, production and distribution.</li><li>• Technology and digitalization in supply chain management.</li><li>• Paradigm shift on the way to Industry 4.0.</li><li>• Technology and digitalization, especially in purchasing and procurement.</li><li>• Integration of new approaches to procurement management, e.g., e-auctions.</li></ul> |
| <b>Literature:</b>                                                                                                                                                                                                                                                                                                                                                                                                              |
| Compulsory: <ul style="list-style-type: none"><li>• <i>selected papers of international journals (To be announced in the course of the lecture).</i></li></ul> Recommended:<br>None                                                                                                                                                                                                                                             |
| <b>Additional remarks:</b>                                                                                                                                                                                                                                                                                                                                                                                                      |
| The course is held on-site. However, under special circumstances, it may also take place virtually.                                                                                                                                                                                                                                                                                                                             |

### 4.2.3 SCM - Supply Chain Analytics

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                         |                       |                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-----------------------|------------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | GBU-SCM-SCA                                                                             | SPO-No.:              | 9                      |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Program                                                                                 | Module type           | Semester               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Global Business (SPO WS 23/24)                                                          | Specialization Module | 3,4                    |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Language of instruction                                                                 | Duration of module    | Frequency of offer     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | English                                                                                 | 1 semester            | winter and summer term |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Sternbeck, Michael                                                                      |                       |                        |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Sternbeck, Michael                                                                      |                       |                        |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 5 ECTS / 4 SWS                                                                          |                       |                        |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Contact hours:                                                                          | 47 h                  |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Self-study:                                                                             | 78 h                  |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Total:                                                                                  | 125 h                 |                        |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | SCM - Supply Chain Analytics (GBU-SCM-SCA)                                              |                       |                        |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | SU/Ü - lecture with integrated exercises                                                |                       |                        |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | LN - Proj - project work (5-25 pages) with oral presentation (15 minutes) (GBU-SCM-SCA) |                       |                        |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | None                                                                                    |                       |                        |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                         |                       |                        |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                         |                       |                        |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                         |                       |                        |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                         |                       |                        |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                         |                       |                        |
| <b>Knowledge:</b> <ul style="list-style-type: none"><li>Students know how to conceptualize and organize a data-driven supply chain analytics project with the help of a large case study of real business practice.</li><li>Students understand the role and impact of quantitative models in supply chain management.</li><li>Students understand the fundamental concepts and methods of supply chain analytics, including data collection, processing, interpretation and communicating the results.</li></ul> <b>Methodology:</b> <ul style="list-style-type: none"><li>Students apply quantitative methods for data analytics (descriptive, predictive and prescriptive)</li><li>Students apply model-based decision-making approaches</li><li>Students apply the methods to a real problem in practice and use real data and software to derive their results.</li><li>Students develop effective data visualization and reporting practices.</li></ul> <b>Personality:</b> <ul style="list-style-type: none"><li>Students cultivate a data-driven and analytical mindset to approach supply chain challenges systematically and quantitatively.</li><li>Students work together in groups and thus train their personal teamwork skills</li></ul> |                                                                                         |                       |                        |

- Dealing with quantitative models requires a high level of personal structuring ability, which is trained as a result.

**Social Competence:**

- Students communicate complex analytical findings clearly and persuasively to both technical and non-technical audiences.
- Students learn to reflect on quantitative results against the background of other qualitative effects and therefore apply a holistic approach to decision-making.

**Content:**

The course is based throughout on a case from practice, which is addressed by the students during the course and ultimately a solution is found for the practical case. This requires the following steps, which form the content of the course:

- Definition and clarity of the decision problem and formulation of objectives
- Identification of relevant data sources
- Obtaining the data
- Preparation of the data using relational databases
- Descriptive statistics, simple evaluations and visualization
- Determination of the further methodological procedure
- Setting up a decision model
- Implementing the decision model
- Analyzing the results and sensitivity analysis
- Visualization and communication of the results

**Literature:**

Compulsory:

- TEMPELMEIER, Horst, 2020. *Inventory Analytics: Prescriptive Analytics in Supply Chains*.

Recommended:

None

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually.

#### 4.2.4 SCM - Sustainable Supply Chain Management

|                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                  |                       |                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|-----------------------|------------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                   | GBU-SCM+SUS-SSCM                                                 | SPO-No.:              | 9                      |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                            | Program                                                          | Module type           | Semester               |
|                                                                                                                                                                                                                                                                                                                                                                                                        | Global Business (SPO WS 23/24)                                   | Specialization Module | 3,4                    |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                     | Language of instruction                                          | Duration of module    | Frequency of offer     |
|                                                                                                                                                                                                                                                                                                                                                                                                        | English                                                          | 1 semester            | winter and summer term |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                | Sternbeck, Michael                                               |                       |                        |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                             | Sternbeck, Michael                                               |                       |                        |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                   | 5 ECTS / 4 SWS                                                   |                       |                        |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                              | Contact hours:                                                   | 47 h                  |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                        | Self-study:                                                      | 78 h                  |                        |
|                                                                                                                                                                                                                                                                                                                                                                                                        | Total:                                                           | 125 h                 |                        |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                | SCM/SUS - Sustainable Supply Chain Management (GBU-SCM+SUS-SSCM) |                       |                        |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                         | SU/Ü - lecture with integrated exercises                         |                       |                        |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                          | LN - mdIP - oral exam, 15 minutes (GBU-SCM+SUS-SSCM)             |                       |                        |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                    | None                                                             |                       |                        |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                     |                                                                  |                       |                        |
| None                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                  |                       |                        |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                             |                                                                  |                       |                        |
| None                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                  |                       |                        |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                     |                                                                  |                       |                        |
| At the end of the course, the students                                                                                                                                                                                                                                                                                                                                                                 |                                                                  |                       |                        |
| <b>Knowledge</b>                                                                                                                                                                                                                                                                                                                                                                                       |                                                                  |                       |                        |
| <ul style="list-style-type: none"><li>recognize sustainability-relevant topics in supply chain management.</li><li>describe the principles of global supply chain management and its role in achieving operational efficiency.</li></ul>                                                                                                                                                               |                                                                  |                       |                        |
| <b>Methodology</b>                                                                                                                                                                                                                                                                                                                                                                                     |                                                                  |                       |                        |
| <ul style="list-style-type: none"><li>analyze and evaluate supply chain solutions with regard to their sustainability relevance in all sustainability dimensions.</li><li>integrate sustainability goals into logistical decision-making processes.</li><li>apply sustainability frameworks to measure and improve environmental, social, and governance (ESG) performance in organizations.</li></ul> |                                                                  |                       |                        |
| <b>Personality</b>                                                                                                                                                                                                                                                                                                                                                                                     |                                                                  |                       |                        |
| <ul style="list-style-type: none"><li>develop a proactive and responsible mindset toward addressing sustainability challenges in supply chains.</li><li>enhance critical thinking and decision-making skills to balance profitability with social and environmental objectives.</li></ul>                                                                                                              |                                                                  |                       |                        |

- cultivate self-motivation and time management skills to meet academic and professional deadlines.

**Social Competence**

- negotiate successfully in international business contexts, considering cultural and ethical differences.
- demonstrate effective collaboration and negotiation skills to align stakeholders toward common sustainability goals.

**Content:**

Selected sustainability-related aspects of supply chain management:

- Closed loop supply chains, circular economy
- Sustainable packaging
- Ergonomics in Operations
- Planning and Measures against Food Waste
- Modern slavery in Supply Chains
- Integration of alternative drive technologies in transportation systems
- Integration of sustainability objectives in operational decision-making processes
- Specific challenges of sustainability management in supply chain management

**Literature:**

Compulsory:

- HEIZER, Jay H., Barry RENDER and Chuck MUNSON, 2024. *Principles of operations management: sustainability and supply chain management*. Harlow, England: Pearson. ISBN 978-1-292-45912-7
- GRANT, David B., Alexander TRAUTRIMS and Chee Yew WONG, 2023. *Sustainable logistics and supply chain management: principles and practices for sustainable operations and management*. London ; New York ; New Delhi: KoganPage. ISBN 978-1-3986-0443-8
- BELVEDERE, Valeria, GRANDO, Alberto, 2017. *Sustainable operations and supply chain management* [online]. Chichester, West Sussex, United Kingdom: Wiley PDF e-Book. ISBN 978-1-119-38326-0, 978-1-119-28536-6. Available via: <https://onlinelibrary.wiley.com/doi/book/10.1002/9781119383260>.

Recommended:

None

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually.

### 4.2.5 TMFB - AI and Future Based Business Models

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                               |                       |                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|-----------------------|--------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | GBU-TMFB-AlaFBBM                                              | SPO-No.:              | 9                  |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Program                                                       | Module type           | Semester           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Global Business (SPO WS 23/24)                                | Specialization Module | 3,4                |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Language of instruction                                       | Duration of module    | Frequency of offer |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | English                                                       | 1 semester            | only summer term   |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Baur, Alexander                                               |                       |                    |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Baur, Alexander                                               |                       |                    |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 5 ECTS / 4 SWS                                                |                       |                    |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Contact hours:                                                | 47 h                  |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Self-study:                                                   | 78 h                  |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Total:                                                        | 125 h                 |                    |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | TMFB - AI and Future Based Business Models (GBU-TMFB-AlaFBBM) |                       |                    |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | SU/Ü - lecture with integrated exercises                      |                       |                    |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | LN - mdIP -oral exam, 15 minutes (GBU-TMFB-AlaFBBM)           |                       |                    |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                               |                       |                    |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                               |                       |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                               |                       |                    |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                               |                       |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                               |                       |                    |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                               |                       |                    |
| Knowledge <ul style="list-style-type: none"><li>The students understand key AI methods and their relevance for business model innovation and mobility applications.</li><li>They know how AI can create value through prediction, automation, personalization, optimization and agentic systems.</li><li>They understand major AI applications in mobility, including demand prediction, dynamic pricing, autonomous driving, shared mobility, public transport optimization, digital twins and mobility platforms.</li></ul> |                                                               |                       |                    |
| Methodology <ul style="list-style-type: none"><li>The students apply selected AI methods in simplified quantitative settings and understand their underlying logic through calculations, examples and structured exercises.</li><li>They assess AI applications based on data requirements, feasibility, scalability, economic value and measurable impact using common frameworks.</li></ul>                                                                                                                                 |                                                               |                       |                    |
| Personality <ul style="list-style-type: none"><li>The students develop a critical and responsible perspective on the opportunities, limitations and risks of AI-based business models.</li><li>They work independently on interdisciplinary problems at the interface of AI, business models and</li></ul>                                                                                                                                                                                                                    |                                                               |                       |                    |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| mobility.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Social competence</b> <ul style="list-style-type: none"> <li>• They reflect on different stakeholder perspectives in AI-based business and mobility contexts, including programmers, product owners, CEOs and society.</li> <li>• The students collaborate in international and interdisciplinary teams to analyse AI applications and develop AI-enabled business model concepts.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Content:</b> <p>The course examines how artificial intelligence enables new business models, transforms industries and supports data-driven decision-making.</p> <ul style="list-style-type: none"> <li>• AI foundations and methods: machine learning, deep learning, generative AI, large language models, retrieval-augmented generation, AI agents and multimodal AI.</li> <li>• AI-enabled business models: value creation, value capture, platform strategies, data-driven ecosystems, AI-native companies and AI-based revenue models.</li> <li>• AI in mobility: autonomous driving, demand prediction, dynamic pricing, shared mobility, public transport optimization, mobility platforms and digital twins.</li> <li>• Quantitative evaluation and decision support: unit economics, key performance indicators, optimization, simulation, experimentation and impact measurement.</li> <li>• Responsible AI and implementation: data requirements, feasibility, scalability, governance, ethical considerations and organizational adoption.</li> </ul> |
| <b>Literature:</b> <p>Compulsory:</p> <ul style="list-style-type: none"> <li>• DAVENPORT, Thomas H., Erik BRYNJOLFSSON and Andrew MCAFEE, 2019. Artificial intelligence: insights you need from Harvard Business Review. Boston, Massachusetts: Harvard Business Review Press. ISBN 978-1-63369-790-4</li> <li>• MÜLLER, Andreas Christian and Sarah GUIDO, October 2016. Introduction to machine learning with Python: a guide for data scientists. Beijing ; Boston ; Farnham ; Sebastopol ; Tokyo: O'Reilly. ISBN 978-1-449-36941-5.</li> </ul> <p>Recommended:</p> <ul style="list-style-type: none"> <li>• IANSITI, M. and LAKHANI, K. R. ,2020. Competing in the Age of AI: Strategy and Leadership When Algorithms and Networks Run the World. Harvard Business Review Press.</li> </ul>                                                                                                                                                                                                                                                                        |
| <b>Additional remarks:</b> <p>The course is held on-site. However, under special circumstances, it may also take place virtually.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

#### 4.2.6 TMFB - Digital Transformation & Emerging Technologies

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                        |                       |                    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|-----------------------|--------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | GBU-TMFB-DTaET                                                         | SPO-No.:              | 9                  |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Program                                                                | Module type           | Semester           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Global Business (SPO WS 23/24)                                         | Specialization Module | 3,4                |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Language of instruction                                                | Duration of module    | Frequency of offer |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | English                                                                | 1 semester            | only winter term   |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Wagner, Harry                                                          |                       |                    |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Wagner, Harry; Bordt, Leon; Hollerweger, Heinz                         |                       |                    |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 5 ECTS / 4 SWS                                                         |                       |                    |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Contact hours:                                                         | 47 h                  |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Self-study:                                                            | 78 h                  |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Total:                                                                 | 125 h                 |                    |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | TMFB - Digital Transformation & Emerging Technologies (GBU-TMFB-DTaET) |                       |                    |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | SU/Ü - lecture with integrated exercises                               |                       |                    |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | LN - mdIP -oral exam, 15 minutes (GBU-TMFB-DTaET)                      |                       |                    |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                        |                       |                    |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                        |                       |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                        |                       |                    |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                        |                       |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                        |                       |                    |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                        |                       |                    |
| <b>Knowledge:</b> <ul style="list-style-type: none"><li>Students understand the historical evolution of industrial and digital transformation from mechanization to AI-driven business transformation.</li><li>Students explain the strategic role of digital technologies in shaping business models, value creation, and competitive advantage.</li><li>Students understand the characteristics, opportunities, and limitations of emerging technologies, including Artificial Intelligence, Cloud Computing, Internet of Things, Blockchain, Robotics, and Cyber-Physical Systems.</li><li>Students recognize data as a strategic organizational asset and understand data-driven business models and digital ecosystems.</li><li>Students understand the economic principles of platform-based business models and digital ecosystems.</li><li>Students evaluate technological trends and emerging innovations in the context of organizational transformation and future business development.</li></ul> |                                                                        |                       |                    |
| <b>Methodology</b> <ul style="list-style-type: none"><li>Students assess digital maturity and organizational readiness for digital transformation initiatives.</li><li>Students analyze the strategic potential of emerging technologies and evaluate their business applications.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                        |                       |                    |

- Students identify opportunities for digital innovation and develop technology-enabled business models.
- Students apply technology management concepts to assess, prioritize, and integrate emerging technologies into organizational strategies.
- Students evaluate digital transformation scenarios using trend analysis, technology roadmapping, and scenario planning techniques.
- Students develop digital transformation concepts that align technological opportunities with organizational objectives and stakeholder needs.

#### Personality

- Students develop a forward-looking mindset toward technological innovation and digital transformation.
- Students strengthen their ability to critically evaluate technological trends, opportunities, and risks.
- Students enhance their capacity to navigate uncertainty and complexity in rapidly evolving technological environments.
- Students cultivate entrepreneurial thinking and openness toward technological change and innovation.

#### Social Competence

- Students collaborate effectively in teams to analyze digital transformation challenges and technology adoption scenarios.
- Students communicate technological concepts and digital transformation strategies to both technical and non-technical audiences.
- Students critically reflect on the ethical, societal, and organizational implications of emerging technologies.
- Students develop the ability to evaluate technology adoption from multiple stakeholder perspectives and balance innovation with responsibility.
- Students discuss the impact of digital technologies on work, organizations, society, and sustainability.

#### Content:

This module examines the technological foundations of digital transformation and the strategic implications of emerging technologies for organizations. Topics include, but are not limited to:

- Historical foundations of digital transformation, including Industrial Revolutions 1.0 to 4.0 and the evolution from digitalization to AI-driven transformation
- Concepts and frameworks of digital transformation and technology management
- Digital maturity models and technology-enabled competitive advantage
- Data as a strategic asset, data governance, analytics, and data-driven business models
- Artificial Intelligence, machine learning, deep learning, generative AI, and AI-enabled business transformation
- Automation technologies, robotics, intelligent systems, and human-machine collaboration
- Cloud computing architectures, digital infrastructure, scalability, and cybersecurity fundamentals
- Internet of Things (IoT), cyber-physical systems, digital twins, and predictive maintenance
- Blockchain and distributed ledger technologies, including business applications and implementation challenges
- Platform economy, digital business ecosystems, network effects, and platform competition
- Emerging technologies such as quantum computing, extended reality (AR/VR/MR), and bio-digital convergence
- Technology forecasting, trend analysis, scenario planning, and digital transformation concept development

#### Literature:

Compulsory:

- *selected papers of international journals (To be announced in the course of the lecture)*
- Westerman, G.; Bonnet, D.; McAfee, A. (2014): *Leading Digital: Turning Technology into Business Transformation*. Boston, MA: Harvard Business Review Press. ISBN 978-1625272478.

Recommended:

- *selected papers of international journals (To be announced in the course of the lecture).*

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually.

### 4.2.7 TMFB - Transformation Management and Organizational Design

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                         |                       |                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-----------------------|--------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | GBU-TMFB-TMaOD                                                                          | SPO-No.:              | 9                  |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Program                                                                                 | Module type           | Semester           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Global Business (SPO WS 23/24)                                                          | Specialization Module | 3,4                |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Language of instruction                                                                 | Duration of module    | Frequency of offer |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | English                                                                                 | 1 semester            | only winter term   |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Wagner, Harry                                                                           |                       |                    |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Wagner, Harry; Hollerweger, Heinz                                                       |                       |                    |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 5 ECTS / 4 SWS                                                                          |                       |                    |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Contact hours:                                                                          | 47 h                  |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Self-study:                                                                             | 78 h                  |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Total:                                                                                  | 125 h                 |                    |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | TMFB - Transformation Management and Organizational Design (GBU-TMFB-TMaOD)             |                       |                    |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | SU/Ü - lecture with integrated exercises                                                |                       |                    |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | LN - SA - seminar paper (10-20 pages) and presentation (15-20 minutes) (GBU-TMFB-TMaOD) |                       |                    |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                         |                       |                    |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                         |                       |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                         |                       |                    |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                         |                       |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                         |                       |                    |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                         |                       |                    |
| <b>Knowledge:</b> <ul style="list-style-type: none"><li>Students understand the distinction between organizational change and organizational transformation and recognize the drivers of transformation in contemporary business environments.</li><li>Students explain how technological, societal, economic, geopolitical, and ecological developments influence organizational strategies, structures, and business models.</li><li>Students understand organizational design approaches and their role in enabling agility, innovation, resilience, and long-term competitiveness.</li><li>Students recognize the role of organizational culture, leadership, and New Work principles in enabling successful transformation processes.</li><li>Students are familiar with established transformation management frameworks and their application in different organizational contexts.</li><li>Students understand the importance of stakeholder management, communication, and resilience in transformation initiatives.</li></ul> |                                                                                         |                       |                    |
| <b>Methodology:</b> <ul style="list-style-type: none"><li>Students analyze transformation drivers and assess their implications for organizations.</li><li>Students evaluate and redesign organizational structures in alignment with strategic transformation</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                         |                       |                    |

objectives.

- Students apply established transformation frameworks to real-world business challenges.
- Students evaluate organizational resilience and develop strategies to increase adaptability in volatile and uncertain environments.
- Students design transformation blueprints and derive actionable recommendations for organizations facing disruptive change.

**Personality:**

- Students strengthen their ability to think strategically and systematically in complex transformation contexts.
- Students develop a proactive and adaptive mindset for dealing with uncertainty, disruption, and organizational change.
- Students enhance their self-management and problem-solving capabilities through the analysis of transformation challenges and case studies.
- Students reflect on their own leadership potential and their role in supporting organizational transformation.

**Social Competence:**

- Students collaborate effectively in teams to analyze and design transformation initiatives.
- Students communicate transformation goals, strategies, and solutions to different stakeholder groups.
- Students recognize and address resistance, conflicts, and differing stakeholder interests during transformation processes.
- Students develop the ability to foster trust, collaboration, and resilience within organizations undergoing change.

**Content:**

The module examines the management of organizational transformation and the design of organizations in dynamic and disruptive environments. Topics include, but are not limited to:

- Foundations of organizational transformation: change versus transformation, incremental and radical change, disruption, and major transformation drivers
- Technological, societal, economic, geopolitical, and ecological drivers of transformation
- Organizational structures and design principles, including agile, networked, and platform-based organizations
- Organizational culture, mindset, New Work principles, psychological safety, and learning cultures
- Strategy development, vision creation, transformation roadmaps, and scenario planning
- Leadership approaches for transformation, uncertainty, and resilience
- Transformation management frameworks, including Kotter, ADKAR, McKinsey 7-S, Organizational Development, and the Business Model Canvas
- Stakeholder analysis, stakeholder mapping, communication strategies, and resistance management
- Organizational resilience, VUCA environments, systems thinking, adaptability, and competitive positioning
- Applied transformation design through case studies and the development of transformation blueprints

**Literature:**

**Compulsory:**

- Kotter, J. P. (1996): Leading Change. Boston: Harvard Business School Press
- Teece, D. J.; Pisano, G.; Shuen, A. (1997): Strategic Management Journal, Vol. 18, No. 7. pp. 509-533
- Cameron, E.; Green, M. (2024): Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change. 6th ed. London: Kogan Page. ISBN 978-1398614833.

**Recommended:**

- Schein, E. H.; Schein, P. (2017): Organizational culture and leadership (5th ed.). John Wiley & Sons.

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually.

#### 4.2.8 TMFB - Strategic Foresight and Scenario Planning

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                         |                       |                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-----------------------|--------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | GBU-TMFB-SFaSP                                                                          | SPO-No.:              | 9                  |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Program                                                                                 | Module type           | Semester           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Global Business (SPO WS 23/24)                                                          | Specialization Module | 3,4                |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Language of instruction                                                                 | Duration of module    | Frequency of offer |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | English                                                                                 | 1 semester            | only summer term   |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Kleine, Katharina                                                                       |                       |                    |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Kleine, Katharina                                                                       |                       |                    |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 5 ECTS / 4 SWS                                                                          |                       |                    |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Contact hours:                                                                          | 47 h                  |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Self-study:                                                                             | 78 h                  |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Total:                                                                                  | 125 h                 |                    |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | TMFB - Strategic Foresight and Scenario Planning (GBU-TMFB-SFaSP)                       |                       |                    |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | SU/Ü - lecture with integrated exercises                                                |                       |                    |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | LN - SA - seminar paper (10-20 pages) and presentation (15-20 minutes) (GBU-TMFB-SFaSP) |                       |                    |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                         |                       |                    |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                         |                       |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                         |                       |                    |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                         |                       |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                         |                       |                    |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                         |                       |                    |
| <b>Knowledge:</b> <ul style="list-style-type: none"><li>Students understand the foundations, concepts, and objectives of strategic foresight as a tool for navigating uncertainty and complexity.</li><li>Students explain the role of foresight in strategic management, innovation management, risk management, and organizational resilience.</li><li>Students understand the identification and analysis of trends, weak signals, emerging technologies, and societal developments.</li><li>Students recognize the theoretical foundations and practical applications of scenario planning and related foresight methodologies.</li><li>Students understand how narratives, cultural artifacts, and science fiction can contribute to future-oriented thinking and strategic anticipation.</li><li>Students critically evaluate the opportunities, challenges, and limitations of foresight activities in organizational contexts.</li></ul> <b>Methodology:</b> <ul style="list-style-type: none"><li>Students apply foresight methods such as trend analysis, environmental scanning, uncertainty matrices, visioning, and scenario planning.</li><li>Students identify, classify, and assess trends and emerging developments relevant to organizations and</li></ul> |                                                                                         |                       |                    |

industries.

- Students develop and evaluate alternative future scenarios under conditions of uncertainty.
- Students utilize foresight tools to support strategic decision-making, innovation processes, and long-term organizational planning.
- Students conduct structured analyses of future technologies, market developments, and societal change drivers.
- Students integrate foresight insights into strategic recommendations and future-oriented organizational strategies.

**Personality:**

- Students develop a future-oriented and strategic mindset for addressing uncertainty and complexity.
- Students strengthen their ability to think beyond established assumptions and challenge dominant mental models.
- Students cultivate curiosity, creativity, and openness toward alternative futures and disruptive developments.
- Students enhance their capacity for critical reflection regarding biases, cognitive limitations, and uncertainty in decision-making.

**Social Competence:**

- Students collaborate effectively in teams to explore and evaluate alternative future developments.
- Students communicate foresight findings, scenarios, and strategic implications to diverse stakeholder groups.
- Students facilitate discussions about uncertainty, risks, and opportunities in organizational contexts.
- Students appreciate diverse perspectives and viewpoints when assessing future developments and strategic options.
- Students develop the ability to support collective strategic thinking and future-oriented decision-making processes.

**Content:**

This module introduces students to the principles and methods of strategic foresight and scenario planning as tools for navigating uncertainty and shaping long-term organizational success. Students learn how to identify emerging developments, explore alternative futures, and integrate foresight into strategic decision-making processes. Topics include, but are not limited to:

- The role of foresight in strategic management, innovation, and risk management
- Environmental scanning, trend analysis, and strategic early identification of change
- Identification and interpretation of weak signals and emerging developments
- Analysis of future technologies and their strategic implications
- Scenario planning methodologies, uncertainty matrices, and scenario development
- Visioning and future-oriented strategic thinking
- Science fiction prototyping and the use of narratives for exploring future possibilities
- Analysis of trends and future technologies through science fiction and cultural narratives
- Corporate foresight and organizational applications of foresight practices
- Foresight as a capability for innovation, resilience, and strategic decision-making
- Critical reflection on biases, limitations, and challenges of future-oriented thinking

**Literature:**

**Compulsory:**

- SCHOEMAKER, Paul J. and Robert E. GUNTHER, May 2013. Profiting from uncertainty: strategies for succeeding no matter what the future brings. New York: Atria Books. ISBN 978-1-5011-6175-9
- SCHWARZ, Jan Oliver, 2023. Strategic foresight: an introductory guide to practice [online]. Abingdon, Oxon; New York, NY: Routledge PDF e-Book. ISBN 978-1-00-330273-5. Available at: <https://doi.org/10.4324/9781003302735>.

**Recommended:**

- ELLER, E., HOFMANN, R., SCHWARZ, J.O., 2020. The Customer Foresight Territory. In: Marketing Review St Gallen. (3), S.888–895
- HEIJDEN, Kees van der, 2009. Scenarios: the art of strategic conversation. Chichester [u.a.]: Wiley. ISBN 0-470-02368-6, 978-0-470-02368-6
- KRUPP, Steven, Paul J. SCHOEMAKER und David J. TEECE, 2014. Winning the long game: how strategic leaders shape the future. New York: Public Affairs. ISBN 1-61039-447-X, 978-1-61039-447-5
- LIEBL, Franz, SCHWARZ, Jan Oliver, 2010. Normality of the Future: Trend Diagnosis for Strategic Foresight. In: Futures. (42 (4)), S.313-327
- ORIESEK, Daniel F., SCHWARZ, Jan Oliver, 2021. Winning the uncertainty game: turning strategic intent into results with wargaming [online]. London; New York: Routledge PDF E-Book. ISBN 9781000289855, 9780367853594. Verfügbar unter: <https://doi.org/10.4324/9780367853594>
- ROHRBECK, René, MENES ETINGUE, Kum, 2018. Corporate Foresight and Its Impact on Firm Performance: A Longitudinal Analysis. In: Technological Forecasting and Social Change. Volume 129 (April), S.105-116. ISSN <https://doi.org/10.1016/j.techfore.2017.12.013>
- ROHRBECK, René, BATTISTELLA, Cinzia, HUIZINGH, Eelko, 2015. Corporate Foresight: An Emerging Field with a Rich Tradition. In: Technological Forecasting & Social Change. Volume 101 (December), S.1-9. ISSN <https://doi.org/10.1016/j.techfore.2015.11.002>
- ROHRBECK, René, SCHWARZ, Jan Oliver, 2013. The Value Contribution of Strategic Foresight: Insights from an Empirical Study of Large European Companies. In: Technological Forecasting and Social Change. Volume 80 (8), S.1593–1606. ISSN <https://doi.org/http://dx.doi.org/10.1016/j.techfore.2013.01.004>
- SCHWARZ, Jan Oliver, ROHRBECK, René, WACH, Bernhard, 2019. Corporate Foresight as a Microfoundation of Dynamic Capabilities. In: FUTURES & FORESIGHT SCIENCE. (e28) ISSN <https://doi.org/10.1002/ffo2.2>
- SCHWARZ, Jan Oliver, 2015. The 'Narrative Turn' in Developing Foresight: Assessing How Cultural Products Can Assist Organisations in Detecting Trends. In: Technological Forecasting and Social Change. (90 (Part B)), S.510–513. ISSN <https://doi.org/http://dx.doi.org/10.1016/j.techfore.2014.02.024>.

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually.

### 4.3 Management Electives

All electives are listed below. The actual selection offered each semester can be found in the timetable. The selection depends on availability from other faculties and degree programs at THI Business School, as well as on demand. Participation is limited in some cases. Electives may still be canceled at the beginning of the semester. The curriculum of the program is designed so that the elective is taken in the third semester. The election is made by enrollment.

| 4.3.1 AI & Smart Data Science                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                         |                     |                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|---------------------|--------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | ECV_AI&SDS                                                                                              | SPO-No.:            | 10                 |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Program                                                                                                 | Module type         | Semester           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Global Business (SPO WS 23/24)                                                                          | Management Elective | 1,2,3,4            |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Language of instruction                                                                                 | Duration of module  | Frequency of offer |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | English                                                                                                 | 1 semester          | variable term      |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Frey, Markus                                                                                            |                     |                    |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Frey, Markus                                                                                            |                     |                    |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 5 ECTS / 4 SWS                                                                                          |                     |                    |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Contact hours:                                                                                          | 47 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Self-study:                                                                                             | 78 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Total:                                                                                                  | 125 h               |                    |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | AI & Smart Data Science (ECV_AI&SDS)                                                                    |                     |                    |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | SU/Ü - lecture with integrated exercises                                                                |                     |                    |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | LN - schrP - written exam, 90 minutes (ECV_AI&SDS)                                                      |                     |                    |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | This module is offered as an elective by the master’s program Entrepreneurship and Corporate Venturing. |                     |                    |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                         |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                         |                     |                    |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                         |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                         |                     |                    |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                         |                     |                    |
| <b>Knowledge</b> <ul style="list-style-type: none"><li>• <b>Machine Learning Paradigms:</b> Demonstrate a comprehensive understanding of supervised, unsupervised, and reinforcement learning, including the mathematical logic and selection criteria for different algorithmic approaches.</li><li>• <b>Neural Network Foundations:</b> Exhibit a deep understanding of artificial neural network architectures, internal functionalities, and advanced optimization techniques (such as backpropagation and gradient descent).</li><li>• <b>Large Language Model (LLM) Architectures:</b> Grasp the underlying mechanics of modern LLMs, including</li></ul> |                                                                                                         |                     |                    |

transformer architectures, attention mechanisms, and the principles of generative AI.

- **Technical Ecosystem Mastery:** Command a high level of proficiency in Python programming specifically optimized for AI/ML workflows, including the expert application of core libraries such as NumPy, Pandas, PyTorch, and TensorFlow.
- **Business AI Discussion:** Identify and critically evaluate the fundamental challenges, ethical risks, and strategic opportunities inherent in deploying AI and ML algorithms within global business environments.

#### Methodology

- **End-to-End Data Science Lifecycle:** Develop tailored Python-based solutions for real-world data science projects, encompassing data ingestion, cleaning, exploratory analysis, and model deployment.
- **Managerial Insight Extraction:** Translate technical metrics (e.g., RMSE) into actionable business KPIs and strategic recommendations that drive executive decision-making.
- **Agentic AI Workflow Design:** Architect and implement autonomous, agentic AI workflows using LLMs. This includes creating systems that can plan, use tools, self-correct, and execute multi-step tasks independently.
- **Architecting Digital Transformation:** Analyze, map, and transform legacy business processes into intelligent, automated workflows. This involves leveraging AI-driven automation to accelerate an organization's digital transformation journey and operational scalability.

#### Personality

- **Proactive Problem-Solver Mentality:** Transition from a passive learner to an active "solution architect," showing the initiative to transform ambiguous business problems into structured AI workflows.
- **Digital Confidence & Self-Efficacy:** Cultivate the professional confidence to independently select, deploy, and defend AI/ML solutions when addressing complex, high-stakes business challenges.
- **Analytical Resilience:** Develop the persistence required to navigate the iterative nature of data science, including debugging, model failure, and the refinement of agentic workflows.
- **Digital Leadership:** Lead the discourse on digital transformation within an organization, guiding teams through the transition from legacy processes to automated, AI-driven environments.

#### Social Competence

- **Interdisciplinary Translation:** Master the ability to bridge the gap between technical complexity and business strategy by translating AI/ML outputs into clear, compelling managerial insights for non-technical stakeholders.
- **Collaborative AI Development:** Demonstrate the ability to work effectively in cross-functional, global teams, integrating diverse economic, ethical, and technical perspectives to achieve a common project goal.
- **Stakeholder Negotiation & Advocacy:** Effectively advocate for data-driven strategies and AI investments, balancing technical feasibility with business constraints and organizational ROI.
- **Knowledge Sharing & Mentorship:** Cultivate a culture of continuous digital growth by effectively documenting workflows and mentoring peers on the application of Python-based AI solutions.

#### Content:

- **Digitalization in the Business Environment:** Analyzing the organizational shifts required to transition from legacy processes to digital and AI-first business models.
- **Algorithmic Classification:** In-depth study of Supervised, Unsupervised, and Reinforcement Learning paradigms.
- **Algorithm Selection:** Criteria for choosing specific models (e.g., Random Forests, SVM, Clustering) based on business constraints and data availability.
- **Neural Network Foundations:** Understanding the architecture (layers, neurons, weights) and optimization (backpropagation) of artificial neural networks.
- **Large Language Models (LLMs):** Architecture of transformers and the shift toward generative AI.
- **Python for AI/ML:** Fundamental to advanced programming tailored for data science workflows.
- **Library Mastery:** Practical implementation using **NumPy** for numerical logic, **Pandas** for data manipulation, and **PyTorch/TensorFlow** for model building.

- **Agentic AI Workflows:** Designing autonomous systems that do not just predict but *act*—implementing multi-step planning, tool-use, and self-correction cycles.
- **Autonomous Decision-Making:** Engineering "agents" capable of independent problem-solving within defined business guardrails.

**Literature:**

## Compulsory:

- AGRAWAL, Ajay and others, 2018. Prediction machines: the simple economics of artificial intelligence. Grand Haven, USA: Brilliance Audio. ISBN 978-1-7213-5717-8
- FROCHTE, Jörg, 2019. *Maschinelles Lernen: Grundlagen und Algorithmen in Python : mit 146 Abbildungen, 22 Tabellen und zahlreichen Beispielen*. München: Hanser. ISBN 978-3-446-45996-0, 3-446-45996-0.

## Recommended:

- MÜLLER, Andreas Christian, Sarah GUIDO and Kristian ROTHER, 2017. *Einführung in Machine Learning mit Python: Praxiswissen Data Science*. Heidelberg: O'Reilly. ISBN 978-3-96009-049-6, 3-96009-049-8.

**Additional remarks:**

Further reading will be announced during the course as needed.

The course is held on-site. However, under special circumstances, it may also take place virtually.

Course selection varies depending on availability and demand. The actual selection for each semester can be found in the timetable. Courses may be canceled at the beginning of the semester. Participation is limited in some cases.

### 4.3.2 Community Management

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                      |                     |                    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|---------------------|--------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | RCM_CM_1.3 Ind. Elective                                                                             | SPO-No.:            | 10                 |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Program                                                                                              | Module type         | Semester           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Global Business (SPO WS 23/24)                                                                       | Management Elective | 1,2,3,4            |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Language of instruction                                                                              | Duration of module  | Frequency of offer |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | English                                                                                              | 1 semester          | variable term      |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Lesser, Sebastian                                                                                    |                     |                    |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Lesser, Sebastian                                                                                    |                     |                    |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 5 ECTS / 4 SWS                                                                                       |                     |                    |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Contact hours:                                                                                       | 47 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Self-study:                                                                                          | 78 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Total:                                                                                               | 125 h               |                    |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Community Management (RCM_CM_1.3 Ind. Elective)                                                      |                     |                    |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | SU/Ü - lecture with integrated exercises                                                             |                     |                    |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | LN - Proj - project work (5-25 pages) with oral presentation (15 minutes) (RCM_CM_1.3 Ind. Elective) |                     |                    |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | This module is offered as an elective by the master's program Retail and Consumer Management.        |                     |                    |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                      |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                      |                     |                    |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                      |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                      |                     |                    |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                      |                     |                    |
| <b>Subject competence</b> <ul style="list-style-type: none"><li>• Define Community Management and understand its strategic relevance.</li><li>• Differentiate types of communities.</li><li>• Explain community lifecycles and strategies.</li><li>• Identify motivations of members.</li><li>• Develop communication and engagement concepts.</li><li>• Recognize challenges such as trolling and crises.</li></ul> <b>Methodological competence</b> <ul style="list-style-type: none"><li>• Apply community-building methodologies.</li><li>• Create community marketing concepts.</li><li>• Design crisis communication protocols.</li><li>• Develop practical community concepts.</li></ul> <b>Personal/Self-competence</b> <ul style="list-style-type: none"><li>• Reflect on community manager roles.</li><li>• Demonstrate empathy and resilience.</li></ul> |                                                                                                      |                     |                    |

|                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Work independently on community concepts.</li> </ul> <b>Social competence</b> <ul style="list-style-type: none"> <li>• Conduct dialogue management.</li> <li>• Moderate discussions respectfully.</li> <li>• Manage difficult interactions.</li> <li>• Collaborate in group settings.</li> </ul>                  |
| <b>Content:</b> <ul style="list-style-type: none"> <li>• Foundations of Community Management</li> <li>• Types of Communities</li> <li>• Community Building</li> <li>• Community Nurturing</li> <li>• Dialogue Management</li> <li>• Integrated project: complete community concept development</li> </ul>                                                  |
| <b>Literature:</b> <p>Compulsory:</p> <ul style="list-style-type: none"> <li>• Will be announced at course start.</li> </ul> <p>Recommended:</p> <ul style="list-style-type: none"> <li>• Standard literature on community building and communication.</li> </ul>                                                                                          |
| <b>Additional remarks:</b> <p>The course can take place either partially or entirely in a virtual format.</p> <p>Course selection varies depending on availability and demand. The actual selection for each semester can be found in the timetable. Courses may be canceled at the beginning of the semester. Participation is limited in some cases.</p> |

### 4.3.3 Consumer Experience Management

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                        |                     |                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|---------------------|--------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | RCM_CEM 1.3. Ind. Elective                                                                             | SPO-No.:            | 10                 |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Program                                                                                                | Module type         | Semester           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Global Business (SPO WS 23/24)                                                                         | Management Elective | 1,2,3,4            |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Language of instruction                                                                                | Duration of module  | Frequency of offer |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | English                                                                                                | 1 semester          | variable term      |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Fend, Lars                                                                                             |                     |                    |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Fend, Lars                                                                                             |                     |                    |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 5 ECTS / 4 SWS                                                                                         |                     |                    |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Contact hours:                                                                                         | 47 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Self-study:                                                                                            | 78 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Total:                                                                                                 | 125 h               |                    |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Consumer Experience Management (RCM_CEM 1.3. Ind. Elective)                                            |                     |                    |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | SU/Ü - lecture with integrated exercises                                                               |                     |                    |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | LN - Proj - project work (5-25 pages) with oral presentation (15 minutes) (RCM_CEM 1.3. Ind. Elective) |                     |                    |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | This module is offered by the master’s degree program Retail and Consumer Management.                  |                     |                    |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                        |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                        |                     |                    |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                        |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                        |                     |                    |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                        |                     |                    |
| <b>Subject competence</b> <ul style="list-style-type: none"><li>Students have a comprehensive and <b>differentiated understanding</b> of <b>customer experience management</b> in a <b>digitalized</b> and <b>customer-oriented economy</b>.</li><li>The students are familiar with various <b>operational measures</b> for <b>designing positive customer experiences</b> – including the use of <b>digital technologies</b> – and can use them specifically to analyze, optimize and design customer touchpoints.</li><li>The students are familiar with various <b>operational measures</b> for <b>designing positive customer experiences</b> – including the use of <b>digital technologies</b> – and can use them specifically to analyze, optimize and design <b>customer touchpoints</b>.</li><li>Students understand approaches to <b>measuring customer satisfaction</b>, <b>customer loyalty</b> and <b>customer lifetime value</b> as well as their significance for the <b>evaluation</b> of customer experience management strategies and measures.</li><li>The students know <b>best practices</b> and <b>current trends</b> in the field of customer experience management.</li></ul> |                                                                                                        |                     |                    |
| <b>Methodological competence</b> <ul style="list-style-type: none"><li>Students are proficient in central <b>methods</b> of <b>qualitative</b> and <b>quantitative customer experience research</b>, can identify relevant <b>KPIs</b> and apply appropriate <b>feedback and analysis tools</b>.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                        |                     |                    |

**Personal/Self-competence**

- Students will be able to **critically evaluate the contribution** of strategically managed **customer experience management** to **solving economic and social challenges**.
- The students reflect on their role as **designers of customer experiences** in organizations and recognize the importance of lifelong learning, especially when dealing with **digital customer interactions, AI-supported services** and **personalized offers**.
- The students develop a **customer-focused, solution-oriented** and **innovative attitude** towards the **design** and **further development** of **customer experience management measures**.

**Social competence**

- Students recognize and reflect on the **ethical, social and cultural implications** of **customer experience strategies** and can derive **responsible recommendations** for action from them.

**Content:**

- The term and concept of consumer experience management
- Consumer relationship versus consumer experience management
- Consumer experience management (CXM) and business transformation
- Digital consumer experience
- Consumer experience frameworks
- Consumer personas
- The importance of empathy
- Creating and measuring the consumer journey
- Consumer journey management and improvement

**Literature:***Compulsory:*

- ROBBA-BISSANTZ, Susanne, LATTEMANN, Christoph, 2019. *Digital Customer Experience: mit digitalen Diensten Kunden gewinnen und halten* [online]. Wiesbaden: Springer Vieweg PDF e-Book. ISBN 978-3-658-22542-1. Available via: <https://doi.org/10.1007/978-3-658-22542-1>
- BRUHN, Manfred, 2012. *Customer experience* [online]. Wiesbaden: Springer Gabler PDF e-Book. ISBN 978-3-8349-4000-1, 978-3-8349-4001-8. Available via: <https://doi.org/10.1007/978-3-8349-4001-8>
- MEYER, Christopher, SCHWAGER, Andre. Understanding Customer Experience. In: *Harvard Business Review*. **2007**(February).

*Recommended:*

- RUSNJAK, Andreas, SCHALLMO, Daniel, 2018. *Customer Experience im Zeitalter des Kunden: best Practices, Lessons Learned und Forschungsergebnisse* [online]. Wiesbaden: Springer Gabler PDF e-Book. ISBN 978-3-658-18961-7. Available via: <https://doi.org/10.1007/978-3-658-18961-7>
- WALDEN, Steven, 2017. *Customer Experience Management Rebooted: Are you an Experience brand or an Efficiency brand?* [online]. London: Palgrave Macmillan PDF e-Book. ISBN 978-1-349-94905-2. Available via: <https://doi.org/10.1057/978-1-349-94905-2>.

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually.

Course selection varies depending on availability and demand. The actual selection for each semester can be found in the timetable. Courses may be canceled at the beginning of the semester. Participation is limited in some cases.

#### 4.3.4 Corporate Venturing & Innovation

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                 |                     |                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|---------------------|--------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | ECV_CVI                                                                                         | SPO-No.:            | 10                 |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Program                                                                                         | Module type         | Semester           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Global Business (SPO WS 23/24)                                                                  | Management Elective | 1,2,3,4            |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Language of instruction                                                                         | Duration of module  | Frequency of offer |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | English                                                                                         | 1 semester          | variable term      |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Funk, Andrea                                                                                    |                     |                    |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Funk, Andrea                                                                                    |                     |                    |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 5 ECTS / 4 SWS                                                                                  |                     |                    |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Contact hours:                                                                                  | 47 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Self-study:                                                                                     | 78 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Total:                                                                                          | 125 h               |                    |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Corporate Venturing & Innovation (ECV_CVI)                                                      |                     |                    |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | SU/Ü - lecture with integrated exercises                                                        |                     |                    |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | LN - Proj - project work (5-25 pages) with oral presentation (15 minutes) (ECV_CVI)             |                     |                    |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | This module is offered by the master’s degree program Entrepreneurship and Corporate Venturing. |                     |                    |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                 |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                 |                     |                    |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                 |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                 |                     |                    |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                 |                     |                    |
| <p>On completing this module, the students will have achieved the following learning goals.</p> <p>Students are able to...</p> <p><b>Knowledge</b></p> <ul style="list-style-type: none"><li>• understand fundamental concepts of corporate venturing, including internal and external innovation strategies.</li></ul> <p><b>Methodology</b></p> <ul style="list-style-type: none"><li>• design and implement corporate venturing strategies that align with the parent company’s goals.</li><li>• apply frameworks like the Corporate Venturing Navigator to systematically guide the venturing process.</li><li>• identify, assess, and support promising business ideas within and outside corporate structures.</li></ul> <p><b>Social Competence</b></p> <ul style="list-style-type: none"><li>• navigate and build innovation ecosystems by collaborating with startups, venture capitalists, and other stakeholders.</li></ul> <p><b>Personality</b></p> <ul style="list-style-type: none"><li>• recognize and develop tactics to overcome internal barriers to innovation within established firms.</li><li>• integrate competencies with the content of other modules to develop new, overarching approaches.</li></ul> |                                                                                                 |                     |                    |

**Content:**

The module part Corporate Venturing and Innovation will follow the outline:

- Introduction to Corporate Venturing
  - Definitions and significance
  - Historical evolution and contemporary relevance
- Corporate Venturing Strategies
  - Internal venturing: corporate incubators, innovation labs
  - External venturing: corporate venture capital (CVC), strategic partnerships
  - Hybrid models and emerging trends
- The Corporate Venturing Process
  - Profiling: Identifying innovation opportunities
  - Designing: Structuring new business models
  - Investing: Funding and resource allocation
  - Harvesting: Exit strategies and integration into the parent company
- Building Innovation Ecosystems
  - Partnering with startups and VCs
  - Creating win-win collaborations
  - Case studies of successful innovation ecosystems
- Organizational Challenges and Solutions
  - Internal resistance to innovation
  - Strategies for managing stakeholder expectations
  - Tools for fostering an entrepreneurial mindset within corporations
- Case Studies and Real-world Applications
  - Analysis of corporate venturing practices from companies like Google, Siemens, and Roche
  - Guest lectures from industry experts
- Team-based development of a corporate venturing strategy for a selected company
- Final presentation and peer review

**Literature:**

Compulsory:

- GRICHNIK, Dietmar and others, 2024. *The Corporate Venturing Handbook: A Step-by-Step Guide to the Value Creation Process*.

Recommended:

- BURNS, Paul, 2020. *Corporate entrepreneurship and innovation*. London: Red Globe Press. ISBN 978-1-352-00879-1
- GIMMY, Gregor, 2023. *Buy, don't invest: The Venture Client Model: A Paradigm Shift in Corporate Venturing*. ISBN 979-8865435501
- KINET, Laurent, 2024. *Corporate Venturing - A Framework: 100 Ways Startups Can Transform Your Organisation*. ISBN 979-8320121727
- CHESBROUGH, Henry, 2011. *Open innovation: the new imperative for creating and profiting from technology*. Boston, Mass.: Harvard Business School Press. ISBN 1-4221-0283-1, 978-1-4221-0283-1
- CHRISTENSEN, Clayton M. and Marc R. BENIOFF, 2024. *The innovator's dilemma: when new technologies cause great firms to fail*. Boston, Massachusetts: Harvard Business Review Press. ISBN 978-1-64782-676-5
- KEELEY, Larry, 2013. *Ten types of innovation: the discipline of building breakthroughs*. Hoboken, N.J.: Wiley. ISBN 978-1-118-57141-5
- SCHILLING, Melissa A., 2023. *Strategic management of technological innovation*. New York, NY: McGraw Hill. ISBN 978-1-265-07335-0.

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually.

Course selection varies depending on availability and demand. The actual selection for each semester can be found in the timetable. Courses may be canceled at the beginning of the semester. Participation is limited in some cases.

### 4.3.5 Digital Analytics and Artificial Intelligence in Retailing

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                          |                     |                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|---------------------|--------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | RCM_DA&AIR_1.3 Ind. Elective                                                                             | SPO-No.:            | 10                 |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Program                                                                                                  | Module type         | Semester           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Global Business (SPO WS 23/24)                                                                           | Management Elective | 1,2,3,4            |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Language of instruction                                                                                  | Duration of module  | Frequency of offer |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | English                                                                                                  | 1 semester          | variable term      |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Jungbluth, Michael                                                                                       |                     |                    |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Jungbluth, Michael                                                                                       |                     |                    |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 5 ECTS / 4 SWS                                                                                           |                     |                    |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Contact hours:                                                                                           | 47 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Self-study:                                                                                              | 78 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Total:                                                                                                   | 125 h               |                    |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Digital Analytics and Artificial Intelligence in Retailing (RCM_DA&AIR_1.3 Ind. Elective)                |                     |                    |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | SU/Ü - lecture with integrated exercises                                                                 |                     |                    |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | LN - Proj - project work (5-25 pages) with oral presentation (15 minutes) (RCM_DA&AIR_1.3 Ind. Elective) |                     |                    |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | This module is offered as an elective by the master's degree program Retail and Consumer Management.     |                     |                    |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                          |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                          |                     |                    |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                          |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                          |                     |                    |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                          |                     |                    |
| <b>Subject-related competences</b><br>By the end of the course students are able to <ul style="list-style-type: none"><li>• <b>explain the role of digital analytics in retail and consumer commerce and its integration into competitive business strategies.</b></li><li>• <b>describe, compare, and differentiate</b> key data science methodologies (descriptive, predictive, prescriptive) in the context of retail decision-making.</li><li>• <b>assess</b> how analytics and AI can automate processes, augment retail value chains, and generate sustainable competitive advantages.</li><li>• <b>analyze and articulate</b> the responsibilities of an “analytics translator” in bridging business, analytics, and technology domains.</li></ul> |                                                                                                          |                     |                    |
| <b>Methodological competences</b><br>Students can <ul style="list-style-type: none"><li>• <b>apply data exploration, inference, hypothesis testing, clustering, segmentation, visualization, regression, decision trees, and recommendation engine methods to retail use cases.</b></li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                          |                     |                    |

- **operate and evaluate** digital analytics tools (e.g., Google Analytics) to **collect, process, and interpret** data for strategic and operational insights.
- **formulate and justify** actionable recommendations by linking technical analysis results to prioritized business problems.

#### Personal competences

##### Students

- **research, organize, and critically evaluate technical and business information in digital analytics and AI.**
- **design and implement** solutions for predominantly digital challenges in retail using analytics and AI.
- **demonstrate** resilience, adaptability, and constructive problem-solving when managing uncertainty and complexity in data-driven innovation processes.

#### Social competences

##### Students

- **collaborate effectively in interdisciplinary teams, integrating perspectives from multiple functional areas.**
- **present, defend, and adapt** analytics-based recommendations convincingly for diverse stakeholder groups.
- **provide, receive, and incorporate** constructive feedback to improve collaborative project outcomes.

#### Content:

- Approximately 1/3 of each lesson will be devoted to the underlying analytics theory, to selected use cases within the field of retailing and to hands-on problem solving with open-source software.
- We cover methods of data exploration, inference and hypothesis testing, clustering and segmentation, visualization and storytelling, regression, decision trees, experiments, testing and causation, recommendation engines, big data, machine learning and AI.
- Google Analytics will be introduced as the current market dominating digital analytics tool. Utilizing Google Analytics, students will learn how to use Digital Analytic software technology in the context of analytical, exploratory and reporting capabilities. Students will learn by doing: that is, guided by the instructor and using software, they will focus on data discovery and communicating insights.
- Open-source code will be provided as Google Collaboratory notebooks for best traceability and learning support for IT-savvy as well as non-IT-savvy students.

#### Literature:

##### Compulsory:

- KUMAR, U Dinesh, 2017. *Business Analytics: The Science of Data-Driven Decision Making*. India: Wiley. ISBN 9788126568772
- KAMKI, Jumin, 2017. *Digital Analytics: Data Driven Decision Making in Digital World*. 1. edition. ISBN 978-1946556196.

##### Recommended:

- SPONDER, Marshall and Gohar F. KHAN, 2018. *Digital analytics for marketing*. New York and London: Routledge, Taylor & Francis Group. ISBN 978-1-138-19067-2, 978-1-138-19068-9
- MOKALIS, Alexa L. and Joel J. DAVIS, 2018. *Google Analytics Demystified*. 4. edition. ISBN 978-1545486917
- WHEELAN, Charles J., 2013. *Naked statistics: stripping the dread from the data*. 1. edition. New York [a.o.]: Norton & Company. ISBN 978-0-393-07195-5, 978-0-393-34777-7
- KAHN, Barbara E., 2021. *The Shopping Revolution, Updated and Expanded Edition: How Retailers Succeed in an Era of Endless Disruption Accelerated by COVID-19*. ISBN 978-1613631140
- SCHMARZO, Bill, 2020. *The Economics of Data, Analytics and Digital Transformation: The theorems, laws and empowerments to guide your organization's digital transformation*. 1. edition. Birmingham - Mumbai: Packt Publishing. ISBN 978-1800561410.

**Additional remarks:**

The course can take place either partially or entirely in a virtual format.

Course selection varies depending on availability and demand. The actual selection for each semester can be found in the timetable. Courses may be canceled at the beginning of the semester. Participation is limited in some cases.

### 4.3.6 Digital Commerce

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                      |                     |                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|---------------------|--------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | RCM_DC                                                                                               | SPO-No.:            | 10                 |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Program                                                                                              | Module type         | Semester           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Global Business (SPO WS 23/24)                                                                       | Management Elective | 1,2,3,4            |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Language of instruction                                                                              | Duration of module  | Frequency of offer |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | English                                                                                              | 1 semester          | variable term      |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Stummeyer, Christian                                                                                 |                     |                    |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Stummeyer, Christian                                                                                 |                     |                    |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 5 ECTS / 4 SWS                                                                                       |                     |                    |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Contact hours:                                                                                       | 47 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Self-study:                                                                                          | 78 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Total:                                                                                               | 125 h               |                    |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Digital Commerce (RCM_DC)                                                                            |                     |                    |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | SU/Ü - lecture with integrated exercises                                                             |                     |                    |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | LN - Proj - project work (5-25 pages) with oral presentation (15 minutes) (RCM_DC)                   |                     |                    |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | This module is offered as an elective by the master's degree program Retail and Consumer Management. |                     |                    |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                      |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                      |                     |                    |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                      |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                      |                     |                    |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                      |                     |                    |
| <p>The students acquire application- and practice-oriented in-depth knowledge of innovative concepts, processes and applications in Digital Commerce:</p> <ul style="list-style-type: none"><li>• They understand the most important developments around the digitalization of society and retail and the future of commerce.</li><li>• They acquire the basic knowledge and skills for entering digital commerce.</li><li>• They know the essential elements of the value chain in digital commerce.</li><li>• They are able to apply the acquired knowledge within the framework of a practical project.</li></ul> <p>The students also train their analytical skills, presentation techniques and communication skills.</p> <p>After completing this course, the students...</p> <p><b>Subject competence:</b></p> <ul style="list-style-type: none"><li>• have a deep understanding of digital commerce systems, AI in retail, and digital channel management.</li><li>• have insights into future trends of retail digitalization and consumer expectations.</li></ul> |                                                                                                      |                     |                    |

**Methodological competence:**

- implement tools for digital commerce and data analytics for business decisions.
- optimize digital touchpoints through usability and customer journey analysis.

**Personal/Self-competence:**

- apply innovative thinking and adaptability to technological disruptions.
- show resilience in digital transformation processes.

**Social competence:**

- adapt effective teamwork in digital commerce projects.
- collaborate across functions to drive digital innovation.

**Content:**

Introduction: Digitalization of society and retail

**Digital Basics**

- Target groups and targeting
- Usability, User Experience and Customer Experience
- Conversion Rate Optimization
- Website Check
- KPIs and Web Analytics

**Digital Commerce**

- The future of retail
- The digital channel within different channel concepts
- Driver tree in e-commerce
- Basics of Digital Commerce Systems
- Processes in E-Commerce
- Digital Commerce Scenarios in Retail
- Digital PoS
- Artificial Intelligence in Digital Commerce
- Success factors of digital business models

**Literature:***Compulsory:*

- ZENTES, Joachim, Dirk MORSCHETT and Hanna SCHRAMM-KLEIN, 2017. *Strategic retail management: Text and international cases*. Wiesbaden: Springer Gabler. ISBN 3-658-10182-2, 978-3-658-10182-4
- CHAFFEY, Dave, 2015. *Digital business and E-commerce management: strategy, implementation and practice*. Harlow: Pearson Education Limited. ISBN 978-0-273-78657-3, 0-273-78657-1

*Recommended:*

None

**Additional remarks:**

Besides the lecture, the students will also work with an E-Commerce System to get practical experience. The course is held on-site. However, under special circumstances, it may also take place virtually. Course selection varies depending on availability and demand. The actual selection for each semester can be found in the timetable. Courses may be canceled at the beginning of the semester. Participation is limited in some cases.

### 4.3.7 Digital Marketing

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                      |                     |                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|---------------------|--------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | RCM_DM                                                                                               | SPO-No.:            | 10                 |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Program                                                                                              | Module type         | Semester           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Global Business (SPO WS 23/24)                                                                       | Management Elective | 1,2,3,4            |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Language of instruction                                                                              | Duration of module  | Frequency of offer |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | English                                                                                              | 1 semester          | variable term      |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Knoppe, Marc                                                                                         |                     |                    |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Robichaud, Zachary                                                                                   |                     |                    |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 5 ECTS / 4 SWS                                                                                       |                     |                    |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Contact hours:                                                                                       | 23 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Self-study:                                                                                          | 102 h               |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Total:                                                                                               | 125 h               |                    |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Digital Marketing (RCM_DM)                                                                           |                     |                    |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | SU/Ü - lecture with integrated exercises                                                             |                     |                    |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | LN - Proj - project work (5-25 pages) with oral presentation (15 minutes) (RCM_DM)                   |                     |                    |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | This module is offered as an elective by the master's degree program Retail and Consumer Management. |                     |                    |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                      |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                      |                     |                    |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                      |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                      |                     |                    |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                      |                     |                    |
| <p>Students learn strategic fundamentals of Digital Marketing.</p> <p>Students learn how digital marketing is part of a comprehensive marketing and corporate strategy. Students learn how digital marketing is optimized and integrated in the marketing mix. Established approaches in marketing planning are combined with the creative use of modern digital models and tools.</p> <p>At the end of the course, the students</p> <p><b>Subject competence:</b></p> <ul style="list-style-type: none"><li>• have a comprehensive understanding of digital marketing principles and performance measurement.</li><li>• will be able to apply KPIs and optimization strategies for digital campaigns.</li></ul> <p><b>Methodological competence:</b></p> <ul style="list-style-type: none"><li>• develop digital marketing strategies aligned with business objectives.</li><li>• integrate online and offline communication tools and metrics.</li></ul> <p><b>Personal/Self-competence:</b></p> <ul style="list-style-type: none"><li>• demonstrate creativity and resilience in dynamic marketing environments.</li><li>• show a proactive attitude towards digital innovation.</li></ul> |                                                                                                      |                     |                    |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Social competence:</b> <ul style="list-style-type: none"> <li>• collaborate within marketing teams.</li> <li>• effectively communicate with stakeholders across digital channels.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Content:</b> <p>Digital Marketing</p> <ul style="list-style-type: none"> <li>• draw up digital marketing plans</li> <li>• apply digital marketing principals</li> <li>• integrate online and offline communications</li> <li>• customer driven digital marketing</li> <li>• reduce costly trial and error</li> <li>• learn best practices</li> <li>• develop marketing strategies</li> </ul>                                                                                                                                                                                                                                                                                                                                                       |
| <b>Literature:</b> <p><i>Compulsory:</i></p> <ul style="list-style-type: none"> <li>• CHAFFEY, Dave, Paul R. SMITH and P. R. SMITH, 2017. <i>Digital marketing excellence: planning, optimizing and integrating online marketing</i>. London; New York: Routledge. ISBN 978-1-138-19168-6, 978-1-138-19170-9.</li> </ul> <p><i>Recommended:</i></p> <p>None</p>                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Additional remarks:</b> <p>Interactive teaching style with case studies and practical insights.</p> <p>Students are required to work on a paper which are graded and presented in class. This course requires a higher individual workload to fulfill the project requirements. Approximately 50% of the course is lecturer-led. The other 50% is additional workload for the preparation of the project work.</p> <p>The course can take place either partially or entirely in a virtual format.</p> <p>Course selection varies depending on availability and demand. The actual selection for each semester can be found in the timetable. Courses may be canceled at the beginning of the semester. Participation is limited in some cases.</p> |

#### 4.3.8 Geolocation in Retail and Consumer Management

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                            |                           |                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|---------------------------|---------------------------|
| <b>Module abbreviation:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | RCM_GIRCM_1.3 Ind. Elec-<br>tive                                                                           | <b>SPO-No.:</b>           | 10                        |
| <b>Curriculum:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Program</b>                                                                                             | <b>Module type</b>        | <b>Semester</b>           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Global Business (SPO WS<br>23/24)                                                                          | Management<br>Elective    | 1,2,3,4                   |
| <b>Module attributes:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Language of instruction</b>                                                                             | <b>Duration of module</b> | <b>Frequency of offer</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | English                                                                                                    | 1 semester                | variable term             |
| <b>Responsible for module:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Aversa, Joseph                                                                                             |                           |                           |
| <b>Lecturers:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Aversa, Joseph                                                                                             |                           |                           |
| <b>Credit points / SWS:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 5 ECTS / 4 SWS                                                                                             |                           |                           |
| <b>Workload:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Contact hours:                                                                                             | 47 h                      |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Self-study:                                                                                                | 78 h                      |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Total:                                                                                                     | 125 h                     |                           |
| <b>Subjects of the module:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Geolocation in Retail and Consumer Management (RCM_GIRCM_1.3 Ind. Elective)                                |                           |                           |
| <b>Lecture types:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | SU/Ü - lecture with integrated exercises                                                                   |                           |                           |
| <b>Examinations:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | LN - Proj - project work (5-25 pages) with oral presentation (15 minutes)<br>(RCM_GIRCM_1.3 Ind. Elective) |                           |                           |
| <b>Usability for other study programs:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | This module is offered as an elective by the master's degree program Retail and Consumer Management.       |                           |                           |
| <b>Prerequisites according to examination regulation:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                            |                           |                           |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                            |                           |                           |
| <b>Recommended prerequisites:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                            |                           |                           |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                            |                           |                           |
| <b>Learning outcomes:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                            |                           |                           |
| At the end of the course the students <ul style="list-style-type: none"><li>• analyze the geography of consumer demand and its influence on retail markets.</li><li>• evaluate factors influencing retail location decisions.</li><li>• understand the organization and dynamics of the retail sector.</li><li>• apply site selection techniques to identify optimal retail locations.</li><li>• examine consumer behavior patterns and their impact on retail strategies.</li><li>• conduct trade area analysis to assess market potential.</li><li>• explore retail activity at the settlement scale and its spatial implications.</li><li>• utilize GIS tools for decision support in retail planning.</li><li>• investigate the structure of retail within urban environments.</li><li>• assess planning issues related to retail development and land use.</li><li>• identify and analyze the forces driving retail change over time.</li><li>• examine the role of virtual retail and envision the future of retailing.</li></ul> |                                                                                                            |                           |                           |

At the end of the course, the students

**Subject competence:**

- are familiar with geographical factors influencing retail; spatial behavior of consumers.
- have a understanding of demographic and market structures.

**Methodological competence:**

- apply GIS tools and spatial analysis techniques.
- conduct trade area and location-based consumer research.

**Personal/Self-competence**

- have improved their analytical and detail-oriented thinking.
- developed curiosity towards spatial and technological solutions.

**Content:**

**1. MARKETING, GEOGRAPHY, AND MARKETING GEOGRAPHY**

Retail and other urban services. The global context of retail. Typologies of retail. Hierarchies of services. Public and private sector perspectives. Overview of retail market and retail supply. Consumption and the environment.

**2. SPATIAL CONCEPTS AND THE VALUE OF THE GEOGRAPHICAL PERSPECTIVE**

Distance, distance decay, intervening opportunities, gravity models. The value of location. GIS and Geodemographics. The geographical perspective.

**3. TRADE AREA DELIMITATION TECHNIQUES**

Normative and Behavioural Approaches.  
Thiessen polygon, Converse (Reilly) breakpoint and Huff models.

**4. CUSTOMER SPOTTING TECHNIQUES**

Who and where? Surveys and affinity cards. Market penetration.

**5. SITE SELECTION TECHNIQUES**

Overview of site selection methods. Application of regression analysis.

**6. THE GEOGRAPHY OF DEMAND**

Market composition and location. Socio-economic, demographic and ethnic composition. Typical geographical patterns.

**7. CONSUMER BEHAVIOUR**

Normative and behavioural approaches to understanding consumer behaviour. Perception and imagery.

**8. THE GEOGRAPHY OF RETAIL SUPPLY: RETAIL STRUCTURE AND CHANGE**

Types of retail activity. Evolution of the retail system. The role of the shopping centre and retail chains. Emergence of "big boxes" and power centres. The Toronto experience. The changing experience of downtowns.

**9. CHANGING MARKET AND SUPPLY RESPONSES**

Population and economic changes and the consequences for consumption.

**10. RETAIL PLANNING ISSUES**

Externalities and planning debates. Urban futures.

**11. THE FUTURE: CHANGING TRENDS IN RETAIL SUPPLY AND CONSUMPTION**

Non-store retailing. Virtual shopping and the re-emergence of catalogue shopping. The future of retailing or a

complement to existing retailing?

**Literature:**

*Compulsory:*

- AVERSA, J., HERNANDEZ, T., & DOHERTY, S. (2021). Incorporating big data within retail organizations: A case study approach. *Journal of retailing and consumer services*, 60, 102447
- AVERSA, J., DOHERTY, S., & HERNANDEZ, T. (2018). Big data analytics: The new boundaries of retail location decision making. *Papers in Applied Geography*, 4(4), 390-408
- AVERSA, J., AZMY, A., & HERNANDEZ, T. (2024). Untapping the potential of mobile location data: The opportunities and challenges for retail analytics. *Journal of Retailing and Consumer Services*, 81, 103993.

*Recommended:*

None

**Additional remarks:**

The course can take place either partially or entirely in a virtual format.

Course selection varies depending on availability and demand. The actual selection for each semester can be found in the timetable. Courses may be canceled at the beginning of the semester. Participation is limited in some cases.

### 4.3.9 Global Business Practices in Innovation, Sustainability and Growth

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                       |                     |                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------|--------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | GBU_GBPIISaG                                                                          | SPO-No.:            | 10                 |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Program                                                                               | Module type         | Semester           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Global Business (SPO WS 23/24)                                                        | Management Elective | 1,2,3,4            |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Language of instruction                                                               | Duration of module  | Frequency of offer |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | English                                                                               | 1 semester          | variable term      |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Frech, Alexander                                                                      |                     |                    |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Frech, Alexander                                                                      |                     |                    |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 5 ECTS / 4 SWS                                                                        |                     |                    |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Contact hours:                                                                        | 47 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Self-study:                                                                           | 78 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Total:                                                                                | 125 h               |                    |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Global Business Practices in Innovation, Sustainability and Growth (GBU_GBPIISaG)     |                     |                    |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | SU/Ü - lecture with integrated exercises                                              |                     |                    |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | LN – SA - seminar paper (10-20 pages) and presentation (15-20 minutes) (GBU_GBPIISaG) |                     |                    |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | This module is offered as an elective by the master’s program Global Business.        |                     |                    |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                       |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                       |                     |                    |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                       |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                       |                     |                    |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                       |                     |                    |
| <p>This module aims to equip students with a practice-oriented, integrative understanding of how innovation, sustainability, and growth are jointly managed in global business contexts. The course deliberately focuses on real-world managerial practices, transformation processes, and decision-making under uncertainty, rather than on functional specialization already covered in other modules (e.g., SCM, finance, or analytics). Drawing on international corporate practice, restructuring, M&amp;A, and sustainable transformation, the course enables students to critically assess how global firms achieve scalable growth while balancing innovation dynamics and sustainability imperatives.</p> <p><b>Knowledge competencies</b></p> <ul style="list-style-type: none"><li>• Understand innovation, sustainability, and growth as interdependent strategic dimensions in global business.</li><li>• Explain different global growth paths (organic growth, M&amp;A, partnerships, platform strategies).</li><li>• Understand sustainability as a value driver rather than a compliance exercise.</li><li>• Identify success factors and failure patterns in global transformation and innovation initiatives.</li><li>• Distinguish between symbolic vs. substantive sustainability strategies in multinational firms.</li></ul> <p><b>Methodological competencies</b></p> <ul style="list-style-type: none"><li>• Analyze global business situations using integrated strategic frameworks (innovation, growth, sustainability).</li></ul> |                                                                                       |                     |                    |

- Apply case-based reasoning to complex, ambiguous real-world situations.
- Develop strategic recommendations for international companies facing innovation or sustainability-driven change.
- Structure and defend management-level arguments under incomplete information.
- Translate sustainability ambitions into operational and strategic business logic.

#### Personal competencies

- Reflect critically on managerial responsibility in global business decisions.
- Develop strategic judgment under uncertainty and competing stakeholder demands.
- Strengthen resilience and decision-making confidence in transformation contexts.
- Integrate ethical, ecological, and economic considerations into leadership thinking.

#### Social competencies

- Work effectively in diverse, international teams.
- Present and defend strategic positions in professional, board-level discussions.
- Engage constructively in controversial debates (e.g., growth vs. sustainability).

#### Content:

- **Global innovation practices**

Innovation systems in multinational corporations  
Corporate entrepreneurship and ambidexterity  
Managing innovation across borders and cultures  
Role of leadership in innovation-driven transformation

- **Sustainability as a strategic driver**

Sustainability beyond ESG reporting  
Value creation through sustainability-oriented business models  
Decarbonization, circularity, and resource efficiency as growth levers  
Governance, regulation, and stakeholder pressure in global markets

- **Growth strategies in global business**

Organic growth vs. M&A vs. partnerships  
Scaling businesses across regions and cultures  
Post-merger integration and transformation challenges  
Growth under constraints (capital, regulation, legitimacy)

- **Transformation and turnaround perspectives**

Managing global restructuring and portfolio optimization  
Strategic renewal in mature and capital-intensive industries  
Balancing short-term performance with long-term sustainability  
Lessons learned from real-world transformation cases

- **Integrative case discussions**

International case studies drawn from:

- o Infrastructure and industrial sectors
- o Consumer and retail-related transformations
- o Capital-intensive and regulated industries

Student-selected cases aligned with personal interests or career goals

#### Literature:

##### Compulsory:

- TEECE, David J., 2018. *Dynamic Capabilities and Strategic Management*. ISBN ISBN-13: 978-0-19-969190-6
- KIM, W. Chan and Renée MAUBORGNE, 2015. *Blue ocean strategy: how to create uncontested market space and make the competition irrelevant*. Boston, Massachusetts: Harvard Business Review Press. ISBN 978-1-62527-449-6, 978-1-63369-232-9
- LÜTGE, Christoph, UHL, Matthias, 2021. *Business ethics: an economically informed perspective* [online]. Oxford, United Kingdom: Oxford University Press PDF e-Book. ISBN 978-0-19-189685-9. Available via: <https://directory.doabooks.org/handle/20.500.12854/112311>.

Recommended:

None

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually. Course selection varies depending on availability and demand. The actual selection for each semester can be found in the timetable. Courses may be canceled at the beginning of the semester. Participation is limited in some cases.

### 4.3.10 Global Entrepreneurship & Intercultural Leadership

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                |                     |                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|---------------------|--------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | ECV_GE&IL                                                                                                      | SPO-No.:            | 10                 |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Program                                                                                                        | Module type         | Semester           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Global Business (SPO WS 23/24)                                                                                 | Management Elective | 1,2,3,4            |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Language of instruction                                                                                        | Duration of module  | Frequency of offer |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | English                                                                                                        | 1 semester          | variable term      |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | McDonald, James                                                                                                |                     |                    |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | McDonald, James; Shirley, Thomas                                                                               |                     |                    |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 5 ECTS / 4 SWS                                                                                                 |                     |                    |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Contact hours:                                                                                                 | 47 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Self-study:                                                                                                    | 78 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Total:                                                                                                         | 125 h               |                    |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Global Entrepreneurship & Intercultural Leadership (ECV_GE&IL)                                                 |                     |                    |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | SU/Ü - lecture with integrated exercises                                                                       |                     |                    |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | LN - Proj - project work (5-25 pages) with oral presentation (15 minutes) (ECV_GE&IL)                          |                     |                    |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | This module is offered as an elective by the master’s degree program Entrepreneurship and Corporate Venturing. |                     |                    |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                |                     |                    |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                |                     |                    |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                |                     |                    |
| <p>On completing this module, the students will have achieved the following learning goals. Students are able to...</p> <p><b>Knowledge</b></p> <ul style="list-style-type: none"><li>become familiar with contemporary investigations into intercultural business communication.</li></ul> <p><b>Methodology</b></p> <ul style="list-style-type: none"><li>explore a variety of cultural systems beyond simple national categories.</li><li>understand and apply relevant communication and leadership theories and practices.</li></ul> <p><b>Social Competence</b></p> <ul style="list-style-type: none"><li>recognize the role and influence of culture in various entrepreneurial contexts.</li></ul> <p><b>Personality</b></p> <ul style="list-style-type: none"><li>discover opportunities for individualized exploration and analysis of specific intercultural communication contexts.</li></ul> |                                                                                                                |                     |                    |
| Content:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                |                     |                    |
| <p>Course content (discussions and readings) will focus on three large topics at the intersection of culture and entrepreneurship:</p> <ul style="list-style-type: none"><li>The practical relevance of intercultural communication to startups and entrepreneurship.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                |                     |                    |

- The evolution and management of corporate cultures from startup to larger and more complex organizational forms.
- Practical examples of intercultural business communication (e.g. multicultural teams, leadership styles, negotiation).

**Literature:***Compulsory:*

- FRITSCH, Michael, WYRWICH, Michael, 2019. *Regional trajectories of entrepreneurship, knowledge, and growth: the role of history and culture* [online]. Cham: Springer PDF e-Book. ISBN 978-3-319-97782-9. Available via: <https://doi.org/10.1007/978-3-319-97782-9>.

*Recommended:*

- THAKKAR, Bharat S., 2021. *Culture in Global Businesses: Addressing National and Organizational Challenges* [online]. Cham: Palgrave Macmillan PDF e-Book. ISBN 978-3-030-60296-3. Available via: <https://doi.org/10.1007/978-3-030-60296-3>.
- GLĂVEANU, Vlad Petre, 2016. *The Palgrave handbook of creativity and culture research*. London: Palgrave Macmillan UK. ISBN 978-1-137-46343-2, 978-1-349-69059-6
- KOLM, Serge-Christophe, 2009. *Reciprocity: an economics of social relations*. Cambridge [u.a.]: Cambridge Univ. Press. ISBN 978-0-521-88265-1, 978-0-521-12320-4
- OPRESNIK, Marc Oliver, 2014. *The hidden rules of successful negotiation and communication: getting to yes!*. Cham [u.a.]: Springer. ISBN 978-3-319-06193-1, 978-3-319-06194-8
- RICHERSON, Peter J. and Robert BOYD, 2006. *Not by genes alone: how culture transformed human evolution*. Chicago [u.a.]: Univ. of Chicago Press. ISBN 0-226-71212-5, 978-0-226-71212-3.

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually.

Course selection varies depending on availability and demand. The actual selection for each semester can be found in the timetable. Courses may be canceled at the beginning of the semester. Participation is limited in some cases.

### 4.3.11 International Collaborations in Mobility

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                |                           |                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|---------------------------|---------------------------|
| <b>Module abbreviation:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | GBU_ICiM                                                                       | <b>SPO-No.:</b>           | 10                        |
| <b>Curriculum:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Program</b>                                                                 | <b>Module type</b>        | <b>Semester</b>           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Global Business (SPO WS 23/24)                                                 | Management Elective       | 1,2,3,4                   |
| <b>Module attributes:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Language of instruction</b>                                                 | <b>Duration of module</b> | <b>Frequency of offer</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | English                                                                        | 1 semester                | variable term             |
| <b>Responsible for module:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Wagner, Harry                                                                  |                           |                           |
| <b>Lecturers:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Wagner, Harry                                                                  |                           |                           |
| <b>Credit points / SWS:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 5 ECTS / 4 SWS                                                                 |                           |                           |
| <b>Workload:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Contact hours:                                                                 | 47 h                      |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Self-study:                                                                    | 78 h                      |                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Total:                                                                         | 125 h                     |                           |
| <b>Subjects of the module:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | International Collaborations in Mobility (GBU_ICiM)                            |                           |                           |
| <b>Lecture types:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | SU/Ü - lecture with integrated exercises                                       |                           |                           |
| <b>Examinations:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | LN - mdIP - oral exam, 15 minutes (GBU_ICiM)                                   |                           |                           |
| <b>Usability for other study programs:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | This module is offered as an elective by the master's program Global Business. |                           |                           |
| <b>Prerequisites according to examination regulation:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                |                           |                           |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                |                           |                           |
| <b>Recommended prerequisites:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                |                           |                           |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                |                           |                           |
| <b>Learning outcomes:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                |                           |                           |
| <b>Knowledge Competencies</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                |                           |                           |
| The students                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                |                           |                           |
| <ul style="list-style-type: none"><li>are capable to identify, analyze, and contextualize international collaborations in mobility (automotive) and transport ecosystem within a management context (for passenger and freight transport systems).</li><li>are familiar with the political, technical, (transport-) economic, social, legal (standards and regulations), and ecological implications of international collaborations.</li><li>can describe and analyze national, european, and international use cases of collaborations.</li><li>are familiar with the (business) economic and administrative structures between various stakeholders of collaborations (business, academia, politics, public administration, society).</li></ul> |                                                                                |                           |                           |
| <b>Methodological Competencies</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                |                           |                           |
| The students                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                |                           |                           |
| <ul style="list-style-type: none"><li>can professionally classify methods of mobility and traffic management and apply them exemplarily to use cases.</li><li>can verbally reproduce the knowledge gained in the module.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                |                           |                           |
| <b>Personal Competencies</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                |                           |                           |
| The students                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                |                           |                           |
| <ul style="list-style-type: none"><li>understand the fields of activity in international collaborations in mobility.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                |                           |                           |

- enhance their ability to think strategically and understand the international complexity in the mobility ecosystem.

#### Social Competencies

The students

- can build international competencies through the analysis of international case studies, thus preparing for potential intercultural collaboration in their future professional life.
- intensify their skills to work in a team, as case studies in the module are worked on and presented together.

#### Content:

- Theoretical foundations and term definitions (national, Europe, international)
  - mobility ecosystem (passenger public)
  - transport ecosystem (freight)
  - automotive ecosystem / cluster
  - digital and physical infrastructure
- Use cases for international collaborations and partnerships (projects) in mobility:
  - public transport
  - freight transport (slot systems)
  - automotive sector
- Holistic methods for analyzing the use cases and forms of administration/management
  - PESTEL analysis (P - Political E - Economic S - Social T - Technological E - Environmental L - Legal)
  - Stakeholder Analysis
  - Public-Private Partnership (PPP or P3)

#### Literature:

Compulsory:

- HAKIM, Simon, Robert M. CLARK and Erwin A. BLACKSTONE, 2022. *Handbook on Public Private Partnerships in Transportation, Vol II*. ISBN 978-3-031-04628-5
- FAYE, Ian, Oliver LAH and Gereon MEYER, 2024. International Collaboration in the Area of Road-Transport Research: FUTURE-HORIZON Key Findings. In: Ciaran MCNALLY, Ed. *Transport Transitions: Advancing Sustainable and Inclusive Mobility*. Dublin: Springer Cham, S. 525–530. ISBN 978-3-031-89444-2
- HU, Yi, XU, Qixiong, FIELD, Brian, XIA, Bo, WU, Guangdong, 2024. Governing collaborative networks in mega transport projects development: Integrative findings from 34 cases worldwide. In: *Transport Policy*. (150), p.162-173. ISSN 1879-310X

Recommended:

None

#### Additional remarks:

The course is held on-site. However, under special circumstances, it may also take place virtually.  
Course selection varies depending on availability and demand. The actual selection for each semester can be found in the timetable. Courses may be canceled at the beginning of the semester. Participation is limited in some cases.

### 4.3.12 Leading in International Retail Organizations

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                        |                     |                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|---------------------|--------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | RCM_LIRO_1.3 Ind. Elective                                                                             | SPO-No.:            | 10                 |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Program                                                                                                | Module type         | Semester           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Global Business (SPO WS 23/24)                                                                         | Management Elective | 1,2,3,4            |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Language of instruction                                                                                | Duration of module  | Frequency of offer |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | English                                                                                                | 1 semester          | variable term      |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Robichaud, Zachary                                                                                     |                     |                    |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Robichaud, Zachary                                                                                     |                     |                    |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 5 ECTS / 4 SWS                                                                                         |                     |                    |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Contact hours:                                                                                         | 47 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Self-study:                                                                                            | 78 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Total:                                                                                                 | 125 h               |                    |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Leading in International Retail Organizations (RCM_LIRO_1.3 Ind. Elective)                             |                     |                    |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | SU/Ü - lecture with integrated exercises                                                               |                     |                    |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | LN - Proj - project work (5-25 pages) with oral presentation (15 minutes) (RCM_LIRO_1.3 Ind. Elective) |                     |                    |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | This module is offered as an elective by the master's program Retail and Consumer Management.          |                     |                    |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                        |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                        |                     |                    |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                        |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                        |                     |                    |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                        |                     |                    |
| <b>Subject competence</b> <ul style="list-style-type: none"><li>Develop advanced knowledge of human resource management and organizational behaviour within global retail organizations, with a particular focus on Canada and the United States.</li><li>Understand cross-cultural workforce dynamics, multinational HR challenges, and the implications of legal, cultural, and institutional differences in retail contexts.</li><li>Apply evidence-based HR practices related to talent management, performance management, DEI strategies, organizational culture, and change management in international retail firms.</li><li>Interpret and apply insights from the Lumina Learning framework to understand leadership preferences, communication styles, and behavioural tendencies in retail organizations.</li><li>Integrate academic theory with real-world retail cases and industry partner challenges, demonstrating subject-matter expertise relevant to contemporary global retail environments.</li></ul> |                                                                                                        |                     |                    |
| <b>Methodological competence</b> <ul style="list-style-type: none"><li>Analyze complex organizational and HR challenges using structured frameworks and evidence-based reasoning.</li><li>Apply case study analysis, experiential learning tools, and reflective diagnostics (e.g., Lumina Learning outputs) to assess leadership and team dynamics.</li><li>Conduct collaborative applied research through an industry-based group project, translating theory into</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                        |                     |                    |

actionable HR and organizational recommendations.

- Develop professional written and oral communication skills, including the preparation of industry-facing reports and formal presentations to an employer partner.
- Demonstrate the ability to synthesize qualitative insights (e.g., leadership styles, culture, DEI practices) with practical organizational constraints in global retail contexts.

#### **Personal/Self-competence**

- Increase self-awareness of leadership styles, behavioural tendencies, and communication preferences through the Lumina Learning assessment and facilitated debrief.
- Reflect critically on their own strengths, blind spots, and leadership development needs in diverse and fast-paced retail environments.
- Develop ethical judgment, resilience, and adaptability when navigating ambiguity, change, and complexity in global organizations.
- Strengthen their capacity for lifelong learning, self-reflection, and continuous professional growth as future retail leaders.
- Build confidence in translating personal insights into practical leadership strategies applicable to real-world retail settings.

#### **Social competence**

- Demonstrate the ability to lead and collaborate effectively in diverse, cross-cultural teams, both in academic and industry-facing contexts.
- Develop intercultural communication competence, including empathy, cultural sensitivity, and the ability to manage differences constructively.
- Practice professional teamwork, conflict navigation, and collective decision-making through in-class activities and group-based projects.
- Engage with external stakeholders and employer partners, adapting communication styles to different professional audiences.
- Foster inclusive leadership behaviours aligned with diversity, equity, and inclusion (DEI) principles in global retail organizations.

#### **Content:**

##### **Modules**

- Leadership & Teamwork
- Motivation & Operational Strategies
- Coaching & Feedback
- Organizational Culture & Employee Engagement
- Employer & Self-Branding
- Managing Conflict & Difficult Situations
- Demographics & The Changing Society – How to Manage Diverse Teams

#### **Literature:**

Compulsory:

- Will be announced at course start.

Recommended:

- Will be announced at course start.

#### **Additional remarks:**

The course can take place either partially or entirely in a virtual format.

Course selection varies depending on availability and demand. The actual selection for each semester can be found in the timetable. Courses may be canceled at the beginning of the semester. Participation is limited in some cases.

### 4.3.13 Marketing in a Global Context

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                    |                     |                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|---------------------|--------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | GBU_MiaGC                                                                          | SPO-No.:            | 10                 |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Program                                                                            | Module type         | Semester           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Global Business (SPO WS 23/24)                                                     | Management Elective | 1,2,3,4            |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Language of instruction                                                            | Duration of module  | Frequency of offer |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | English                                                                            | 1 semester          | variable term      |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Shamma, Hamed M.                                                                   |                     |                    |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Shamma, Hamed M.                                                                   |                     |                    |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 5 ECTS / 4 SWS                                                                     |                     |                    |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Contact hours:                                                                     | 47 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Self-study:                                                                        | 78 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Total:                                                                             | 125 h               |                    |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Marketing in a Global Context (GBU_MiaGC)                                          |                     |                    |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | SU/Ü - lecture with integrated exercises                                           |                     |                    |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | LN - StA - Student research project (10-20 pages) without presentation (GBU_MiaGC) |                     |                    |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | The module is offered in other master's degree programs as well.                   |                     |                    |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                    |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                    |                     |                    |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                    |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                    |                     |                    |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                    |                     |                    |
| <p>The objectives of this module is to provide students with a good understanding about marketing strategies when going global, understanding the global environment, understanding the global consumer, culture, global and local dilemmas, and global marketing practices. Several case studies will be examined and analyzed.</p> <p>On completing this module, the students will have achieved the following learning goals. Students are able to...</p> <p><b>Knowledge competencies:</b></p> <ul style="list-style-type: none"><li>• know different marketing strategies done by companies in global markets.</li><li>• understand success and failures in global marketing strategy and implementation.</li><li>• understand global marketing differences from a consumer, market, and environmental perspective.</li></ul> <p><b>Methodological competences:</b></p> <ul style="list-style-type: none"><li>• develop different methods of understanding global markets, consumers and the global environment.</li></ul> <p><b>Personal competencies:</b></p> <ul style="list-style-type: none"><li>• deal with different customers in different markets, global competitors and different legal, political and technological factors.</li></ul> <p><b>Social competencies:</b></p> |                                                                                    |                     |                    |

|                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>understand behaviors and attitudes of different people around the world.</li> </ul>                                                                                                                                                                                                                 |
| <b>Content:</b>                                                                                                                                                                                                                                                                                                                            |
| <ul style="list-style-type: none"> <li>What is global marketing</li> <li>Understanding the global consumer</li> <li>Culture (local and global)</li> <li>Global Marketing Strategies</li> <li>Global branding</li> <li>The global environment</li> <li>The global market</li> <li>Global case studies</li> </ul>                            |
| <b>Literature:</b>                                                                                                                                                                                                                                                                                                                         |
| <p>Compulsory:</p> <p>None</p> <p>Recommended:</p> <ul style="list-style-type: none"> <li>SCHLEGELMILCH, Bodo, 2025. A review of global marketing strategy. In: <i>Journal of Global Marketing.</i> , p.286-288</li> <li>SCHLEGELMILCH, Bodo, 2022. <i>Global Marketing Strategy: An Executive Digest.</i></li> </ul>                      |
| <b>Additional remarks:</b>                                                                                                                                                                                                                                                                                                                 |
| <p>The course is partly held on-site in a block seminar and partly takes place virtually.</p> <p>Course selection varies depending on availability and demand. The actual selection for each semester can be found in the timetable. Courses may be canceled at the beginning of the semester. Participation is limited in some cases.</p> |

#### 4.3.14 Pop-up Retail Strategies in an Omnichannel Context

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                            |                        |                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|------------------------|--------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | RCM_PRSOC_1.3 Ind. Elec-<br>tive                                                                           | SPO-No.:               | 10                 |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Program                                                                                                    | Module type            | Semester           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Global Business (SPO WS<br>23/24)                                                                          | Management<br>Elective | 1,2,3,4            |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Language of instruction                                                                                    | Duration of module     | Frequency of offer |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | English                                                                                                    | 1 semester             | variable term      |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Yu, Hong                                                                                                   |                        |                    |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Yu, Hong                                                                                                   |                        |                    |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 5 ECTS / 4 SWS                                                                                             |                        |                    |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Contact hours:                                                                                             | 47 h                   |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Self-study:                                                                                                | 78 h                   |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Total:                                                                                                     | 125 h                  |                    |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Pop-up Retail Strategies in an Omnichannel Context (RCM_PRSOC_1.3 Ind. Elective)                           |                        |                    |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | SU/Ü - lecture with integrated exercises                                                                   |                        |                    |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | LN - Proj - project work (5-25 pages) with oral presentation (15 minutes)<br>(RCM_PRSOC_1.3 Ind. Elective) |                        |                    |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | This module is offered as an elective by the master's program Retail and Consumer Management.              |                        |                    |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                            |                        |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                            |                        |                    |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                            |                        |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                            |                        |                    |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                            |                        |                    |
| <p>The primary objective of this course is to move past the marketing hype of pop-up shops and analyze them as a legitimate, complex distribution channel. We want students to critically evaluate how temporary retail integrates with a broader omnichannel strategy, questioning whether these activations drive actual long-term value or just fleeting engagement. Beyond the creative concept, students will need to master the rigorous logistics of short-term leasing and inventory management while dissecting the consumer psychology of scarcity. Ultimately, the objective is to produce graduates who can determine when a temporary physical presence is a smart strategic move and when it is simply a drain on resources.</p> <p>At the end of the course, the students will be able to achieve the following:</p> <p><b>Subject competence</b></p> <ul style="list-style-type: none"><li>• <b>Strategic Viability:</b> Evaluate pop-up retail not merely as a trend, but as a distinct distribution channel, analyzing where it succeeds and where it fails compared to permanent leases.</li><li>• <b>Lifecycle Economics:</b> Deconstruct the cost structures specific to temporary retail, questioning the profitability of short-term activations when weighed against setup and teardown costs.</li><li>• <b>Logistical Agility:</b> Understand the unique supply chain requirements for temporary spaces, specifically how to manage inventory depth without the safety net of a long-term warehouse strategy.</li></ul> |                                                                                                            |                        |                    |

- **Legal and Real Estate Dynamics:** Analyze the shifting power dynamics between tenants and landlords, focusing on how short-term leases disrupt traditional commercial real estate models.

#### Methodological competence

- **Metric Definition:** Develop frameworks to measure success when immediate sales volume is not the primary KPI, such as quantifying brand lift, customer acquisition costs, or data harvesting.
- **Agile Project Management:** Apply rapid deployment methodologies to retail planning, demonstrating the ability to execute a concept from ideation to launch in compressed timeframes.
- **Site Selection Analysis:** Utilize non-traditional criteria for location scouting, learning to identify high-potential spaces that traditional long-term retailers would overlook.
- **Experience Design:** Create retail layouts that prioritize high-throughput customer engagement over traditional stock density, using the constraints of the space to force creative merchandising.

#### Personal/Self-competence

- **Risk Assessment:** Cultivate a realistic understanding of the risks involved in "here today, gone tomorrow" retail, moving beyond the glamour of the launch to the reality of operational instability.
- **Sustainability Reflection:** Critically examine the environmental impact of the pop-up model, questioning the waste generated by temporary fixtures and single-use marketing materials.
- **Adaptability:** Develop the resilience to handle the inevitable operational failures that occur when infrastructure is temporary and untested.

#### Social competence

- **Stakeholder Negotiation:** Learn to advocate for the validity of temporary concepts to skeptical stakeholders, including risk-averse landlords and corporate finance teams.
- **Community Impact:** Analyze the role of pop-up retail in neighborhood gentrification, discussing whether these temporary spaces serve the local community or merely test it for corporate expansion.
- **Collaborative Execution:** Manage the friction inherent in cross-functional teams (design, ops, marketing) when working under the extreme pressure of a hard launch deadline.

#### Content:

- **The Evolution of Ephemeral Retail:** We start by tracing the history of the format, moving away from the idea of pop-ups as just a solution for high vacancy rates and framing them as a deliberate, strategic response to the "retail apocalypse" and the saturation of e-commerce.
- **Typologies and Formats:** We break down the different models—nomadic stores, parasitic (store-within-a-store) setups, and standalone temporary leases—analyzing which format works for specific brand stages (start-up vs. legacy).
- **Omnichannel Integration:** This is the core strategic piece. We look at how the physical pop-up serves as a customer acquisition tool for the digital channel, focusing on the "halo effect" where a temporary physical presence drives long-term online traffic in that region.
- **The Psychology of Scarcity:** We examine the consumer behavior driving this trend, specifically how "Fear Of Missing Out" (FOMO) and the hunt for exclusivity can be operationalized to drive foot traffic and immediate conversion.
- **Operational Logistics and Agility:** We get into the weeds of supply chain management for short lifecycles. This covers the unique challenges of inventory depth, rapid staffing, and the logistical headache of setting up and tearing down infrastructure without a permanent support system.
- **Location Strategy and Real Estate:** We analyze the changing landlord-tenant relationship, looking at how to negotiate short-term leases and identify non-traditional spaces that offer high visibility but low commitment.
- **Experience Design and Technology:** We explore how to design for "moments" rather than just transactions. This includes the integration of tech for data capture—using the pop-up as a lab to test new products or gather customer data before a wider rollout.
- **Measuring Success Beyond Sales:** We redefine the KPIs. Since these stores often operate at a loss on a pure P&L basis, we focus on measuring media value, brand lift, customer data acquisition, and social engagement.

**Literature:**

## Compulsory:

- YU, H., SEDLEZKY, S., WONG, K. K.-K, HERNANDEZ, T., STEVENSON, G., LARSEN, P., 2018. Pop-up retail strategies in an omnichannel context [online]. Ontario: eCampus PDF e-Book. ISBN This is an open etextbook that students can download for free.. Available via: <https://pressbooks.library.torontomu.ca/popup>.

## Recommended:

None

**Additional remarks:**

The course can take place either partially or entirely in a virtual format.

Course selection varies depending on availability and demand. The actual selection for each semester can be found in the timetable. Courses may be canceled at the beginning of the semester. Participation is limited in some cases.

### 4.3.15 Retail and Consumer Project

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                       |                     |                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------|--------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | RCM_RCP                                                                               | SPO-No.:            | 10                 |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Program                                                                               | Module type         | Semester           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Global Business (SPO WS 23/24)                                                        | Management Elective | 1,2,3,4            |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Language of instruction                                                               | Duration of module  | Frequency of offer |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | English                                                                               | 1 semester          | variable term      |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Knoppe, Marc                                                                          |                     |                    |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Knoppe, Marc                                                                          |                     |                    |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 5 ECTS / 4 SWS                                                                        |                     |                    |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Contact hours:                                                                        | 47 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Self-study:                                                                           | 78 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Total:                                                                                | 125 h               |                    |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Retail and Consumer Project (RCM_RCP)                                                 |                     |                    |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | SU/Ü - lecture with integrated exercises                                              |                     |                    |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | LN - Proj - project work (5-25 pages) with oral presentation (15 minutes) (RCM_RCP)   |                     |                    |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | This module is offered by the master's degree program Retail and Consumer Management. |                     |                    |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                       |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                       |                     |                    |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                       |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                       |                     |                    |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                       |                     |                    |
| <p>The objective of the Retail and Consumer Project is to carry out a personal retail project in a professional way. This gives students the opportunity to put into practice the methodological and technical competences acquired during their studies and to show their ability to work independently. The Retail and Consumer Project offers students professional work experience and the possibility to familiarize themselves with retail business processes.</p> <p>At the end of the course, the students</p> <p><b>Subject competence:</b></p> <ul style="list-style-type: none"><li>• understand real business processes and challenges in retail.</li><li>• can apply theoretical knowledge in practical contexts.</li></ul> <p><b>Methodological competence:</b></p> <ul style="list-style-type: none"><li>• implement applied research methods and industry project management.</li><li>• develop retail solutions through practice-based learning.</li></ul> <p><b>Personal/Self-competence:</b></p> <ul style="list-style-type: none"><li>• show initiative and self-management in complex project environments.</li><li>• demonstrate accountability and professional work ethics.</li></ul> <p><b>Social competence:</b></p> |                                                                                       |                     |                    |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| <ul style="list-style-type: none"> <li>communicate with clients and project partners.</li> </ul> <p>engage in team collaboration in applied research projects.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Content:</b> <p>The Retail and Consumer Project is based on the Retail Lab: Consumer Projects and Project Management. A project might be for instance a retail start-up, a multinational retail project, a retail business case or a special retail project in cooperation with a well-known retailer.</p> <p>Students will have 1-2 supervisors for their Retail and Consumer Project:</p> <ol style="list-style-type: none"> <li>1. An academic supervisor: a THI professor who will follow the project.</li> <li>2. Maybe also a company supervisor: a representative of a company who will follow the student's work</li> </ol> <p>Typical project phases:</p> <ul style="list-style-type: none"> <li>problem definition</li> <li>analysis and market research</li> <li>design phase</li> <li>project documentation</li> <li>project implementation</li> <li>presentation of the project results</li> </ul> |
| <b>Literature:</b> <p><i>Compulsory:</i></p> <ul style="list-style-type: none"> <li>Literature will be announced at the beginning.</li> </ul> <p><i>Recommended:</i></p> <p>None</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Additional remarks:</b> <p>The course is held on-site. However, under special circumstances, it may also take place virtually.</p> <p>Course selection varies depending on availability and demand. The actual selection for each semester can be found in the timetable. Courses may be canceled at the beginning of the semester. Participation is limited in some cases.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

### 4.3.16 Retail Branding and Store Marketing

|                                                                                                                                                                                                                                                                                                  |                                                                                                      |                     |                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|---------------------|--------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                             | RCM_RBSM                                                                                             | SPO-No.:            | 10                 |
| Curriculum:                                                                                                                                                                                                                                                                                      | Program                                                                                              | Module type         | Semester           |
|                                                                                                                                                                                                                                                                                                  | Global Business (SPO WS 23/24)                                                                       | Management Elective | 1,2,3,4            |
| Module attributes:                                                                                                                                                                                                                                                                               | Language of instruction                                                                              | Duration of module  | Frequency of offer |
|                                                                                                                                                                                                                                                                                                  | English                                                                                              | 1 semester          | variable term      |
| Responsible for module:                                                                                                                                                                                                                                                                          | Hackl, Oliver                                                                                        |                     |                    |
| Lecturers:                                                                                                                                                                                                                                                                                       | Hackl, Oliver                                                                                        |                     |                    |
| Credit points / SWS:                                                                                                                                                                                                                                                                             | 5 ECTS / 4 SWS                                                                                       |                     |                    |
| Workload:                                                                                                                                                                                                                                                                                        | Contact hours:                                                                                       | 47 h                |                    |
|                                                                                                                                                                                                                                                                                                  | Self-study:                                                                                          | 78 h                |                    |
|                                                                                                                                                                                                                                                                                                  | Total:                                                                                               | 125 h               |                    |
| Subjects of the module:                                                                                                                                                                                                                                                                          | Retail Branding and Store Marketing (RCM_RBSM)                                                       |                     |                    |
| Lecture types:                                                                                                                                                                                                                                                                                   | SU/Ü - lecture with integrated exercises                                                             |                     |                    |
| Examinations:                                                                                                                                                                                                                                                                                    | LN - Proj - project work (5-25 pages) with oral presentation (15 minutes) (RCM_RBSM)                 |                     |                    |
| Usability for other study programs:                                                                                                                                                                                                                                                              | This module is offered as an elective by the master's degree program Retail and Consumer Management. |                     |                    |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                               |                                                                                                      |                     |                    |
| None                                                                                                                                                                                                                                                                                             |                                                                                                      |                     |                    |
| Recommended prerequisites:                                                                                                                                                                                                                                                                       |                                                                                                      |                     |                    |
| None                                                                                                                                                                                                                                                                                             |                                                                                                      |                     |                    |
| Learning outcomes:                                                                                                                                                                                                                                                                               |                                                                                                      |                     |                    |
| Students understand the need of retailers become a memorable brand in consumer's mind. In times of digitization retailers more than ever before have to develop a strong brand image that influence consumers positively. Students learn how to carefully construct and maintain a retail brand. |                                                                                                      |                     |                    |
| Subject competence:                                                                                                                                                                                                                                                                              |                                                                                                      |                     |                    |
| <ul style="list-style-type: none"><li>• know retail branding theories and customer perception models.</li><li>• are familiar with integration of digital technologies into brand management.</li></ul>                                                                                           |                                                                                                      |                     |                    |
| Methodological competence:                                                                                                                                                                                                                                                                       |                                                                                                      |                     |                    |
| <ul style="list-style-type: none"><li>• Development of strategies for customer experience and store marketing.</li><li>• Application of brand management and touchpoint optimization tools.</li></ul>                                                                                            |                                                                                                      |                     |                    |
| Personal/Self-competence:                                                                                                                                                                                                                                                                        |                                                                                                      |                     |                    |
| <ul style="list-style-type: none"><li>• Creativity in designing customer-centric retail experiences.</li><li>• Sensitivity towards evolving consumer needs and expectations.</li></ul>                                                                                                           |                                                                                                      |                     |                    |
| Social competence:                                                                                                                                                                                                                                                                               |                                                                                                      |                     |                    |
| <ul style="list-style-type: none"><li>• Building communities around retail brands.</li><li>• Intercultural competence in brand communication strategies.</li></ul>                                                                                                                               |                                                                                                      |                     |                    |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Content:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <ul style="list-style-type: none"> <li>• Basic theoretical concepts of retail branding</li> <li>• Understanding the sources of brand richness</li> <li>• Identifying and understanding relevant brand touchpoints</li> <li>• Branding customer's access to a retail brand</li> <li>• Branding in-store personalities and atmospheres</li> <li>• Branding price, promotion and assortment</li> <li>• Creating rich brand experience by digital technologies</li> </ul> |
| <b>Literature:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p><i>Compulsory:</i></p> <ul style="list-style-type: none"> <li>• Will be announced at the beginning.</li> </ul> <p><i>Recommended:</i></p> <p>None</p>                                                                                                                                                                                                                                                                                                              |
| <b>Additional remarks:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <p>The course is held on-site. However, under special circumstances, it may also take place virtually.</p> <p>Course selection varies depending on availability and demand. The actual selection for each semester can be found in the timetable. Courses may be canceled at the beginning of the semester. Participation is limited in some cases.</p>                                                                                                               |

### 4.3.17 Retail Business Modelling

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                       |                     |                    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|---------------------|--------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | RCM_RBM_1.3 Ind. Elective                                                                             | SPO-No.:            | 10                 |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Program                                                                                               | Module type         | Semester           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Global Business (SPO WS 23/24)                                                                        | Management Elective | 1,2,3,4            |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Language of instruction                                                                               | Duration of module  | Frequency of offer |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | English                                                                                               | 1 semester          | variable term      |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Marques, Thiago                                                                                       |                     |                    |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Marques, Thiago                                                                                       |                     |                    |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 5 ECTS / 4 SWS                                                                                        |                     |                    |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Contact hours:                                                                                        | 47 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Self-study:                                                                                           | 78 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Total:                                                                                                | 125 h               |                    |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Retail Business Modelling (RCM_RBM_1.3 Ind. Elective)                                                 |                     |                    |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | SU/Ü - lecture with integrated exercises                                                              |                     |                    |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | LN - Proj - project work (5-25 pages) with oral presentation (15 minutes) (RCM_RBM_1.3 Ind. Elective) |                     |                    |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | This module is offered as an elective by the master’s program Retail and Consumer Management.         |                     |                    |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                       |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                       |                     |                    |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                       |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                       |                     |                    |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                       |                     |                    |
| <p>This course aims to provide students with a structured and strategic understanding of retail business models, using the Business Model Canvas as the primary analytical and design framework. Students will learn how to deconstruct, analyze, and redesign retail organizations across physical, digital, and omnichannel environments, connecting value creation with operational, financial, and customer dimensions.</p> <p>By the end of the course, students will be able to design, validate, and iterate retail business models aligned with market dynamics, technological innovation, and evolving consumer behavior. The course emphasizes the integration of strategic thinking, experimentation logic, and execution discipline in retail contexts.</p> <p><b>Subject competence:</b></p> <ul style="list-style-type: none"><li>Analyze retail companies using the nine building blocks of the Business Model Canvas.</li><li>Identify value proposition alignment with specific retail customer segments.</li><li>Evaluate revenue models, cost structures, and margin logic in retail operations.</li><li>Understand omnichannel dynamics and ecosystem partnerships in retail.</li><li>Assess scalability and competitive advantage in retail business models.</li></ul> |                                                                                                       |                     |                    |

**Methodological competence:**

- Apply the Business Model Canvas as a diagnostic and design tool.
- Use hypothesis-driven experimentation inspired by Lean Startup principles.
- Structure customer discovery and validation processes in retail contexts.
- Develop data-informed decisions regarding pricing, channels, and assortment strategies.
- Prototype and test retail concepts using rapid iteration frameworks.

**Personal/Self-competence:**

- Strategic thinking and systemic vision.
- Entrepreneurial mindset and experimentation tolerance.
- Analytical rigor in decision-making.
- Adaptability in dynamic market environments.
- Ownership and accountability in business model design.

**Social competence:**

- Cross-functional collaboration skills.
- Ability to communicate business models clearly and persuasively.
- Negotiation skills with partners and stakeholders.
- Leadership in innovation and transformation processes.
- Constructive feedback and peer evaluation capabilities.

**Content:**

The course is structured around the nine building blocks of the [Business Model Generation](#) framework.

First, students explore **Customer Segments**, **Value Proposition**, and **Channels**, analyzing how retail companies define target audiences, craft differentiated offerings, and design customer journeys across physical and digital touchpoints. Special attention is given to customer experience design, assortment strategy, and omnichannel integration.

Second, the course examines **Customer Relationships** and **Revenue Streams**, focusing on loyalty models, subscription formats, dynamic pricing, marketplace structures, and data monetization. Students evaluate how retailers capture value while sustaining long-term customer engagement.

Third, the operational backbone is analyzed through **Key Resources**, **Key Activities**, and **Key Partnerships**. Topics include supply chain management, inventory optimization, private label strategies, technology infrastructure, and ecosystem collaboration (logistics providers, marketplaces, fintech partners).

Finally, students study **Cost Structure**, connecting fixed vs. variable costs, contribution margin logic, store economics, digital platform scalability, and capital allocation decisions. The course culminates in the design and presentation of an innovative retail business model validated through Lean Startup experimentation cycles.

**Literature:****Compulsory:**

- OSTERWALDER, A., PIGNEUR, Y. (2010). Business Model Generation: A handbook for visionaries, game changers, and challengers. Hoboken, NJ: John Wiley & Sons.

**Recommended:**

- RIES, E. (2011). The Lean Startup: How today's entrepreneurs use continuous innovation to create radically successful businesses. New York, NY: Crown Business.

**Additional remarks:**

The course can take place either partially or entirely in a virtual format.

Changing course offerings depending on availability and demand. The actual number of courses offered per semester can be found in the timetable. Can still be cancelled at the beginning of the semester. Participation is sometimes limited.

Students are required to work on a paper which is graded and presented in class. This course requires a higher individual workload to fulfill the project requirements. Approximately 50% of the course is lectured. The other 50% is additional workload for the preparation of the project work.

### 4.3.18 Retail Locations and International Retailing

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                       |                     |                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------|--------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | RCM_RLIR                                                                              | SPO-No.:            | 10                 |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Program                                                                               | Module type         | Semester           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Global Business (SPO WS 23/24)                                                        | Management Elective | 1,2,3,4            |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Language of instruction                                                               | Duration of module  | Frequency of offer |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | English                                                                               | 1 semester          | variable term      |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Vogler, Thomas                                                                        |                     |                    |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Vogler, Thomas                                                                        |                     |                    |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 5 ECTS / 4 SWS                                                                        |                     |                    |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Contact hours:                                                                        | 47 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Self-study:                                                                           | 78 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Total:                                                                                | 125 h               |                    |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Retail Locations and International Retailing (RCM_RLIR)                               |                     |                    |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | SU/Ü - lecture with integrated exercises                                              |                     |                    |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | LN - mdIP - oral exam, 15 minutes (RCM_RLIR)                                          |                     |                    |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | This module is offered by the master's degree program Retail and Consumer Management. |                     |                    |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                       |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                       |                     |                    |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                       |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                       |                     |                    |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                       |                     |                    |
| <p>The students shall be able to develop solutions in critical situations that can occur in international retailing - they shall get a feeling of the complexity of retailing esp. in different countries and under consideration of real estate issues.</p> <p>They shall be able to understand what is essential in buying real estate with a retail store or buying a retail chain.</p> <p>They should be able to develop their own opinion about future in retail - esp. brick and mortar retail.</p> <p>They shall get an understanding of sustainability esp in real estate for retail.</p> <p>They shall get acquainted with different methods of turnover prediction- their weaknesses and strength.</p> <p>At the end of the course, the students</p> <p><b>Subject competence:</b></p> <ul style="list-style-type: none"><li>• understand real estate aspects and sustainability issues in international retailing.</li><li>• have knowledge of turnover estimation methods and trade area analysis.</li></ul> <p><b>Methodological competence:</b></p> <ul style="list-style-type: none"><li>• can evaluate international retail strategies and location-based decisions.</li><li>• will apply scenario-based analysis in international expansion planning.</li></ul> <p><b>Personal/Self-competence:</b></p> |                                                                                       |                     |                    |

- will demonstrate critical thinking and a future-oriented mindset regarding retail developments.
- are able to develop independent, data-driven assessments of retail strategies.

**Social competence:**

- will have developed skills in intercultural communication within global retail environments.
- can manage expectations of international and local stakeholders.

**Content:**

Nearly every lesson starts with a role play - students have to discuss and find a solution for a given situation that is real estate and retail related. The different solutions will be discussed.

Following issues will be presented and discussed:

- Internationalisation and growth- implications for brick-and-mortar retailer
- Walmart in Germany - why did they fail?
- Real Estate in different legal systems
- Case buying a retail store (real estate with store) with financial implications
- Sustainability in retail- esp. for Real Estate
- Trade Areas
- Different Turnover estimation methods
- Future of real estate in retail
- Asset management in retail
- Strategic support of retail by real estate

The students have to read beside the books down what will be supplied from my side in Moodle.

**Literature:***Compulsory:*

- LEVY, Michael and Barton WEITZ, 2019. *Retailing Management - chapter 7 and 8*. 8. edition. ISBN 987-0-07-122098-9
- ZENTES, J., 2017. *Strategic Retail Management chapter 8*
- BARKHAM, Richard, 2012. *Real estate and globalisation, chapter 1,2,.5*. Hoboken, N.J.: Wiley-Blackwell. ISBN 978-0-470-65597-9, 978-1-118-35167-3.

*Recommended:*

- THRALL, Grant Ian, *Business Geography and new real estate market analysis chapter 1 and 7*.
- NOZEMAN, Ed F., 2014. *European metropolitan commercial real estate markets: Ed F. Nozeman ... (ed.)* [online]. Berlin [u.a.]: Springer PDF e-Book. ISBN 978-3-642-37851-5, 978-3-642-37852-2. Available via: <https://doi.org/10.1007/978-3-642-37852-2>
- ELLISON, Louise and Victoria EDWARDS, 2004. *Corporate Property management aligning real estate with business strategy*
- SQUIRES, Graham, *Routledge Companion to Real Estate Development chapter 5, 8, 14, 15, 17, 18, 20*
- TOSHIHARA, Ishikawa, 2016. *Dynamic Locational Phases of Economic Activity in the Globalized World Part 1*.

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually.

Course selection varies depending on availability and demand. The actual selection for each semester can be found in the timetable. Courses may be canceled at the beginning of the semester. Participation is limited in some cases.

### 4.3.19 Sales and Customer Lifecycle Management

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                      |                     |                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|---------------------|--------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | RCM_SCLM                                                                                             | SPO-No.:            | 10                 |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Program                                                                                              | Module type         | Semester           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Global Business (SPO WS 23/24)                                                                       | Management Elective | 1,2,3,4            |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Language of instruction                                                                              | Duration of module  | Frequency of offer |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | English                                                                                              | 1 semester          | variable term      |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Vogler, Thomas                                                                                       |                     |                    |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Vogler, Thomas                                                                                       |                     |                    |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 5 ECTS / 4 SWS                                                                                       |                     |                    |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Contact hours:                                                                                       | 47 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Self-study:                                                                                          | 78 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Total:                                                                                               | 125 h               |                    |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Sales and Customer Lifecycle Management (RCM_SCLM)                                                   |                     |                    |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | SU/Ü - lecture with integrated exercises                                                             |                     |                    |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | LN - schrP - written exam, 90 minutes (RCM_SCLM)                                                     |                     |                    |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | This module is offered as an elective by the master's degree program Retail and Consumer Management. |                     |                    |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                      |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                      |                     |                    |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                      |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                      |                     |                    |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                      |                     |                    |
| <p>The students are able to understand the details of the selling process. Regarding the customers they know how to assess customer value and how to create a long term customer relationship. They also have deep knowledge about the relevance of Service Management. They also know how they can use big data to forecast consumer behaviour.</p> <p><b>Subject competence:</b></p> <ul style="list-style-type: none"><li>• have a deep understanding of customer relationship management and sales force organization.</li><li>• have insights into consumer behavior analytics for lifecycle strategies.</li></ul> <p><b>Methodological competence:</b></p> <ul style="list-style-type: none"><li>• Management of customer lifecycle through CRM systems and sales strategies.</li><li>• Use of big data for predicting customer behavior and value.</li></ul> <p><b>Personal/Self-competence:</b></p> <ul style="list-style-type: none"><li>• Resilience and proactivity in customer engagement processes.</li><li>• Service orientation and goal-driven mindset.</li></ul> <p><b>Social competence:</b></p> <ul style="list-style-type: none"><li>• Relationship-building and negotiation skills in sales.</li><li>• Effective collaboration in customer-facing teams.</li></ul> |                                                                                                      |                     |                    |

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|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Content:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <ul style="list-style-type: none"> <li>• Sales Management</li> <li>• Sales Organization</li> <li>• Sales Force Management</li> <li>• Personal Selling</li> <li>• Customer Relationship Management</li> <li>• Consumer Behaviour and Big Data</li> </ul>                                                                                                                                                                                                                                                                                                            |
| <b>Literature:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p><i>Compulsory:</i></p> <ul style="list-style-type: none"> <li>• WAYSHAK, Marc, 2018. The High-Velocity Sales Organization. ISBN 0985411333</li> <li>• SOLOMON, Michael R., Søren ASKEGAARD and Margaret HOGG, 2019. Consumer Behaviour: A European Perspective. ISBN 978-1292245423</li> <li>• WEINBERG, Mike, 2015. <i>Sales management. Simplified.: The Straight Truth about Getting Exceptional Results from Your Sales Team</i>. New York: Amacom - American Management Association. ISBN 9780814436431.</li> </ul> <p><i>Recommended:</i></p> <p>None</p> |
| <b>Additional remarks:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p>The course is held on-site. However, under special circumstances, it may also take place virtually.</p> <p>Course selection varies depending on availability and demand. The actual selection for each semester can be found in the timetable. Courses may be canceled at the beginning of the semester. Participation is limited in some cases.</p>                                                                                                                                                                                                            |

### 4.3.20 Social Implications of Artificial Intelligence

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------------|
| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | AIN_SocImplAI                                                                                                                    | SPO-No.:            | 10                 |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Program                                                                                                                          | Module type         | Semester           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Global Business (SPO WS 23/24)                                                                                                   | Management Elective | 1,2,3,4            |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Language of instruction                                                                                                          | Duration of module  | Frequency of offer |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | English                                                                                                                          | 1 semester          | variable term      |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Richter, Florian                                                                                                                 |                     |                    |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Richter, Florian                                                                                                                 |                     |                    |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 5 ECTS / 4 SWS                                                                                                                   |                     |                    |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Contact hours:                                                                                                                   | 47 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Self-study:                                                                                                                      | 78 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Total:                                                                                                                           | 125 h               |                    |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Social Implications of Artificial Intelligence (AIN_SocImplAI)                                                                   |                     |                    |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | SU/Ü - lecture with integrated exercises                                                                                         |                     |                    |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | LN - mdIP - oral exam, 30 minutes (AIN_SocImplAI)                                                                                |                     |                    |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | This module is offered as an elective by the master's degree program Artificial Intelligence of the Faculty of Computer Science. |                     |                    |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                  |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                  |                     |                    |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                  |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                  |                     |                    |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                  |                     |                    |
| <p>The module will discuss the impact of the use of artificial intelligence on society. The course is divided into two major topic areas. In the first topic area, the ethical implications of AI are considered and reflected upon against the background of alternative normative theories. The possibilities of ethics through AI (machine ethics) as well as possible influences of AI on human behaviour will be discussed. In the second topic area, the economic implications of AI are discussed. Here, in addition to a microeconomic analysis of individual markets, the macroeconomic influence of the technology on the national economy is in the foreground.</p> <p>After completing the module, students will be able to</p> <ul style="list-style-type: none"><li>• distinguish the categories of ethics and characterize the features of ethical judgments.</li><li>• describe and criticize the most important normative theories.</li><li>• elaborate and reflect on specific issues of ethics of technology in general and ethics of AI in particular.</li><li>• discuss concrete applications of AI against the background of ethical theories.</li><li>• identify their own research questions on the ethics of AI and outline research designs to address them.</li><li>• assess the importance of AI for economics and replicate essential stylized data.</li><li>• analyze and exemplify the impact of AI from a microeconomic perspective.</li><li>• describe the influence of AI on the national economy and critically question forecasts in this area.</li></ul> |                                                                                                                                  |                     |                    |

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| <ul style="list-style-type: none"> <li>• elaborate own research questions of an economics of AI and outline research designs to address them</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Content:</b> <ul style="list-style-type: none"> <li>• Introduction to ethics</li> <li>• The main normative theories for the social assessment of AI</li> <li>• Conceptions of justice and algorithmic justice</li> <li>• Behavioural ethics of technology, biases and heuristics, and their relevance to the ethics of AI</li> <li>• The importance of empirical methods for the ethics of AI</li> <li>• Ethics and paternalism of things</li> <li>• The distinction between microeconomics and macroeconomics</li> <li>• Microeconomic analysis of the impact of AI on the economy</li> <li>• Consideration of the impact of AI on markets (labour, procurement, sales, financial)</li> <li>• Macroeconomic analysis of the impact of AI on the national economy</li> <li>• The connection between ethics and economics</li> </ul> |
| <b>Literature:</b> <p><i>Compulsory:</i><br/>None</p> <p><i>Recommended:</i></p> <ul style="list-style-type: none"> <li>• AGHION, Philippe, 2023. <i>The Power of Creative Destruction: Economic Upheaval and the Wealth of Nations</i>. ISBN 978-0674971165</li> <li>• AGRAWAL, Ajay, 2019. <i>The economics of artificial intelligence: an agenda</i>. ISBN 978-0-226-61333-8</li> <li>• COECKELBERGH, Mark, 2020. <i>AI ethics</i>. ISBN 978-0-262-35706-7</li> <li>• LIAO, S. Matthew, 2020. <i>Ethics of artificial intelligence</i>. ISBN 978-0-19-090503-3, 978-0-19-090504-0.</li> </ul>                                                                                                                                                                                                                                       |
| <b>Additional remarks:</b> <p>The course is held on-site. However, under special circumstances, it may also take place virtually.</p> <p>Course selection varies depending on availability and demand. The actual selection for each semester can be found in the timetable. Courses may be canceled at the beginning of the semester. Participation is limited in some cases.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

### 4.3.21 Strategic Brand Development & Go-to-Market Management

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| Module abbreviation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | ECV_SBD&GtMM_Elective                                                                                   | SPO-No.:            | 10                 |
| Curriculum:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Program                                                                                                 | Module type         | Semester           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Global Business (SPO WS 23/24)                                                                          | Management Elective | 1,2,3,4            |
| Module attributes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Language of instruction                                                                                 | Duration of module  | Frequency of offer |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | English                                                                                                 | 1 semester          | variable term      |
| Responsible for module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Weiss, Patrick                                                                                          |                     |                    |
| Lecturers:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Seckinger, Christoph; Weiss, Patrick                                                                    |                     |                    |
| Credit points / SWS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 5 ECTS / 4 SWS                                                                                          |                     |                    |
| Workload:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Contact hours:                                                                                          | 47 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Self-study:                                                                                             | 78 h                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Total:                                                                                                  | 125 h               |                    |
| Subjects of the module:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Strategic Brand Development & Go-to-Market Management (ECV_SBD&GtMM_Elective)                           |                     |                    |
| Lecture types:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | SU/Ü: seminar course with exercises                                                                     |                     |                    |
| Examinations:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | LN - Proj - project work (5-25 pages) with oral presentation (15 minutes) (ECV_SBD&GtMM_Elective)       |                     |                    |
| Usability for other study programs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | This module is offered as an elective by the master's program Entrepreneurship and Corporate Venturing. |                     |                    |
| Prerequisites according to examination regulation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                         |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                         |                     |                    |
| Recommended prerequisites:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                         |                     |                    |
| None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                         |                     |                    |
| Learning outcomes:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                         |                     |                    |
| <b>Subject competence</b> <ul style="list-style-type: none"><li>Students understand strategic principles of brand development and their application in startup, corporate venture building, and early-stage investment contexts.</li><li>They are familiar with key models of brand identity (e.g., Kapferer's Brand Identity Prism) and can apply them to develop coherent brand systems.</li><li>They are able to analyze markets, define a positioning, and translate strategic insights into actionable brand and marketing concepts, using generative AI-Tools for market research (synthetic personas) or efficient asset creation.</li><li>Students can connect brand-building decisions to measurable business outcomes.</li></ul> |                                                                                                         |                     |                    |
| <b>Methodological competence</b> <ul style="list-style-type: none"><li>Students can conduct structured market and customer analyses to derive relevant brand insights.</li><li>They are able to plan, develop, and test brand concepts through iterative project work; or evaluate existing brand concepts in e.g. investment scenarios.</li><li>They can design and evaluate marketing activities using frameworks such as the Bullseye approach.</li></ul>                                                                                                                                                                                                                                                                               |                                                                                                         |                     |                    |
| <b>Personal / Self-competence</b> <ul style="list-style-type: none"><li>Students strengthen their creative and analytical problem-solving skills through iterative brand devel-</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                         |                     |                    |

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| <p>opment.</p> <ul style="list-style-type: none"> <li>• They develop the ability to manage complex strategic and creative processes independently.</li> <li>• They reflect on their personal role as brand creators and decision-makers in dynamic market environments.</li> </ul> <p><b>Social competence</b></p> <ul style="list-style-type: none"> <li>• Students collaborate effectively in interdisciplinary teams combining business and technical expertise.</li> <li>• They provide constructive feedback and integrate diverse perspectives during team and peer-review sessions.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p><b>Content:</b></p> <p>The module follows a structured brand-building process consisting of five interconnected stages (5D Method):</p> <ul style="list-style-type: none"> <li>• <b>Discover:</b> Re-asses prior work, analyzing the existing startup idea's market and customer insight using secondary and primary research data; identification of core customer jobs and pain points for further usage in the brand development. Students without an existing business model idea will use this timeframe for initial set-up.</li> <li>• <b>Define:</b> Segmentation, targeting, and positioning in the context of new ventures; developing a clear brand route and audience understanding.</li> <li>• <b>Develop:</b> Creation of the brand identity (e.g., using Kapferer's Brand Identity Prism) and definition of major building blocks such as naming, brand character, and tone of voice.</li> <li>• <b>Design:</b> Translation of identity into visual assets; production of brand guidelines and Figma design templates.</li> <li>• <b>Deploy:</b> Planning and execution of a Go-to-Market strategy using the Weinberg &amp; Mares' Bullseye framework; testing and evaluation of early marketing traction ideas.</li> <li>• <b>Presentation:</b> Final brand presentation and reflection on learnings.</li> </ul> |
| <p><b>Literature:</b></p> <p>Compulsory:</p> <ul style="list-style-type: none"> <li>• WHEELER, Alina and Rob MEYERSON, 2024. <i>Designing Brand Identity: A Comprehensive Guide to the World of Brands and Branding</i>. Newark: John Wiley &amp; Sons, Incorporated. ISBN 978-1-119-98482-5.</li> </ul> <p>Recommended:</p> <ul style="list-style-type: none"> <li>• KAPFERER, Jean-Noël, 2012. <i>The new strategic brand management: advanced insights and strategic thinking</i>. London ; Philadelphia, Pa. ; New Delhi: Kogan Page. ISBN 978-0-749-46516-2</li> <li>• WEINBERG, Gabriel and Justin MARES, 2015. <i>Traction: how any startup can achieve explosive customer growth</i>. New York, New York: Portfolio/Penguin. ISBN 978-1-59184-836-3, 1-59184-836-9</li> <li>• Rachitsky, L. (Ongoing). Lenny's Newsletter / Podcast. A leading resource on startup growth, product management, and go-to-market strategies.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                     |
| <p><b>Additional remarks:</b></p> <p>Exam: Project work to be performed during the semester, including the development of brand concept for a new venture, creation of a two-page brand guideline, preparation of a Figma template, and the planning and execution of one to three short marketing activities. Written documentation (approx. 10-15 pages) and presentation (15 minutes).</p> <p>Additional remarks: A voluntary bonus system is offered: Within the course, selected topics may be taken up by students for individual preparation and presentation. Each qualitatively completed presentation earns bonus points amounting to a maximum of 10% of the total achievable exam points. The creditability and maximum allocation of bonus points follow the regulations of the APO.</p> <p>The course is held on-site. However, under special circumstances, it may also take place virtually.</p> <p>Course selection varies depending on availability and demand. The actual selection for each semester can be found in the timetable. Courses may be canceled at the beginning of the semester. Participation is limited in some cases.</p>                                                                                                                                                                      |