



Master  
**GLOBAL BUSINESS LEADERSHIP**  
**(M.GBLE)**

- Specialization Strategic Finance & Investment (SFI)
- Specialization Strategic Marketing & Business Analytics (SMBA)

Revision 2026

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# Master Global Business Leadership (M.GBLE)

Curriculum effective 2026

Specialization: Strategic Finance & Investment

Specialization: Strategic Marketing & Business Analytics

| SEM 1 | Class   | Module | Type | LE | Gr | ECTS |
|-------|---|--------|------|----|----|------|
|       | Personal and Professional Effectiveness             | PPE    | WS   | 30 | 2  | 3    |
|       | Applied Economics                                   | APEC   | ILV  | 45 | 2  | 4    |
|       | Equity Analysis                                     | FICF   | ILV  | 30 | 1  | 4    |
|       | Cash and Liquidity Management                       | FICF   | ILV  | 45 | 1  | 6    |
|       | Money and Foreign Exchange Markets                  | FICF   | ILV  | 30 | 1  | 4    |
|       | Advanced Data Analysis and Spreadsheet Modelling    | QSF    | ILV  | 30 | 1  | 3    |
|       | Quantitative Methods                                | QSF    | ILV  | 45 | 1  | 6    |
|       | International Marketing Management                  | SMM    | ILV  | 30 | 1  | 4    |
|       | Media Planning & Communication                      | SMM    | ILV  | 45 | 1  | 5    |
|       | Business Analysis                                   | SMM    | ILV  | 30 | 1  | 4    |
|       | Quantitative Marketing Research                     | MRD    | ILV  | 45 | 1  | 5    |
|       | Quantitative Analysis I                             | MRD    | ILV  | 45 | 1  | 5    |
| SEM 2 | Class   | Module | Type | LE | Gr | ECTS |
|       | Business Intelligence and Data Analytics            | DMET   | ILV  | 30 | 2  | 3    |
|       | Strategic Business Simulation and Decision Practice | BLT    | ILV  | 30 | 2  | 3    |
|       | Master's Thesis Seminar                             | MT     | SE   | 30 | 2  | 3    |
|       | Fixed Income Analysis                               | FICF   | ILV  | 30 | 1  | 4    |
|       | Financial Derivatives                               | FICF   | ILV  | 30 | 1  | 4    |
|       | Applied Corporate Finance                           | FICF   | ILV  | 30 | 1  | 4    |
|       | International Financial Reporting Standards         | IFR    | ILV  | 30 | 1  | 3    |
|       | Financial Econometrics                              | QSF    | ILV  | 45 | 1  | 6    |
|       | Data Analysis in Application                        | DDM    | ILV  | 45 | 1  | 6    |
|       | Advanced Marketing Metrics                          | SMM    | ILV  | 45 | 1  | 5    |
|       | Qualitative Marketing Research                      | MRD    | ILV  | 45 | 1  | 5    |
|       | Quantitative Analysis II                            | MRD    | ILV  | 30 | 1  | 5    |
| SEM 3 | Class   | Module | Type | LE | Gr | ECTS |
|       | Strategy & Competitiveness                          | APEC   | ILV  | 30 | 1  | 3    |
|       | Master's Thesis Research Proposal                   | MT     | SE   | 15 | 2  | 6    |
|       | Special Accounting and Tax Issues for Treasury      | IFR    | ILV  | 30 | 1  | 3    |
|       | Risk Management                                     | RRPM   | ILV  | 45 | 1  | 6    |
|       | Financial Planning and Modelling                    | RRPM   | ILV  | 30 | 2  | 3    |
|       | Regulation of Financial Markets and Institutions    | RRPM   | ILV  | 45 | 1  | 5    |
|       | Investment and Portfolio Management                 | RRPM   | ILV  | 30 | 1  | 4    |
|       | Tech Trends in Growth Marketing                     | DDM    | ILV  | 45 | 1  | 5    |
|       | Company Project on Tech Trends                      | DDM    | ILV  | 45 | 1  | 5    |
|       | Legal Aspects of Marketing                          | DDM    | ILV  | 30 | 1  | 3    |
|       | Customer Relationship Management                    | SMM    | ILV  | 30 | 1  | 3    |
|       | Consumer Insights                                   | MRD    | ILV  | 45 | 1  | 5    |
| SEM 4 | Class   | Module | Type | LE | Gr | ECTS |
|       | Capstone (optional study trip)                      | BLT    | ILV  | 30 | 2  | 3    |
|       | Leadership, Agility and Transformation              | BLT    | ILV  | 30 | 2  | 3    |
|       | Green Business Models and Sustainability Management | SIB    | ILV  | 45 | 2  | 4    |
|       | Master's Thesis Defensio                            | MT     | DEF  | 15 | 2  | 2    |
|       | Master's Thesis                                     | MT     | M    | 0  | 2  | 14   |
|       | Alternative Investments                             | RRPM   | ILV  | 30 | 1  | 4    |
|       | Marketing Decision Analysis & AI                    | SMM    | ILV  | 30 | 1  | 4    |



## Module Title: Applied Economics

|   |                   |
|---|-------------------|
| Module title  | Applied Economics |
| Module abbreviation                                 | APEC              |
| ECTS (Module)                                       | 7                 |
| Semester(s)   | 1, 3              |
| NQR-Level   | 7                 |
| Connection to program qualification objectives (QO) | QO-1, 2, 3        |

### Module Description:

This module examines how microeconomic and macroeconomic principles inform strategic decision-making and influence the competitiveness of firms, industries, and economies. It integrates economic theory with practical analysis to explore how productivity, innovation, and the business environment shape sustainable advantage. Through applied frameworks and real-world cases, students develop the ability to assess competitive performance and formulate strategies that enhance prosperity at multiple levels of the economy.

| <b>Module objective</b> | <b>Learning outcomes of the module</b>  |
|-------------------------|---|
|                         | Students are able to...   |
| APEC-1                  | apply economic principles and theories to strategic decision-making in business contexts.   |
| APEC-2                  | analyze economic and business data for the purposes of informing business analysis and decision making.   |
| APEC-3                  | interpret economic data and assess the implications for business strategy.  |
| APEC-4                  | use economic theory and logic to interpret current economic developments and consider the implications for businesses, industries, and the wider economy. |
| APEC-5                  | analyze and evaluate the major elements of competitiveness.   |
| APEC-6                  | analyze, compare, and evaluate the role of economic clusters.   |
| APEC-7                  | analyze the relationship between government activity and business within institutional frameworks.  |
| APEC-8                  | integrate conceptual knowledge of competitiveness into policymaking, strategy formation, and evaluation.  |

## Courses

### Course Title: Applied Economics

|                      |                       |
|----------------------|-----------------------|
| Course title         | Applied Economics     |
| ECTS (Course)        | 4                     |
| Semester             | 1                     |
| Course type          | ILV                   |
| Examination modality | Continuous assessment |
| Language             | English               |



Course contents:

- Decision theory, game theory, and behavioral economics
- Market and competition analysis
- Market structure and firm behavior
- Information economics
- Asymmetric information and principal-agent theory
- Economic data analysis

| <b>Learning outcomes of the course</b><br>Students are able to ...  | <b>Connection to<br/>Module objectives</b> |
|---|--|
| apply economic theories for the purposes of evaluating business strategies and informing decision-making processes.           | APEC-1                                     |
| assess market structures, competition, and firm behavior to identify strategic opportunities.                                 | APEC-1, APEC-5                             |
| collect, analyze, and interpret economic data to inform business strategy and evaluate macro- and microeconomic environments. | APEC-2, APEC-3, APEC-4                     |
| apply microeconomic principles to real-world business challenges through structured economic reasoning.                       | APEC-1, APEC-3                             |

**Course Title: Strategy & Competitiveness**

|                             |                            |
|-----------------------------|----------------------------|
| <b>Course title</b>         | Strategy & Competitiveness |
| <b>ECTS (Course)</b>        | 3                          |
| <b>Semester</b>             | 3                          |
| <b>Course type</b>          | ILV                        |
| <b>Examination modality</b> | Continuous assessment      |
| <b>Language</b>             | English                    |

Course contents:

- Overall framework and determinants of competitiveness
- Determinants of economic prosperity
- Microeconomic and macroeconomic competitiveness
- Firms, industries and cross-border competition
- Assessing the competitiveness of locations (Diamond Model)
- Economic strategy and policy for nations/regions/cities in developing/advanced economies
- Competitive issues of locations and clusters



| <b>Learning outcomes of the course</b><br>Students are able to ...   | <b>Connection to<br/>Module objectives</b> |
|--|--|
| explain the components of competitive advantage at different levels (firm, cluster, region, nation) and how they interrelate.  | APEC-1, 5                                  |
| grasp how geographic concentrations of interconnected firms, suppliers, and institutions (clusters) contribute to upgrading productivity, innovation, and competitiveness.           | APEC-3, 5, 6                               |
| analyze the interaction across micro and macro levels.   | APEC-4, 5, 8                               |
| critically evaluate how public policy, regulation, institutions, and governance affect the business environment and competitiveness, and how firms and institutions can collaborate. | APEC-6, 7, 8                               |
| apply the concepts in a concrete research/project context.   | APEC-5, 6, 7, 8                            |



## Module Title: Business Leadership and Transformation

|   |  |
|---|--|
| Module title  | Business Leadership and Transformation |
| Module abbreviation                                 | BLT                                    |
| ECTS (Module)                                       | 9                                      |
| Semester(s)   | 2, 4                                   |
| NQR-Level   | 7                                      |
| Connection to program qualification objectives (QO) | QO-1, 3, 5                             |

### Module Description:

This module develops practical business and leadership skills through hands-on learning experiences, including business simulations and real-world case studies. Students will engage in dynamic, team-based scenarios that replicate the challenges of leading and managing within complex and changing business environments. The focus is on building core competencies in decision-making, problem-solving, strategic thinking and communication. By applying these skills to simulated business contexts, participants will gain the confidence and insight needed to lead effectively, manage transformation, and contribute to sustainable organizational success.

| Module objective | Learning outcomes of the module   |
|------------------|---|
|                  | Students are able to...   |
| BLT-1            | critically apply advanced business and leadership skills to address complex and transformative challenges in dynamic organizational contexts.                 |
| BLT-2            | analyze and evaluate strategic decisions and their implications for sustainable business performance and transformational outcomes.                           |
| BLT-3            | demonstrate advanced competence in collaboration, communication, and problem-solving to drive organizational transformation through applied practice.         |
| BLT-4            | synthesize insights from simulation and case study experiences to design and implement effective strategies for business change and innovation.               |
| BLT-5            | integrate experiential learning outcomes to enhance strategic thinking and decision-making in the context of organizational transformation.                   |
| BLT-6            | communicate evidence-based strategies and recommendations that support effective leadership and business transformation with clarity and professional impact. |



## Courses

### Course Title: Strategic Business Simulation and Decision Practice

|                             |   |
|-----------------------------|---|
| <b>Course title</b>         | Strategic Business Simulation and Decision Practice |
| <b>ECTS (Course)</b>        | 3   |
| <b>Semester</b>             | 2   |
| <b>Course type</b>          | ILV   |
| <b>Examination modality</b> | Continuous assessment                               |
| <b>Language</b>             | English   |

#### Course contents:

- Work in cross-discipline teams for competitive business advantage and superior outcome concerning gains and returns
- Choose appropriate business decisions (e.g., in Finance, Marketing, etc.) and hypothesis generating and testing
- Identify and apply different business strategies
- Understand and analyze influencing factors of teams' business decisions outcomes via Balance Scorecard measures of performance
- Experience and deal with uncertainty due to the realistic and competitive nature of the simulation

| <b>Learning outcomes of the course</b><br>Students are able to ...                                       | <b>Connection to<br/>Module objectives</b> |
|--|--|
| identify influencing factors in the simulation.  | BLT-2, BLT-4, BLT-6                        |
| identify and explain unexpected outcomes due to competing markets.                                       | BLT-2, BLT-4                               |
| combine their knowledge from different business disciplines/industries.                                  | BLT-4, BLT-5                               |
| adjust strategy on short notice in consensus with teams.   | BLT-2, BLT-6                               |
| apply individual knowledge of expertise while choosing the best course of action for the whole business. | BLT-1, BLT-3                               |
| dealing with uncertainty while engaging in decision-making under pressure.                               | BLT-2, BLT-3, BLT-4, BLT-6                 |

### Course Title: Capstone (optional: Study Trip)

|                             |                       |
|-----------------------------|-----------------------|
| <b>Course title</b>         | Capstone              |
| <b>ECTS (Course)</b>        | 3                     |
| <b>Semester</b>             | 4                     |
| <b>Course type</b>          | ILV                   |
| <b>Examination modality</b> | Continuous assessment |
| <b>Language</b>             | English               |



Course contents:

- Gain insights and best practices from business leaders and innovators
- Contemporary issues in leadership, innovation, and transformation
- Translate industry insights into applied learning and professional growth
- Reflective synthesis of simulation and expert experiences
- Integrating cross-functional perspectives in strategic leadership

| <b>Learning outcomes of the course</b><br>Students are able to ...  | <b>Connection to<br/>Module objectives</b> |
|---|--|
| apply advanced business and leadership skills in real-life and simulated environments to address complex organizational challenges. | BLT-1, BLT-2                               |
| critically evaluate strategic decisions and their impact on business performance, innovation, and transformation.                   | BLT-2, BLT-4                               |
| integrate cross-functional business knowledge to develop effective strategies for organizational change and growth.                 | BLT-4, BLT-5                               |
| synthesize insights from experts and real-world business cases to inform leadership and strategic practice.                         | BLT-3, BLT-6                               |
| demonstrate advanced decision-making and problem-solving capabilities in dynamic business contexts.                                 | BLT-1, BLT-2, BLT-5                        |
| reflect on experiential learning to enhance professional judgement and leadership effectiveness in transformational settings.       | BLT-4, BLT-5                               |
| apply advanced business and leadership skills in real-life and simulated environments to address complex organizational challenges. | BLT-3, BLT-6                               |

**Course Title: Leadership, Agility and Transformation**

|                             |  |
|-----------------------------|--|
| <b>Course title</b>         | Leadership, Agility and Transformation |
| <b>ECTS (Course)</b>        | 3                                      |
| <b>Semester</b>             | 4                                      |
| <b>Course type</b>          | ILV                                    |
| <b>Examination modality</b> | Continuous assessment                  |
| <b>Language</b>             | English                                |

Course contents:

- Master level in-depth leadership theories' knowledge
- Advanced/more complex and contemporary leadership theories and styles
- Newly developing and continuously changing concepts of complexity, uncertainty, as well as new levels of diversity
- Quick decision-making under time constraints and limited available knowledge via discussion and case study
- Intrapreneurship as a leadership mindset
- Soft skills versus power skills within the framework of leadership



- Response to change
- Leadership topics across hierarchies dealing with internationally different expectations and obligations
- Self-Assessment leadership style
- Leadership and United Nations SDGs
- Cultural differences in business, including awareness of communication and time

| <b>Learning outcomes of the course</b><br>Students are able to ...   | <b>Connection to<br/>Module objectives</b> |
|--|--|
| apply existing and new master-level in-depth knowledge in debates and case study application.  | BLT-1, BLT-5                               |
| combine and analyze knowledge with new, more complex and contemporary leadership theories in case study application.   | BLT-3                                      |
| engage in quick and focused decision making under time constraints.  | BLT-3, BLT-5                               |
| debate chosen form of action concerning strategic leadership decisions.  | BLT-1, BLT-2                               |
| assess and analyze contemporary leadership styles in relation to personal leadership approach.   | BLT-1, BLT-2                               |
| assess and develop responses to change actions.  | BLT-6                                      |
| engage with and understand the concept of entrepreneurship in a business setting.  | BLT-5, BLT-6                               |
| analyze and understand the complexity of leadership in its functions across hierarchies and according to internationally different expectations and obligations. | BLT-1, BLT-2                               |
| display knowledge of 17 SDGs in decision-making when applicable.   | BLT-4                                      |
| display understanding of cultural differences in business settings.  | BLT-1, BLT-6                               |



## Module Title: Data Management and Emerging Data Technologies

|   |  |
|---|--|
| Module title  | Data Management and Emerging Data Technologies |
| Module abbreviation                                 | DMET   |
| ECTS (Module)                                       | 3  |
| Semester(s)   | 2  |
| NQR-Level   | 7  |
| Connection to program qualification objectives (QO) | QO-2, 3  |

### Module Description:

This module introduces the fundamental concepts of database systems. It covers operational and analytical database concepts and an introduction to state-of-the-art data technology/applications, and emerging technologies. The emphasis lies on the understanding of basics through applied practical examples including real-world applications and case studies.

| Module objective | Learning outcomes of the module  |
|------------------|--|
|                  | Students are able to...  |
| DMET-1           | name different types of database systems and describe their differences and areas of use.  |
| DMET-2           | use BI/BA-Systems to extract, transform, analyze and visualize data.   |
| DMET-3           | analyze the potentials and challenges of emerging technologies (e.g. Artificial Intelligence, Data Analytics) for data analytics and critically evaluate their application possibilities for companies in Marketing and Finance. |

## Courses

### Course Title: Business Intelligence and Data Analytics

|                      |  |
|----------------------|--|
| Course title         | Business Intelligence and Data Analytics |
| ECTS (Course)        | 3  |
| Semester             | 2  |
| Course type          | ILV                                      |
| Examination modality | Continuous assessment                    |
| Language             | English                                  |

### Course contents:

- Structure and functionality of different kinds of databases (e.g., operational and analytical databases)
- Methods and tools for data acquisition, data preparation, data storage, data analysis and data presentation.



- State-of-the-art business intelligence/business analytics technologies (e.g. AI, Big Data, Data Analytics) and application areas for new technologies.
- Challenges and potentials of new data technologies and their impact on marketing and finance.
- Critical reflection on the use of emerging technologies for business intelligence and business analytics.
- Working with applications in order to manage data in a business context.

| <b>Learning outcomes of the course</b><br>Students are able to ...   | <b>Connection to<br/>Module objectives</b> |
|--|--|
| name different types of database systems and describe their differences and areas of use.  | DMET-1                                     |
| use BI/BA-Systems to extract, transform, analyze and visualize data.   | DMET-2                                     |
| analyze the potential and challenges of emerging technologies (e.g., Artificial Intelligence, Data Analytics) for data analytics and evaluate their application possibilities for Marketing and Finance. | DMET-3                                     |
| critically analyze new technologies to determine whether they are suitable for data analytics in terms of their ecological, economic, and social sustainability.   | DMET-3                                     |



## Module Title: Master Thesis

|   |               |
|---|---------------|
| Module title  | Master Thesis |
| Module abbreviation                                 | MT            |
| ECTS (Module)                                       | 25            |
| Semester(s)   | 2, 3, 4       |
| NQR-Level   | 7             |
| Connection to program qualification objectives (QO) | QO-2, 3, 4    |

### Module Description:

The Master Thesis module includes all relevant elements necessary for students to complete their master's thesis. It provides students with the opportunity to conduct independent research on a topic relevant to their field of study. Under the guidance of an academic supervisor, students will apply theoretical knowledge, research methodologies, and analytical skills to explore a specific problem or research question.

The module emphasizes critical thinking, academic writing, and methodological rigor, enabling students to produce a substantial written thesis that demonstrates their ability to contribute to academic or professional discourse. Students are expected to formulate a research proposal, conduct a literature review, gather and analyze data (as appropriate), and present their findings in a structured and coherent manner to an academic panel.

| Module objective | Learning outcomes of the module                                   |
|------------------|---|
|                  | Students are able to...   |
| MT-1             | identify and formulate a clear and relevant research question.    |
| MT-2             | conduct a comprehensive review of relevant literature.            |
| MT-3             | select and apply appropriate research methods.                    |
| MT-4             | analyze data and interpret findings in a critical manner.         |
| MT-5             | structure and write a well-argued and properly referenced thesis. |
| MT-6             | present and defend their research findings effectively.           |

## Courses

### Course Title: Master Thesis Seminar

|                      |                       |
|----------------------|-----------------------|
| Course title         | Master Thesis Seminar |
| ECTS (Course)        | 3                     |
| Semester             | 2                     |
| Course type          | SE                    |
| Examination modality | Continuous assessment |
| Language             | English               |



Course contents:

- Review of important concepts and principles around academic research
- Explanation and application of the practical tools used in academic research
- Skills to plan, implement and complete a research project as well as compile comprehensive research proposals
- Guidance and advice regarding the compilation of academic documents and a cohesive literature review
- Collaborative learning and the handling of feedback among students
- Presentation of students' draft research proposal to fellow students

| <b>Learning outcomes of the course</b><br>Students are able to ... | <b>Connection to<br/>Module objectives</b> |
|--|--|
| competently search and review academic literature.                 | MT-1,2                                     |
| devise ideas for relevant research projects.                       | MT-3                                       |
| develop and communicate a comprehensive research proposal.         | MT-5                                       |
| provide constructive feedback to colleagues.                       | MT-6                                       |

**Course Title: Master Thesis Research Proposal**

|                             |                                 |
|-----------------------------|---------------------------------|
| <b>Course title</b>         | Master Thesis Research Proposal |
| <b>ECTS (Course)</b>        | 6                               |
| <b>Semester</b>             | 3                               |
| <b>Course type</b>          | SE                              |
| <b>Examination modality</b> | Continuous assessment           |
| <b>Language</b>             | English                         |

Course contents:

- Presentation and defending of the research proposal to faculty members and colleagues
- Engaging in discussion and debate with colleagues and defending the proposal

| <b>Learning outcomes of the course</b><br>Students are able to ...   | <b>Connection to<br/>Module objectives</b> |
|--|--|
| competently search and evaluate relevant literature sources.   | MT-1,2                                     |
| critically read and review (academic) literature.  | MT-2                                       |
| formulate and operationalize research questions.   | MT-1,2                                     |
| demonstrate an understanding of empirical research methods in the social sciences and compile academic papers that adhere to scientific standards. | MT-3                                       |



## Course Title: Master Thesis Defensio

|                             |                        |
|-----------------------------|------------------------|
| <b>Course title</b>         | Master Thesis Defensio |
| <b>ECTS (Course)</b>        | 2                      |
| <b>Semester</b>             | 4                      |
| <b>Course type</b>          | DEF                    |
| <b>Examination modality</b> | Final assessment       |
| <b>Language</b>             | English                |

### Course contents:

- Students present their finished Master Thesis to faculty members and colleagues
- Question handling related to the thesis content and process
- The presentation of the Final Master Thesis comprises (i) title of the thesis, (ii) theoretical framework, (iii) research question(s), (iv) research design, (v) main findings, (vi) conclusion, (vii) list of references

| <b>Learning outcomes of the course</b><br>Students are able to ... | <b>Connection to<br/>Module objectives</b> |
|--|--|
| present and articulate in detail their thesis.                     | MT-6                                       |
| provide constructive feedback to colleagues.                       | MT-1, 6                                    |
| defend research findings.  | MT-4, 6                                    |
| manage questions effectively.                                      | MT-6                                       |

## Course Title: Master Thesis

|                             |                  |
|-----------------------------|------------------|
| <b>Course title</b>         | Master Thesis    |
| <b>ECTS (Course)</b>        | 14               |
| <b>Semester</b>             | 4                |
| <b>Course type</b>          | M                |
| <b>Examination modality</b> | Final assessment |
| <b>Language</b>             | English          |

### Course contents:

- Independent work to complete the final Master Thesis
- Collaboration with thesis supervisor, receiving guidance and direction
- Completion of the thesis in a timely manner

| <b>Learning outcomes of the course</b><br>Students are able to ... | <b>Connection to<br/>Module objectives</b> |
|--|--|
| independent compilation of Master Thesis.                          | MT-1, 2, 3, 4, 5                           |
| regular consultation with assigned supervisor.                     | MT-5                                       |
| adhere to strict guidelines.                                       | MT-5                                       |



## Module Title: Personal and Professional Effectiveness

|   |   |
|---|---|
| Module title  | Personal and Professional Effectiveness |
| Module abbreviation                                 | PPE                                     |
| ECTS (Module)                                       | 3                                       |
| Semester(s)   | 1                                       |
| NQR-Level   | 7                                       |
| Connection to program qualification objectives (QO) | QO-1, 5                                 |

### Module Description:

In this intensive skills training module, students develop professional behaviors essential for success in the business world. After assessing their current strengths and areas for growth in knowledge, skills, and experience, they set targeted professional development goals to shape their professional profile. The training focuses on key competencies such as effective communication, active listening, conflict management, presenting, and negotiation, alongside ethical conduct in the workplace. Additionally, students enhance their emotional and cultural intelligence by gaining sensitivity to intercultural team dynamics and diverse stakeholder needs.

| <b>Module objective</b> | <b>Learning outcomes of the module</b>   |
|-------------------------|--|
|                         | Students are able to...  |
| PPE-1                   | assess their individual strengths and weaknesses with respect to knowledge, skills and experiences required of successful business professionals.  |
| PPE-1                   | determine professional development goals with respect to knowledge, skills and experiences required of successful business professionals.  |
| PPE-2                   | use professional communication and critical listening skills for feedback, managing workplace conflicts and negotiation to facilitate client meetings and constructively critique proposals in project groups. |
| PPE-2                   | deliver professional “pitches” to persuasively argue their position while considering the stated or unexpressed needs or goals of potential clients.   |
| PPE-3                   | demonstrate ethical conduct of business professionals related to their role and responsibilities.  |
| PPE-4                   | demonstrate an understanding of team performance and the contributions of team roles and group dynamics in the context of working and collaborating on intercultural project teams.                            |
| PPE-4                   | deal with diverse needs and interests, recognizing and managing conflict, in order to lead teams to appropriate problem solutions.   |



## Courses

### Course Title: Personal and Professional Effectiveness

|                             |   |
|-----------------------------|---|
| <b>Course title</b>         | Personal and Professional Effectiveness |
| <b>ECTS (Course)</b>        | 3                                       |
| <b>Semester</b>             | 1                                       |
| <b>Course type</b>          | WS                                      |
| <b>Examination modality</b> | Continuous assessment                   |
| <b>Language</b>             | English                                 |

#### Course contents:

- Personal competencies profiling and professional leadership development planning for business professionals
- Business acquisition process, ethical conduct of business professionals
- Emotional and cultural intelligence
- Workplace communication (communication styles, feedback)
- Working in (intercultural) project teams (team roles, group dynamics, solution finding, ...)
- Managing workplace conflict
- Presentation skills (professional presentation behavior and visualization, “pitching”)
- Negotiation skills (building an argument, ethical influencing skills, ...)

| <b>Learning outcomes of the course</b><br>Students are able to ...   | <b>Connection to<br/>Module objectives</b> |
|--|--|
| assess their individual strengths and weaknesses with respect to knowledge, skills and experiences required of successful business professional.   | PPE-1                                      |
| determine professional development goals with respect to knowledge, skills and experiences required of successful business professionals.  | PPE-1                                      |
| use professional communication and critical listening skills for feedback, managing workplace conflicts and negotiation to facilitate client meetings and constructively critique proposals in project groups. | PPE-2                                      |
| deliver professional “pitches” to persuasively argue their position while considering the stated or unexpressed needs or goals of potential clients.   | PPE-2                                      |
| demonstrate ethical conduct of business professionals related to their role and responsibilities.  | PPE-3                                      |
| demonstrate an understanding of team performance and the contributions of team roles and group dynamics in the context of working and collaborating on intercultural project teams.                            | PPE-4                                      |
| deal with diverse needs and interests, recognizing and managing conflict, in order to lead teams to appropriate problem solutions.   | PPE-4                                      |



## Module Title: Sustainability in Business

|   |                            |
|---|----------------------------|
| Module title  | Sustainability in Business |
| Module abbreviation                                 | SIB                        |
| ECTS (Module)                                       | 4                          |
| Semester(s)   | 4                          |
| NQR-Level   | 7                          |
| Connection to program qualification objectives (QO) | QO-1, 4, 5                 |

### Module Description:

This module introduces students to the key concepts, strategies, and tools necessary for integrating sustainability into business. Students will examine how sustainability shapes corporate practices, products, and services, considering international regulations as well as economic, social, and ecological dimensions. Students will learn to design and evaluate sustainable business models and strategies that create long-term value while addressing global sustainability challenges.

| Module objective | Learning outcomes of the module  |
|------------------|--|
|                  | Students are able to...  |
| SIB-1            | discuss and reflect principles, challenges and goals of sustainability and their relation to business strategy.                                  |
| SIB-2            | assess sustainability management perspectives and evaluate the role and impact of international regulations and policies on corporate practices. |
| SIB-3            | design and evaluate sustainable business strategies and business models.   |

## Courses

### Course Title: Green Business Models & Sustainability Management

|                      |   |
|----------------------|---|
| Course title         | Green Business Models & Sustainability Management |
| ECTS (Course)        | 4 ECTS  |
| Semester             | 4   |
| Course type          | ILV   |
| Examination modality | Continuous assessment                             |
| Language             | English   |

### Course contents:

- Introduction to principles of sustainability and sustainable development in global business (e.g., aspects of corporate social responsibility (CSR) and environment, social and governance (ESG))
  - Overview of global sustainability challenges and current developments
  - International goals and framework (e.g., the Sustainable Development Goals (SDGs) or the Green Deal)



- International policy and their impact
  - Overview of international sustainability regulations and standards
  - Evaluating and aligning business within these frameworks
  - Reviewing and/or developing sustainability reports and sustainability measures
- Sustainability strategies and business approaches
  - Sustainable business approaches (i.e., in business models, products and services) and principles (i.e., circular economy)
  - Tools for developing strategies that align business objectives with social, ecological, and economic sustainability
- Sustainability management
  - Key instruments and tools for sustainability management
  - Integration of sustainability into corporate strategy, governance, and operations
  - Monitoring, measuring, and reporting sustainability performance
- Challenges and opportunities in implementing sustainability across international markets
  - Sustainability challenges, such as policies, supply chain management or reporting
  - Opportunities, such as new markets, new collaboration or long-term perspectives

| <b>Learning outcomes of the course</b><br>Students are able to ...   | <b>Connection to<br/>Module objectives</b> |
|--|--|
| define the concept of sustainable development and critically reflect on the relationships and conflicts of interest between the economy, society, and the environment. | SIB-1                                      |
| assess the impact of international sustainability regulations and policies on businesses.  | SIB-2                                      |
| describe perspective and apply instruments of sustainability management.   | SIB-2                                      |
| analyze and develop sustainable business strategies and models that align with the social and ecological dimensions of sustainability.                                 | SIB-3                                      |



## Module Title: Financial Instruments and Corporate Finance

|   |   |
|---|---|
| Module title  | Financial Instruments and Corporate Finance |
| Module abbreviation                                 | FICF  |
| ECTS (Module)                                       | 26  |
| Semester(s)   | 1-2   |
| NQR-Level   | 7   |
| Connection to program qualification objectives (QO) | QO-2, 3; SFI-1, 2, 6, 7, 8, 9,10            |

### Module Description:

This module provides a comprehensive introduction to the principal financial instruments and corporate finance decisions essential to the functioning of modern financial systems. Students examine the structure and valuation of equity, fixed income, foreign exchange, and derivative instruments, alongside foundational concepts in corporate finance such as capital budgeting, capital structure, and mergers and acquisitions. Emphasis is placed on the application of financial theory to real-world investment and financing decisions. Through analytical exercises and case studies, students develop the technical and strategic skills necessary for effective financial analysis and corporate decision-making.

| <b>Module objective</b> | <b>Learning outcomes of the module</b>   |
|-------------------------|--|
|                         | Students are able to...  |
| FICF-1                  | understand the functioning and valuation of key financial markets and instruments including equity, fixed income, FX, and derivatives. |
| FICF-2                  | analyze financial statements, apply valuation techniques, and assess investment opportunities.   |
| FICF-3                  | evaluate strategies for cash and liquidity management.   |
| FICF-4                  | evaluate financial risk and apply appropriate hedging, derivative, and capital budgeting strategies.                                   |
| FICF-5                  | understand and apply corporate finance principles, including capital structure, governance, and M&A decision-making.                   |

## Courses

### Course Title: Equity Analysis

|                      |                       |
|----------------------|-----------------------|
| Course title         | Equity Analysis       |
| ECTS (Course)        | 4                     |
| Semester             | 1                     |
| Course type          | ILV                   |
| Examination modality | Continuous assessment |
| Language             | English               |



Course contents:

- Equity market organization and functioning
- Commonly used equity valuation methods
- Financial statement analysis and ratio analysis

| <b>Learning outcomes of the course</b><br>Students are able to ...  | <b>Connection to<br/>Module objectives</b> |
|---|--|
| explain the functioning of equity markets and their role in raising capital.  | FICF-1                                     |
| contrast different forms of market efficiency and explain the implications of each form for equity analysis and portfolio management. | FICF-1, FICF-2                             |
| examine the impact of economic events on the market price of a stock.   | FICF-1, FICF-2                             |
| analyze and interpret financial statements and critically evaluate financial ratios.  | FICF-2                                     |
| value equity securities using various models.   | FICF-2                                     |

**Course Title: Cash and Liquidity Management**

|                             |                               |
|-----------------------------|-------------------------------|
| <b>Course title</b>         | Cash and Liquidity Management |
| <b>ECTS (Course)</b>        | 6                             |
| <b>Semester</b>             | 1                             |
| <b>Course type</b>          | ILV                           |
| <b>Examination modality</b> | Continuous assessment         |
| <b>Language</b>             | English                       |

Course contents:

- The role of treasury management in an organization
- Cash and liquidity management
- Working capital management
- Short-term and long-term liquidity management

| <b>Learning outcomes of the course</b><br>Students are able to ...                                    | <b>Connection to<br/>Module objectives</b> |
|---|--|
| explain the role and importance of liquidity management.  | FICF-3                                     |
| explain how an organization's cash and liquidity are managed.   | FICF-3                                     |
| analyze and interpret working capital tools and metrics and use them to manage and monitor liquidity. | FICF-3                                     |
| identify and critically evaluate the primary factors influencing firm liquidity.                      | FICF-3                                     |



## Course Title: Money and Foreign Exchange Markets

|                             |                                    |
|-----------------------------|------------------------------------|
| <b>Course title</b>         | Money and Foreign Exchange Markets |
| <b>ECTS (Course)</b>        | 4                                  |
| <b>Semester</b>             | 1                                  |
| <b>Course type</b>          | ILV                                |
| <b>Examination modality</b> | Continuous assessment              |
| <b>Language</b>             | English                            |

### Course contents:

- Money markets and instruments
- Supply and demand for money
- Interest rates
- FX market
- Exchange rates
- Types of FX transactions
- Hedging and risk management strategies

| <b>Learning outcomes of the course</b><br>Students are able to ...  | <b>Connection to<br/>Module objectives</b> |
|---|--|
| define the economic function of the FX and money markets, and the role of central banks in their open market operations.  | FICF-1                                     |
| describe, compare and contrast cash and derivative FX and money market instruments in terms of their structure, operation, application, type of user and risk/return characteristics. | FICF-1, FICF-4                             |
| apply theories of foreign exchange rates.   | FICF-1                                     |
| examine the risks in foreign exchange markets and design appropriate hedging strategies.  | FICF-4                                     |

## Course Title: Fixed Income Analysis

|                             |                       |
|-----------------------------|-----------------------|
| <b>Course title</b>         | Fixed Income Analysis |
| <b>ECTS (Course)</b>        | 4                     |
| <b>Semester</b>             | 2                     |
| <b>Course type</b>          | ILV                   |
| <b>Examination modality</b> | Continuous assessment |
| <b>Language</b>             | English               |

### Course contents:

- Characteristics of fixed income securities
- Fixed income markets
- Term structure of interest rates



- Fixed income valuation
- Analysis of fixed income risk and return
- Credit analysis
- Fixed income derivatives

| <b>Learning outcomes of the course</b><br>Students are able to ...                       | <b>Connection to<br/>Module objectives</b> |
|--|--|
| analyse and interpret the term structure of interest rates.                              | FICF-1                                     |
| identify and explain the different types of fixed income securities.                     | FICF-1                                     |
| identify and explain the factors that impact bond yields.                                | FICF-1                                     |
| estimate risk and return for fixed income investments.                                   | FICF-1, FICF-4                             |
| value fixed income securities.   | FICF-1                                     |
| explain the process of credit analysis and evaluate credit quality of a bond issuer.     | FICF-1                                     |
| describe the process of securitization and evaluate the risks of securitized structures. | FICF-1, FICF-4                             |

## Course Title: Financial Derivatives

|                             |                       |
|-----------------------------|-----------------------|
| <b>Course title</b>         | Financial Derivatives |
| <b>ECTS (Course)</b>        | 4                     |
| <b>Semester</b>             | 2                     |
| <b>Course type</b>          | ILV                   |
| <b>Examination modality</b> | Continuous assessment |
| <b>Language</b>             | English               |

### Course contents:

- Characteristics of futures, options, and swaps
- Markets for derivative securities
- Valuation of derivative securities
- Trading strategies

| <b>Learning outcomes of the course</b><br>Students are able to ... | <b>Connection to<br/>Module objectives</b> |
|--|--|
| explain the role and use of derivatives.                           | FICF-1, FICF-4                             |
| describe compare and contrast futures, options, and swaps.         | FICF-1                                     |
| calculate the prices of various derivative instruments.            | FICF-1                                     |
| develop and understand trading strategies with derivatives.        | FICF-4                                     |



## Course Title: Applied Corporate Finance

|                             |                           |
|-----------------------------|---------------------------|
| <b>Course title</b>         | Applied Corporate Finance |
| <b>ECTS (Course)</b>        | 4                         |
| <b>Semester</b>             | 2                         |
| <b>Course type</b>          | ILV                       |
| <b>Examination modality</b> | Continuous assessment     |
| <b>Language</b>             | English                   |

### Course contents:

- Corporate finance and value creation
- Sources of value
- Capital budgeting
- Mergers and acquisitions
- Financing value creation and financial distress
- Capital structure
- Dividend policy

| <b>Learning outcomes of the course</b><br>Students are able to ...  | <b>Connection to<br/>Module objectives</b> |
|---|--|
| apply risk and return principles to corporate investment decisions under uncertainty.                         | FICF-2, FICF-4, FICF-5                     |
| analyze and evaluate investment opportunities and apply capital budgeting techniques in investment decisions. | FICF-2, FICF-5                             |
| appraise the conflict of interest between owners, financiers and managers.                                    | FICF-5                                     |
| evaluate the impact of capital structure and dividend policy on the value of a company.                       | FICF-5                                     |
| analyze the drivers of M&As and assess their impact on company value.   | FICF-5                                     |



## Module Title: International Financial Reporting

|   |                                   |
|---|-----------------------------------|
| Module title  | International Financial Reporting |
| Module abbreviation                                 | IFR                               |
| ECTS (Module)                                       | 6                                 |
| Semester(s)   | 2, 3                              |
| NQR-Level   | 7                                 |
| Connection to program qualification objectives (QO) | QO-2, 3; SFI-3, 4, 9, 11          |

### Module Description:

The International Financial Reporting module provides students with basic knowledge and skills in financial reporting according to IFRS Standards and international taxation. By learning the recognition and valuation principles of assets, liabilities and equity, students are able to conduct a thorough analysis of financial statements to evaluate financial and overall performance. Additionally, students will learn about taxation rules and principles, which are relevant for entities operating in an international environment.

| <b>Module objective</b> | <b>Learning outcomes of the module</b>  |
|-------------------------|---|
|                         | Students are able to...   |
| IFR-1                   | understand regulatory frameworks and taxation systems in an international environment.                            |
| IFR-2                   | apply international financial reporting and taxation principles and assess the respective financial implications. |
| IFR-3                   | analyze financial statements and financial performance of corporations.   |
| IFR-4                   | value and assess financial instruments used as hedging instruments in accordance with current IFRS Standards.     |

## Courses

### Course Title: International Financial Reporting Standards

|                      |   |
|----------------------|---|
| Course title         | International Financial Reporting Standards |
| ECTS (Course)        | 3   |
| Semester             | 2   |
| Course type          | ILV   |
| Examination modality | Continuous assessment                       |
| Language             | English                                     |

### Course contents:

- Conceptual framework of IFRS
- Components of IFRS financial statements
- Recognition and valuation of:
  - Intangible assets



- Property, plant and equipment
- Investment properties
- Leases
- Inventories
- Liabilities
- Provisions and contingent liabilities
- Equity

| <b>Learning outcomes of the course</b><br>Students are able to ...   | <b>Connection to<br/>Module objectives</b> |
|--|--|
| describe the application of IFRS Standards.  | IFR-1                                      |
| understand the components of IFRS Financial Statements and their classification principles.  | IFR-2                                      |
| apply recognition and measurement principles for assets, liabilities and equity according to IFRS Standards and evaluate the impact on a company's financial status and performance. | IFR-2, IFR-3                               |
| analyze and interpret IFRS Financial Statements to evaluate corporate financial performance.   | IFR-3                                      |

### Course Title: Special Accounting and Tax Issues for Treasury

|                             |  |
|-----------------------------|--|
| <b>Course title</b>         | Special Accounting and Tax Issues for Treasury |
| <b>ECTS (Course)</b>        | 3  |
| <b>Semester</b>             | 3  |
| <b>Course type</b>          | ILV  |
| <b>Examination modality</b> | Continuous assessment                          |
| <b>Language</b>             | English  |

#### Course contents:

- Recognition and valuation of financial instruments according to IFRS standards
- Hedge Accounting (IFRS 9)
- Principles of national & international taxation
- Income tax
- Corporate income tax
- Withholding tax
- Double tax treaties
- Group taxation



| <b>Learning outcomes of the course</b><br>Students are able to ...   | <b>Connection to<br/>Module objectives</b> |
|--|--|
| understand recognition and valuation principles for financial instruments according to current IFRS Standards. | IFR-2, IFR-4                               |
| identify how a company's risk strategy is reflected in the financial statements by hedge accounting.           | IFR-4                                      |
| develop an awareness of the interrelationship between national and international taxation.                     | IFR-1                                      |
| calculate withholding tax and understand its application.  | IFR-2                                      |
| understand the impact of double tax treaties on the tax burden.  | IFR-1, IFR-2                               |



## Module Title: Quantitative Skills for Finance

|   |                                 |
|---|---------------------------------|
| Module title  | Quantitative Skills for Finance |
| Module abbreviation                                 | QSF                             |
| ECTS (Module)                                       | 1.5                             |
| Semester(s)   | 1-2                             |
| NQR-Level   | 7                               |
| Connection to program qualification objectives (QO) | QO-2, 3, 4; SFI-1, 2, 6, 10     |

### Module Description:

This module develops students' competence in the application of quantitative techniques to problems in finance and economics. It covers statistical analysis, econometric modeling, and data-driven research using both spreadsheet tools and modern programming languages such as, e.g., R or Python. Emphasis is placed on the design of empirical studies, interpretation of quantitative results, and practical implementation of models to analyze financial time series and assess market dynamics. The module prepares students to conduct rigorous quantitative analysis in academic and professional financial contexts.

| Module objective | Learning outcomes of the module   |
|------------------|---|
|                  | Students are able to...   |
| QSF-1            | apply statistical and econometric methods to analyze financial and business data.             |
| QSF-2            | use spreadsheet tools and programming languages for data analysis, modeling, and automation.  |
| QSF-3            | design and implement empirical research projects using quantitative techniques.               |
| QSF-4            | interpret and critically evaluate quantitative results in professional and academic contexts. |
| QSF-5            | develop and apply time series, volatility, and limited dependent variable models in finance.  |

## Courses

### Course Title: Advanced Data Analysis and Spreadsheet Modeling

|                      |   |
|----------------------|---|
| Course title         | Advanced Data Analysis and Spreadsheet Modeling |
| ECTS (Course)        | 3   |
| Semester             | 1   |
| Course type          | ILV   |
| Examination modality | Continuous assessment                           |
| Language             | English   |



Course contents:

- Review of principles of spreadsheet modeling software
- Reference functions
- Conditional functions
- Interactive data dashboards & summary reporting
- Statistical and/or text analysis
- Automation with programming scripts and coding fundamentals

| <b>Learning outcomes of the course</b><br>Students are able to ...   | <b>Connection to<br/>Module objectives</b> |
|--|--|
| create and manipulate a business spreadsheet using a variety of basic as well as advanced spreadsheet software functions necessary to perform the tasks in a typical finance position. | QSF-2                                      |
| analyze large data sets using common spreadsheet functions in order to support decision making.  | QSF-2                                      |
| use various functions to manipulate and/or clean business data.  | QSF-1, QSF-2                               |
| use scripting and coding to automate spreadsheets and increase interactivity using dashboards and macros.  | QSF-2                                      |

**Course Title: Quantitative Methods**

|                             |                       |
|-----------------------------|-----------------------|
| <b>Course title</b>         | Quantitative Methods  |
| <b>ECTS (Course)</b>        | 6                     |
| <b>Semester</b>             | 1                     |
| <b>Course type</b>          | ILV                   |
| <b>Examination modality</b> | Continuous assessment |
| <b>Language</b>             | English               |

Course contents:

- Review of research process, sampling, descriptive statistics,
- discrete and continuous probability distributions, sampling
- distributions, confidence interval estimation, hypothesis testing
- Simple linear regression
- Multiple linear regression
- Analysis of variance
- Data analysis with modern programming languages (e.g., R or Python): applications and case studies



| <b>Learning outcomes of the course</b><br>Students are able to ...                                     | <b>Connection to<br/>Module objectives</b> |
|--|--|
| design an empirical research project and select appropriate statistical methods for data analysis.     | QSF-1, QSF-3                               |
| explain and confidently apply a selection of quantitative methods for business/ finance data analysis. | QSF-1, QSF-3                               |
| use programming languages (e.g., R or Python) for statistical analysis of data.                        | QSF-1, QSF-2                               |
| interpret and evaluate statistical results presented in professional reports and journals.             | QSF-4                                      |

## Course Title: Financial Econometrics

|                             |                        |
|-----------------------------|------------------------|
| <b>Course title</b>         | Financial Econometrics |
| <b>ECTS (Course)</b>        | 6                      |
| <b>Semester</b>             | 2                      |
| <b>Course type</b>          | ILV                    |
| <b>Examination modality</b> | Continuous assessment  |
| <b>Language</b>             | English                |

### Course contents:

- Statistical properties of financial returns
- Univariate time series modeling and forecasting
- Modeling volatility
- Limited dependent variable models
- Simulation techniques
- Factor analysis

| <b>Learning outcomes of the course</b><br>Students are able to ...  | <b>Connection to<br/>Module objectives</b> |
|---|--|
| explain the basic principles and concepts in econometric analysis of financial data and recognize potential problems. | QSF-1, QSF-5                               |
| apply the econometric models used in class to the analysis of financial markets.                                      | QSF-1, QSF-5                               |
| use modern scripting languages (such as R and Python) for statistics and econometrics.                                | QSF-1, QSF-2                               |



## Module Title: Risk, Regulation, and Portfolio Management

|   |  |
|---|--|
| Module title  | Risk, Regulation, and Portfolio Management |
| Module abbreviation                                 | RRPM                                       |
| ECTS (Module)                                       | 22   |
| Semester(s)   | 3-4  |
| NQR-Level   | 7  |
| Connection to program qualification objectives (QO) | QO-1, 2, 3; SFI-1, 2, 4, 5, 7, 8, 9, 11    |

### Module Description:

This module offers an in-depth exploration of financial risk management, regulatory frameworks, and portfolio construction. It addresses the identification, measurement, and mitigation of various financial risks faced by corporations and financial institutions and provides a thorough understanding of the regulatory environment governing financial markets and institutions. Students engage with both theoretical and applied approaches to investment analysis, portfolio theory, and asset allocation. The module equips students with the knowledge and tools required to design, manage, and evaluate investment portfolios in accordance with industry standards and regulatory expectations.

| <b>Module objective</b> | <b>Learning outcomes of the module</b>   |
|-------------------------|--|
| Students are able to... |  |
| RRPM-1                  | understand and evaluate financial risks, regulatory frameworks, and investment strategies.       |
| RRPM-2                  | develop financial models and perform financial planning and scenario analysis.                   |
| RRPM-3                  | apply risk management techniques and tools in both corporate and financial institution contexts. |
| RRPM-4                  | design and manage investment portfolios, including traditional and alternative assets.           |
| RRPM-5                  | assess compliance requirements and the role of supervision in financial market stability.        |

## Courses

### Course Title: Risk Management

|                      |                       |
|----------------------|-----------------------|
| Course title         | Risk Management       |
| ECTS (Course)        | 6                     |
| Semester             | 3                     |
| Course type          | ILV                   |
| Examination modality | Continuous assessment |
| Language             | English               |



Course contents:

- Role of risk management
- Corporate versus bank risk management
- Risk framework and categories
- Risk policy
- Identification and measurement of risk
- Risk management techniques and tools

| <b>Learning outcomes of the course</b><br>Students are able to ...                               | <b>Connection to<br/>Module objectives</b> |
|--|--|
| identify and discuss various types of risk relevant for corporations and financial institutions. | RRPM-1, RRPM-3                             |
| identify and explain how financial instruments are used to manage risk.                          | RRPM-1, RRPM-3                             |
| develop risk management strategies.  | RRPM-1, RRPM-3                             |
| analyze and interpret risk models and apply them to real life risk management problems.          | RRPM-1, RRPM-3                             |

**Course Title: Financial Planning and Modelling**

|                             |                                  |
|-----------------------------|----------------------------------|
| <b>Course title</b>         | Financial Planning and Modelling |
| <b>ECTS (Course)</b>        | 3                                |
| <b>Semester</b>             | 3                                |
| <b>Course type</b>          | ILV                              |
| <b>Examination modality</b> | Continuous assessment            |
| <b>Language</b>             | English                          |

Course contents:

- Best practices and principles of financial planning and modelling
- Financial statement modelling including P&L, balance sheet and cash flow
- Risk analysis
- Sensitivity and scenario analysis
- Presentation of results
- Visualization and dashboarding



| <b>Learning outcomes of the course</b><br>Students are able to ...  | <b>Connection to<br/>Module objectives</b> |
|---|--|
| explain the objectives and structure of finance models in terms of planning, structuring and risk analysis.   | RRPM-2, RRPM-3                             |
| create flexible models with effective summary statistics to evaluate alternative timing, operating assumptions, financial structures, re-financing etc. | RRPM-2, RRPM-3                             |
| work through advanced problems in financial modelling (including e.g. cash flow waterfalls, refinancing of debt).                                       | RRPM-2                                     |
| quantify planning risks using different techniques and to identify and understand mistakes in risk assessments.   | RRPM-2, RRPM-3                             |
| use relevant programming (eg. Excel) techniques to make better presentations from models and to make models more transparent and efficient.             | RRPM-2                                     |

## Course Title: Regulation of Financial Markets and Institutions

|                             |  |
|-----------------------------|--|
| <b>Course title</b>         | Regulation of Financial Markets and Institutions |
| <b>ECTS (Course)</b>        | 5  |
| <b>Semester</b>             | 3  |
| <b>Course type</b>          | ILV  |
| <b>Examination modality</b> | Continuous assessment                            |
| <b>Language</b>             | English  |

### Course contents:

- Financial regulatory and supervisory institutions
- Current relevant regulation of financial markets and securities including:
  - Raising capital
  - Asset management
  - Investment firms and investment services
  - Trading venues, trading, post trading and settlement
- Banking supervision and international bank regulation

| <b>Learning outcomes of the course</b><br>Students are able to ...  | <b>Connection to<br/>Module objectives</b> |
|---|--|
| explain the principal regulatory requirements that relate to financial markets, institutions and instruments in the EU and other countries.                         | RRPM-1, RRPM-5                             |
| discuss the role of financial supervision and financial regulators in the financial system.   | RRPM-1, RRPM-5                             |
| recognize the role of financial law in terms of risk mitigation and maintaining long term market stability.   | RRPM-1, RRPM-5                             |
| demonstrate awareness and understanding of the importance of complying with the regulatory frameworks governing the work of treasurers and investment institutions. | RRPM-1, RRPM-5                             |



## Course Title: Investment and Portfolio Management

|                             |                                     |
|-----------------------------|-------------------------------------|
| <b>Course title</b>         | Investment and Portfolio Management |
| <b>ECTS (Course)</b>        | 4                                   |
| <b>Semester</b>             | 3                                   |
| <b>Course type</b>          | ILV                                 |
| <b>Examination modality</b> | Continuous assessment               |
| <b>Language</b>             | English                             |

### Course contents:

- Investment management industry
- Performance of asset classes and evaluation metrics
- Portfolio management process and techniques
- Portfolio theory
- Asset pricing models
- Behavioral finance and technical analysis
- Portfolio evaluation, monitoring and rebalancing

| <b>Learning outcomes of the course</b><br>Students are able to ...                  | <b>Connection to<br/>Module objectives</b> |
|---|--|
| evaluate investment alternatives, their risks, and expected return characteristics. | RRPM-1, RRPM-4                             |
| explain and critically evaluate modern portfolio theory and asset pricing models.   | RRPM-1, RRPM-4                             |
| use portfolio theory to design optimal portfolios.                                  | RRPM-4                                     |
| apply portfolio management strategies.  | RRPM-4                                     |
| critically evaluate and monitor the performance of a portfolio.                     | RRPM-4                                     |
| apply quantitative methods to problems of portfolio construction and evaluation.    | RRPM-4                                     |

## Course Title: Alternative Investments

|                             |                         |
|-----------------------------|-------------------------|
| <b>Course title</b>         | Alternative Investments |
| <b>ECTS (Course)</b>        | 4                       |
| <b>Semester</b>             | 4                       |
| <b>Course type</b>          | ILV                     |
| <b>Examination modality</b> | Continuous assessment   |
| <b>Language</b>             | English                 |

### Course contents:

- Alternative investments' characteristics and classes
- Real estate



- Private equity
- Hedge funds
- Commodities

| <b>Learning outcomes of the course</b><br>Students are able to ...                   | <b>Connection to<br/>Module objectives</b> |
|--|--|
| compare alternative investments with traditional investments.                        | RRPM-1, RRPM-4                             |
| distinguish among the principal classes of alternative investments.                  | RRPM-4                                     |
| apply valuation techniques to price alternative investments.                         | RRPM-4                                     |
| assess the benefits and pitfalls of adding an alternative investment to a portfolio. | RRPM-4                                     |



## Module Title: Data-Driven Marketing

|   |                               |
|---|-------------------------------|
| Module title  | Data-Driven Marketing         |
| Module abbreviation                                 | DDM                           |
| ECTS (Module)                                       | 19                            |
| Semester(s)   | 2-3                           |
| NQR-Level   | 7                             |
| Connection to program qualification objectives (QO) | QO - 2, 3; SMBA- 6, 8, 12, 14 |

### Module Description:

After completing this module, students will be able to demonstrate proficiency in data analysis skills (by using appropriate software tools, e.g., Excel), as well as communicate and visualize data effectively for strategic decision-making. They will apply legal and ethical standards in digital marketing and understand how to use Customer Data Platforms (CDPs) to manage and leverage customer information. Students will be equipped to use web analytics tools to support marketing decisions and apply UX design principles and usability testing in digital projects. They will be capable of managing and executing martech projects while integrating agile and lean marketing principles to enhance efficiency. Additionally, students will develop both strategic and operational thinking in digital marketing contexts, collaborate effectively, and present professional marketing solutions. They will learn to utilize a range of marketing technology tools, consolidate data from multiple sources to make it usable, and translate complex data and insights into actionable marketing strategies. Finally, they will be able to discuss current technologies and anticipate future developments in the evolving digital marketing landscape.

| <b>Module objective</b> | <b>Learning outcomes of the module</b>  |
|-------------------------|---|
|                         | Students are able to...   |
| DDM-1                   | demonstrate Proficiency in Data Analysis and Excel Skills.  |
| DDM-2                   | communicate and Visualize Data Effectively.   |
| DDM-2                   | apply Legal and Ethical Standards in Digital Marketing.   |
| DDM-4                   | understand and Use Customer Data Platforms (CDPs).  |
| DDM-5                   | use Web Analytics Tools to Support Marketing Decisions.   |
| DDM-6                   | apply UX Design and Usability Testing in Digital Projects.  |
| DDM-7                   | manage and Execute Martech Projects.  |
| DDM-8                   | integrate Agile and Lean Marketing Principles.  |
| DDM-9                   | collaborate and Present Professional Marketing Solutions.   |
| DDM-10                  | utilize Marketing Technology (Martech) Tools Effectively.   |
| DDM-11                  | consolidate Data from different sources and make them usable.   |
| DDM-12                  | understand how to legally execute digital marketing activities, including the use of customer data for targeted content and website tracking. |
| DDM-13                  | know the necessary GDPR documentation and compliance measures required for digital marketing within a company.                                |



## Courses

### Course Title: Data Analysis in Application

|                             |                              |
|-----------------------------|------------------------------|
| <b>Course title</b>         | Data Analysis in Application |
| <b>ECTS (Course)</b>        | 6                            |
| <b>Semester</b>             | 2                            |
| <b>Course type</b>          | ILV                          |
| <b>Examination modality</b> | Continuous assessment        |
| <b>Language</b>             | English                      |

#### Course contents:

- The analytic thought process – structural thinking and concept design to formulate and address specific data-analytical questions for real-life case studies.
- Preparation, integration and cleaning of data from multiple sources as a foundation for valid and reliable quantitative analysis
- Case-based analysis
  - Excel basics and real-life case studies
  - Introduction to Power BI
- Presenting analysis results
  - Basic and advanced techniques for data analysis presentation
  - Presenting data analysis in the context of real-life case studies

| <b>Learning outcomes of the course</b><br>Students are able to...      | <b>Connection to<br/>Module objectives</b> |
|--|--|
| be proficient and skilled using Excel and the most important formulas. | DDM-1                                      |
| differentiate the tools to work with big data sets efficiently.        | DDM-1, DDM-5,<br>DDM-10                    |
| interpret data and draw meaningful conclusions.                        | DDM-1, DDM-2                               |
| create comprehensive charts out of data.                               | DDM-2, DDM-11                              |
| be adapt presenting complex data in an appealing way.                  | DDM-2, DDM-9                               |

### Course Title: Tech Trends in Growth Marketing

|                             |                                 |
|-----------------------------|---------------------------------|
| <b>Course title</b>         | Tech Trends in Growth Marketing |
| <b>ECTS (Course)</b>        | 5                               |
| <b>Semester</b>             | 3                               |
| <b>Course type</b>          | ILV                             |
| <b>Examination modality</b> | Continuous assessment           |
| <b>Language</b>             | English                         |



Course contents:

- Overview Martech
- UX & UI introduction
- UX testing
- UX in digital marketing – methods for evaluating user experience along the customer journey (conversion funnels, checkout processes, engagement metrics).
- Automation & engagement
- Digital marketing & sales funnel
- Content design for marketing & sales Performance
- Agile marketing
- Google Analytics
- Mixed methods in UX testing – combining quantitative techniques (A/B testing, heatmaps, eye-tracking) with qualitative approaches (interviews, think-aloud protocols).
- Practical UX tools – application of industry tools such as Hotjar, Google Optimize, Maze or comparable platforms.
- Outlook on tracking and attribution in (partly) closed platform ecosystems, including an overview of attribution tools and the role of first-party data strategies.

| <b>Learning outcomes of the course</b><br>Students are able to ...   | <b>Connection to<br/>Module objectives</b> |
|--|--|
| describe the relevance of Customer Data Platforms (CDP) in the context of marketing decisions.   | DDM-4                                      |
| discuss agile principles and approaches in growth marketing and lean marketing.  | DDM-8                                      |
| analyze and interpret web metrics using e.g., Google Analytics or Matomo, and consolidate them into the most important KPIs for decision-makers within the framework of a dashboard. | DDM-1, DDM-5, DDM-10                       |
| name the steps in the user experience design process and illustrate them with examples.  | DDM-13                                     |
| apply UX testing methods (quantitative and qualitative) to evaluate digital customer journeys and derive actionable insights for marketing performance.                              | DDM-6                                      |
| observe and analyze online user behavior using different usability-testing tools, including eye tracking.  | DDM-5, DDM-10                              |



## Course Title: Company Project on Tech Trends

|                             |                                |
|-----------------------------|--------------------------------|
| <b>Course title</b>         | Company Project on Tech Trends |
| <b>ECTS (Course)</b>        | 5                              |
| <b>Semester</b>             | 3                              |
| <b>Course type</b>          | ILV                            |
| <b>Examination modality</b> | Continuous assessment          |
| <b>Language</b>             | English                        |

### Course contents:

- Practical project on one of the learned Martech tools in the course “Tech Trends in Growth Marketing”
- Theoretical contents to get deeper know-how on the briefed project
- Working in and outside of class in a project group
- Briefing of contents from the client that need to be delivered
- Coaching of students throughout the whole project
- Final presentation in front of company client at the end of the course

| <b>Learning outcomes of the course</b><br>Students are able to ...  | <b>Connection to<br/>Module objectives</b> |
|---|--|
| gain a comprehensive overview of all components to consider the given Martech project.                          | DDM-7, DDM-8                               |
| link company project to already learned Martech theory.   | DDM-7                                      |
| execute a project for a company from strategic thoughts to operative project plan.                              | DDM-7, DDM-8                               |
| manage Martech projects, create timelines and tasks for team members.   | DDM-7                                      |
| develop an understanding of how these topics need to be addressed before they can be implemented operationally. | DDM-8                                      |
| present results in an advanced layout to the client.  | DDM-8, DDM-9                               |

## Course Title: Legal Aspects of Marketing

|                             |                            |
|-----------------------------|----------------------------|
| <b>Course title</b>         | Legal Aspects of Marketing |
| <b>ECTS (Course)</b>        | 3                          |
| <b>Semester</b>             | 3                          |
| <b>Course type</b>          | ILV                        |
| <b>Examination modality</b> | Continuous assessment      |
| <b>Language</b>             | English                    |



Course contents:

Students will touch base with the following topics

- Consent
- Cookies/Tracking
- Privacy policy
- Email marketing & newsletter
- Transfer of data to third countries
- Data minimization and purpose limitation
- Data subjects' rights
- Contract processing
- IT security

| <b>Learning outcomes of the course</b><br>Students are able to ...                                      | <b>Connection to<br/>Module objectives</b> |
|---|--|
| characterize in what way digital marketing activities/campaigns need to comply with legal requirements. | DDM-3, DDM-12, DDM-13                      |
| explain GDPR documentation requirements in a company.   | DDM-3, DDM-12, DDM-13                      |
| track customer data to offer more targeted content.   | DDM-12                                     |
| know how to legally prepare websites for digital marketing activities and tracking.                     | DDM-3, DDM-13                              |



## Module Title: Marketing Research & Data Analysis

|   |  |
|---|--|
| Module title  | Marketing Research & Data Analysis     |
| Module abbreviation                                 | MRD                                    |
| ECTS (Module)                                       | 25                                     |
| Semester(s)   | 1-3                                    |
| NQR-Level   | 7                                      |
| Connection to program qualification objectives (QO) | QO - 1, 2, 4; SMBA - 3, 4, 5, 6, 9 ,10 |

### Module Description:

After completing this module, students will be able to design and conduct marketing research projects, applying appropriate research methods and designs to address real-world business problems. They will be equipped to analyze and interpret research data effectively, using relevant software tools to support their findings. Students will learn to communicate research outcomes professionally and persuasively, both in written and oral formats. Through collaborative work in research teams, they will demonstrate advanced research knowledge and skills, while integrating key consumer behavior concepts into their analyses. Additionally, they will be able to critically evaluate the validity and reliability of research and translate insights into actionable managerial strategies. This module will include the standard methods in depth, but also focus on new trends, so students will be able to evaluate and make informed decisions.

| <b>Module objective</b> | <b>Learning outcomes of the module</b>                     |
|-------------------------|--|
|                         | Students are able to...                                    |
| MRD-1                   | design and conduct Marketing research projects.            |
| MRD-2                   | apply appropriate research methods and designs.            |
| MRD-3                   | analyse and interpret research data.                       |
| MRD-4                   | use research software tools effectively.                   |
| MRD-5                   | communicate research findings professionally.              |
| MRD-6                   | collaborate and work in research teams.                    |
| MRD-7                   | demonstrate advanced research knowledge and skills.        |
| MRD-8                   | understand and apply consumer behaviour concepts.          |
| MRD-9                   | evaluate the validity and reliability of research.         |
| MRD-10                  | translate research insights into managerial action.        |
| MRD-11                  | relate findings to consumer behaviour and UX implications. |



## Courses

### Course Title: Quantitative Marketing Research

|                             |                                 |
|-----------------------------|---------------------------------|
| <b>Course title</b>         | Quantitative Marketing Research |
| <b>ECTS (Course)</b>        | 5                               |
| <b>Semester</b>             | 1                               |
| <b>Course type</b>          | ILV                             |
| <b>Examination modality</b> | Continuous assessment           |
| <b>Language</b>             | English                         |

#### Course contents:

- Quantitative research methods of data collection
- Questionnaire design; Qualtrics
- Sampling techniques
- Multivariate statistical methods: reliability analysis, logistic regression, factor analysis, cluster analysis

| <b>Learning outcomes of the course</b><br>Students are able to ...   | <b>Connection to<br/>Module objectives</b> |
|--|--|
| plan/design, conduct, evaluate, and monitor a quantitative marketing research project.   | MRD-1, MRD-2, MRD-3, MRD-6                 |
| analyse and interpret results of marketing research projects.  | MRD-1, MRD-9                               |
| identify and explain key data collection methods employed in market research and in quantitative social research - critically evaluate quantitative research findings. | MRD-1, MRD-2, MRD-9                        |
| competently perform data analyses by use of the computer software SPSS.  | MRD-3, MRD-4                               |
| confidently apply basics of visualizing information as used in professional presentations.   | MRD-4, MRD-5, MRD-10                       |
| demonstrate skills in report writing and data presentation.  | MRD-4, MRD-5, MRD-7, MRD-10                |
| conduct market research projects in small groups, in order to apply the acquired skills and knowledge.   | MRD-1, MRD-2, MRD-6, MRD-7                 |

### Course Title: Quantitative Analysis I

|                             |                         |
|-----------------------------|-------------------------|
| <b>Course title</b>         | Quantitative Analysis I |
| <b>ECTS (Course)</b>        | 5                       |
| <b>Semester</b>             | 1                       |
| <b>Course type</b>          | ILV                     |
| <b>Examination modality</b> | Continuous assessment   |
| <b>Language</b>             | English                 |



Course contents:

- Review of elementary concepts from mathematics, probability & data analysis
- Descriptive statistics & graphical representation of data
- Covariance and correlation
- Statistical estimation and confidence intervals
- Hypothesis testing
- Tests for means and proportions
- Chi-squared test
- Simple linear regression
- Multiple linear regression
- Nonlinear regression
- Analysis of variance
- Introduction to SPSS environment/IT software
- Logit and probit regression (optional)
- Exploratory factor analysis (optional)

| <b>Learning outcomes of the course</b><br>Students are able to ...   | <b>Connection to<br/>Module objectives</b> |
|--|--|
| demonstrate knowledge of advanced empirical methods used in economics, marketing and related fields.   | MRD-1                                      |
| critically evaluate quantitative research findings.  | MRD-1, MRD-3, MRD-9                        |
| demonstrate the technical, statistical and interpretative skills necessary to evaluate and answer research questions at higher levels of complexity. | MRD-3, MRD-5, MRD-7, MRD-9                 |
| competently perform multivariate data analyses by use of computer software (e.g. SPSS).  | MRD-3, MRD-4, MRD-7                        |

**Course Title: Qualitative Marketing Research**

|                             |                                |
|-----------------------------|--------------------------------|
| <b>Course title</b>         | Qualitative Marketing Research |
| <b>ECTS (Course)</b>        | 5                              |
| <b>Semester</b>             | 2                              |
| <b>Course type</b>          | ILV                            |
| <b>Examination modality</b> | Continuous assessment          |
| <b>Language</b>             | English                        |

Course contents:

- The qualitative marketing research brief
- Methods of qualitative data collection in marketing research
- Qualitative data analysis in marketing research
- Presentation and reporting of qualitative marketing research findings



| <b>Learning outcomes of the course</b><br>Students are able to ...                                   | <b>Connection to<br/>Module objectives</b> |
|--|--|
| adopt appropriate designs and methods for the management of qualitative marketing research projects. | MRD-1, MRD-2, MRD-3, MRD-6                 |
| independently conduct a qualitative marketing research project.                                      | MRD-1, MRD-6                               |
| competently analyse, interpret and critically appraise qualitative research data.                    | MRD-1, MRD-3, MRD-5, MRD-7, MRD-9          |
| communicate and impart research findings to management in written and oral form.                     | MRD-3, MRD-5, MRD-10                       |

## Course Title: Quantitative Analysis II

|                             |                          |
|-----------------------------|--------------------------|
| <b>Course title</b>         | Quantitative Analysis II |
| <b>ECTS (Course)</b>        | 5                        |
| <b>Semester</b>             | 2                        |
| <b>Course type</b>          | ILV                      |
| <b>Examination modality</b> | Continuous assessment    |
| <b>Language</b>             | English                  |

### Course contents:

- Data exploration and data preparation - correlation analysis, identification and treatment of data outliers
- Descriptive statistics for categorical and continuous variables
- Statistical techniques to compare groups: parametric tests, non-parametric tests
- Concepts of machine learning - model training, validation, and scoring. Evaluation of model performance
- Cluster analysis, decision tree analysis, logistic regression, factor analysis. Emphasis on practical implementation and interpretation of results.

| <b>Learning outcomes of the course</b><br>Students are able to ...  | <b>Connection to<br/>Module objectives</b> |
|---|--|
| demonstrate knowledge of advanced statistical methods used in management, marketing and related fields for data analysis and predictive modeling.   | MRD-1, MRD-7                               |
| critically evaluate data-based findings and modeling results - demonstrate the technical, statistical and interpretative skills necessary to evaluate and answer analytic questions at higher levels of complexity. | MRD-1, MRD-3, MRD-5, MRD-7, MRD-9          |
| perform multivariate data analyses by use of computer software (SPSS) in a competent way.   | MRD-1, MRD-3, MRD-4, MRD-7                 |
| select and apply suitable data analysis strategies in response to evolving web architectures and market dynamics.   | MRD-1, MRD-3, MRD-7                        |



## Course Title: Consumer Insights

|                             |                       |
|-----------------------------|-----------------------|
| <b>Course title</b>         | Consumer Insights     |
| <b>ECTS (Course)</b>        | 5                     |
| <b>Semester</b>             | 3                     |
| <b>Course type</b>          | ILV                   |
| <b>Examination modality</b> | Continuous assessment |
| <b>Language</b>             | English               |

### Course contents:

- Cognitive, affective and subconscious factors in consumer behaviour
- Consumer decision-making
- Social and cultural determinants of consumer behaviour
- Mixed-methods approaches: integration of qualitative and quantitative research methods, illustrated through UX-related case studies.

| <b>Learning outcomes of the course</b><br>Students are able to ...  | <b>Connection to<br/>Module objectives</b> |
|---|--|
| explain and illustrate a comprehensive understanding of the various facets of consumer behaviour.                                       | MRD-8, MRD-7                               |
| demonstrate a variety of approaches to measuring consumer behaviour.  | MRD-8, MRD-7                               |
| analyze, interpret and critically appraise quantitative and qualitative consumer research data.   | MRD-1, MRD-3, MRD-5, MRD-7, MRD-9          |
| apply consumer behavior concepts to selected case studies.  | MRD-8                                      |
| combine qualitative and quantitative approaches (mixed methods) to understand consumer behavior, including applications in UX research. | MRD-1, MRD-2, MRD-4, MRD-7, MRD-11, MRD-12 |



## Module Title: Strategic Marketing Management

|   |   |
|---|---|
| Module title  | Strategic Marketing Management          |
| Module abbreviation                                 | SMM                                     |
| ECTS (Module)                                       | 25                                      |
| Semester(s)   | 1-4                                     |
| NQR-Level   | 7                                       |
| Connection to program qualification objectives (QO) | QO - 1, 2, 3, 5; SMBA - 1, 2, 7, 11, 13 |

### Module Description:

After completing this module, students will be able to master international and multinational marketing strategies while developing and applying marketing metrics to evaluate performance effectively. They will understand and execute strategic marketing communication and media planning, gain expertise in digital media and emerging marketing trends, and build strong financial and accounting literacy to support sound marketing and business decisions. Students will integrate marketing and finance for strategic business leadership and understand how to implement customer relationship management (CRM) systems. Through the development of analytical and research skills, they will apply strategic thinking across various marketing and business contexts. Additionally, students will enhance their technical proficiency with marketing and financial tools, strengthen communication and collaboration skills within marketing environments, and cultivate adaptability and a mindset of continuous learning in a dynamic marketing landscape. Finally, they will be equipped to understand data across multiple platforms and draw actionable conclusions to personalize marketing content effectively.

| <b>Module objective</b> | <b>Learning outcomes of the module</b>   |
|-------------------------|--|
|                         | Students are able to...  |
| SMM-1                   | master International and Multinational Marketing Strategies.                                   |
| SMM-1                   | develop and Apply Marketing Metrics and Performance Evaluation.                                |
| SMM-3                   | understand and Execute Strategic Marketing Communication and Media Planning.                   |
| SMM-3                   | gain Expertise in Digital Media and Emerging Marketing Trends.                                 |
| SMM-5                   | build Financial and Accounting Literacy for Marketing and Business Decisions.                  |
| SMM-6                   | integrate Marketing and Finance for Strategic Business Leadership.                             |
| SMM-7                   | understand and Implement Customer Relationship Management (CRM) Systems.                       |
| SMM-8                   | understand the connection between company processes & structures and a CRM software structure. |
| SMM-9                   | apply Strategic Thinking in Marketing and Business Contexts.                                   |
| SMM-10                  | enhance Technical Proficiency with Marketing and Financial Tools.                              |
| SMM-11                  | understand data across many different platforms.   |
| SMM-12                  | draw conclusions for personalization of marketing content from data.                           |



## Courses

### Course Title: International Marketing Management

|                             |                                    |
|-----------------------------|------------------------------------|
| <b>Course title</b>         | International Marketing Management |
| <b>ECTS (Course)</b>        | 4                                  |
| <b>Semester</b>             | 1                                  |
| <b>Course type</b>          | ILV                                |
| <b>Examination modality</b> | Continuous assessment              |
| <b>Language</b>             | English                            |

#### Course contents:

- Internationalization Strategies
- Multi-national marketing
- Environmental Analysis
- Entry Mode Strategies
- International Marketing Mix Strategies
- Marketing Metrics - measurement and management
- International communication strategies
- Company Project (e.g., L'Oréal)

| <b>Learning outcomes of the course</b><br>Students are able to ...  | <b>Connection to<br/>Module objectives</b> |
|---|--|
| identify, interpret and evaluate data sources related to multinational marketing.   | SMM-1, SMM-11                              |
| comprehend measures of marketing effectiveness and understand key marketing metrics relevant in international markets.  | SMM-1, SMM-2                               |
| develop research and analytical skills by conducting a comprehensive analysis of international markets and marketing programs.  | SMM-1, SMM-3, SMM-11                       |
| develop new market entry strategies, including branding, distribution, product and communication strategies, and learn how to estimate market potential with appropriate secondary sources. | SMM-1, SMM-3, SMM-9                        |
| learn how to budget for international marketing strategies.   | SMM-1, SMM-6, SMM-9                        |

### Course Title: Media Planning & Communication

|                             |                                |
|-----------------------------|--------------------------------|
| <b>Course title</b>         | Media Planning & Communication |
| <b>ECTS (Course)</b>        | 5                              |
| <b>Semester</b>             | 1                              |
| <b>Course type</b>          | ILV                            |
| <b>Examination modality</b> | Continuous assessment          |
| <b>Language</b>             | English                        |



Course contents:

- Media Planning Process
- Media Types
- Fundamentals of integrated communication strategies
- Austrian Media Landscape
- Offline and Online media
- Media Buying Process
- Media KPIs
- Hands on work on case study

| <b>Learning outcomes of the course</b><br>Students are able to ...   | <b>Connection to<br/>Module objectives</b> |
|--|--|
| explain how a communication program is developed, what roles different stakeholders (company and agencies) undertake within this process and what information they need. | SMM-2, SMM-3                               |
| understand important factors for the success of a campaign (target group insights, creative effectiveness, selecting the right media mix and timing).                    | SMM-2, SMM-3                               |
| know the necessary vocabulary regarding media planning.  | SMM-4                                      |
| demonstrate how an effective media strategy is set up.   | SMM-3, SMM-9                               |
| tell the pros and cons of different media types and understand how a media strategy is effectively realized within the media planning and buying process.                | SMM-4, SMM-9                               |
| provide an overview of the Austrian Media Landscape.   | SMM-4                                      |
| provide insights on digital media and current trends regarding advertising.  | SMM-4                                      |

**Course Title: Business Analysis**

|                             |                       |
|-----------------------------|-----------------------|
| <b>Course title</b>         | Business Analysis     |
| <b>ECTS (Course)</b>        | 4                     |
| <b>Semester</b>             | 1                     |
| <b>Course type</b>          | ILV                   |
| <b>Examination modality</b> | Continuous assessment |
| <b>Language</b>             | English               |

Course contents:

- Financial statement literacy
- Cost-volume-profit analysis
- Marketing R-O-I analysis
- Budgeting and forecasting
- Marketing controlling
- Strategic management accounting



| <b>Learning outcomes of the course</b><br>Students are able to ...   | <b>Connection to<br/>Module objectives</b> |
|--|--|
| utilize the necessary tools to value a company for the purpose of investment decisions and assess the financial status of an organization.   | SMM-5, SMM-6,<br>SMM-10                    |
| explain how strategic managerial accounting can support a company from a financial perspective.  | SMM-5, SMM-6,<br>SMM-9, SMM-10             |
| explain the accounting cycle, collection of financial and accounting data, and the preparation of basic financial accounting statements.   | SMM-5, SMM-6                               |
| demonstrate the relationship between business developments and their effect on a business's financial situation – cost-volume profit analysis.   | SMM-5, SMM-6,<br>SMM-9                     |
| demonstrate the relationship between business events and financial statements, thereby gaining insight into how business developments affect the income statement, balance sheets and the statement of cash flows. | SMM-5, SMM-6                               |

## Course Title: Advanced Marketing Metrics

|                             |                            |
|-----------------------------|----------------------------|
| <b>Course title</b>         | Advanced Marketing Metrics |
| <b>ECTS (Course)</b>        | 5                          |
| <b>Semester</b>             | 2                          |
| <b>Course type</b>          | ILV                        |
| <b>Examination modality</b> | Continuous assessment      |
| <b>Language</b>             | English                    |

### Course contents:

- Introduction to marketing analytics
- Analysing and presenting data
- Understanding and interpreting metrics
- Marketing measures and metrics and their link to financial outcomes
- Marketing planning and budgeting
- Marketing dashboard
- Retail-Media-KPIs
- Marketing Mix Modeling-Methods (MMM)
- Cross-platform search and content authenticity metrics



| <b>Learning outcomes of the course</b><br>Students are able to ...  | <b>Connection to<br/>Module objectives</b> |
|---|--|
| explain the connection between marketing activities and the financial performance of the firm.  | SMM-5, SMM-6                               |
| describe the conceptual frameworks and analytical tools available to marketing managers and how they can be applied most effectively. | SMM-9, SMM-10                              |
| critically evaluate marketing initiatives within organizations and understand their likely impact on business performance.            | SMM-2, SMM-5, SMM-6                        |
| select meaningful marketing KPIs for a given company.   | SMM-2                                      |
| create a marketing dashboard.   | SMM-10                                     |
| understand Retail Media KPIs and Marketing Mix Modeling Methods.  | SMM-2, SMM-11                              |
| interpret metrics across platforms.   | SMM-2, SMM-11                              |

## Course Title: Customer Relationship Management

|                             |                                  |
|-----------------------------|----------------------------------|
| <b>Course title</b>         | Customer Relationship Management |
| <b>ECTS (Course)</b>        | 3                                |
| <b>Semester</b>             | 3                                |
| <b>Course type</b>          | ILV                              |
| <b>Examination modality</b> | Continuous assessment            |
| <b>Language</b>             | English                          |

### Course contents:

- CRM Strategy
- Customer Segmentation
- Operative CRM Systems and their components
- Analytics in CRM Systems
- Overview Software Systems and Technologies
- Workflows and Automation

| <b>Learning outcomes of the course</b><br>Students are able to ...  | <b>Connection to<br/>Module objectives</b> |
|---|--|
| explain the strategic component of customer relationship management & which topics a company has to consider & reflect in the operative system. | SMM-1, SMM-7, SMM-8, SMM-9, SMM-10         |
| explain the components of an operative CRM System, with a focus on Marketing & Sales.   | SMM-7, SMM-8, SMM-10                       |
| demonstrate how CRMs are used for campaigns/communication with the customer.  | SMM-7, SMM-8                               |
| gain an overview of the different technical aspects of a CRM Software System.   | SMM-7, SMM-10                              |
| get insight into why a good CRM is the most important source for digital marketing activities.  | SMM-4, SMM-7                               |



## Course Title: Marketing Decision Analysis & AI

|                             |                                  |
|-----------------------------|----------------------------------|
| <b>Course title</b>         | Marketing Decision Analysis & AI |
| <b>ECTS (Course)</b>        | 4                                |
| <b>Semester</b>             | 4                                |
| <b>Course type</b>          | ILV                              |
| <b>Examination modality</b> | Continuous assessment            |
| <b>Language</b>             | English                          |

### Course contents:

- insights into how data is collected, analysed, and used to inform decision making and support marketing strategies.
- Best practices for using data to optimize marketing campaigns and evaluating their effectiveness
- Understanding of generative AI technologies and their applications in marketing. Practical skills in utilising different AI tools.
- Ethical and legal considerations in data-driven marketing and use of generative AI.

| <b>Learning outcomes of the course</b><br>Students are able to ...  | <b>Connection to<br/>Module objectives</b> |
|---|--|
| understand the foundations of data-driven marketing, differentiate between data types and sources, apply digital tracking and targeting techniques, analyze and optimize marketing performance, and evaluate ethical, legal, and security considerations in data use. | SMM-4, SMM-9, SMM-11                       |
| understand the latest advancements in AI technology and how they can be applied to enhance marketing efforts.   | SMM-4                                      |
| explain the impact of data science and AI for personalization of digital marketing content.   | SMM-4, SMM-12                              |