Module Manual

Course of Study: MBA International Business Management & Leadership (Masters)

To SPO from the 24.04.2024

Version: 25.09.2024 – **UPDATE VERSION 3 on 01.09.2026**

Module Manual

Introduction

The MBA programme at Kempten Business School is meticulously designed to prepare students for the multifaceted challenges of today's global business environment. Rooted in the principles of forward-thinking, proactive action, and human-centric leadership, our curriculum aims to equip students with the essential skills and knowledge required to thrive in an ever-evolving landscape.

In an era characterised by rapid digital transformation, technological advancements, and increasing ethical considerations, our program emphasizes the development of competencies crucial for success. From addressing emerging business needs to fostering a deep understanding of technological integration and ethical leadership, our curriculum is tailored to provide students with a comprehensive understanding of the modern business ecosystem.

Through a blend of theoretical insights and practical applications, students are empowered to navigate complexities, lead with integrity, and make informed decisions in the digital age. Our commitment to personal development, ethical conduct, and professionalism ensures that graduates emerge as adaptable, ethical, and impactful leaders capable of driving positive change in organisations and society at large.

At Kempten Business School, we strive to cultivate a learning environment where students not only acquire knowledge but also develop a mindset geared towards continuous growth and innovation. By emphasising human-centric values alongside technological proficiency, our graduates are well-equipped to make meaningful contributions and lead with purpose in the global business landscape.

Our goal is to cultivate a global perspective with a personalised approach, emphasising future-ready skills. We recognize that future leaders must continuously hone and develop new skills in an era of globalised economics, planetary challenges, information overload, digitalisation and advancing AI. We are committed to utilising the latest learning methods and didactics to ensure students acquire the skills and knowledge necessary to thrive in the dynamic landscape of tomorrow's business world.

Kempten, September 2026



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KEMPTEN BUSINESS SCHOOL

Hochschule Kempten
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Module Manual

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Module Manual

1. General Information about the MBA International Business Management & Leadership (Masters)

1.1 Aim of the Programme

The MBA programme at Kempten Business School is designed to prepare students for success in today's rapidly evolving global business environment. It emphasises forward-thinking, proactive action, and human-centric leadership. The programme equips students with the skills and knowledge needed to navigate digital transformation, leverage technology and AI, and lead ethically and responsibly.

Fields of Competence
(1) Knowledge and understanding: The graduates... ... demonstrate a broad and in-depth knowledge in all major areas of general management and leadership concepts as well as additional specific knowledge in the areas of digital transformation, managing new technologies / AI, and international business management. ... analyse and synthesise knowledge across different sub-areas of general management, including strategic management, functional management, transformation and leadership. ... apply critical thinking to assess the relevance of management theories, frameworks, and methodologies, and develop the ability to question and refine existing approaches within a business context. ... acquire leadership capabilities that prioritise human-centric approaches, fostering empathy, collaboration, and ethical decision-making in the management of teams and organisations
(2) Use and application of knowledge: The graduates... ... apply different methods of learning and working together in groups, online and in person, utilising the potential of human connection and collaboration. ... are routine in effective gathering, evaluation, and interpretation of business relevant information. ... reflect critically on new topics and current trends in the field of business management and leadership and derive concrete areas of action for practice. ... solve problems in global business contexts by applying analytical thinking and innovative approaches. ... apply their knowledge about future key competencies to support the development of colleagues and teams. ... make decisions in alignment with evolving job market needs.

(3) Scientific research and methods:

The graduates...

... operate critical analysis and evidence-based decision-making.

... analyse and evaluate theoretical concepts and empirical studies.

... understand the importance of critical analysis and evidence-based decision-making.

... apply and synthesise theoretical knowledge to design valuable research papers and theses.

(4) Personal development, ethical conduct & professionalism:

The graduates...

... cultivate mature leadership grounded in personal (and humanistic) values.

... show professional English communication skills, both written and spoken, for business and academic contexts.

... demonstrate emotional intelligence and empathy.

... prepare for meaningful discussions, effective collaboration, and ethical leadership in diverse professional environments.

... recognise potential for conflict when working with others and reflect on this against the background of cross-situational conditions, cultural and geographical differences, and further dealing with conflicts constructively.

... develop continuously their leadership behaviour based on insights into key tasks.

... involve others in tasks in a goal-oriented manner, considering the respective group situation, and further develop their abilities with a view to working with others.

... conduct ethically, aligned with UN sustainability goals.

... act proficiently when collaborating with diverse professional groups.

... reflect critically on their professional actions in relation to social expectations, cultural norms and diversity, consider consequences and further develop their professional actions.

... navigate diverse professional environments with integrity and professionalism.

... reflect on and consider human implications in technological advancements, ensuring that technological developments align with ethical principles and social values.

... manage complexity, navigate technological change, and lead ethically in an increasingly interconnected and fast-paced world.

... act professionally in accordance with the implications of future competencies.

... display high intercultural awareness and routined communication skills along with highly developed collaborative skills.

1.2 Structure of the part-time MBA programme /curriculum

Semester Variant A - Standard Track

A 5-semester programme:

S	O	N	D	J	F	M	A	M	J	J	A
1	2	3	4			7		9	10		12
Semester 1 (Foundations)						*Semester 2 (Professional Skills)*					

S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F
				5	6		8			11							
13 (Electives)						13 (Electives) & 14 (Master Thesis)						14 (Master Thesis)					
Semester 3 (Professional Skills & Application)						*Semester 4 (Application)*						*Semester 5 (Application)*					

Semester Variant B - Fast Track

A 3-semster programme:

S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F
1	2	3	4	5	6	7	8	9	10	11	12	13 (Electives)					
												14 (Master Thesis)					
Semester 1 (Foundations)						*Semester 2 (Professional Skills)*						*Semester 3 (Professional Skills & Application)*					

1.3 Module Curriculum

Foundations for Business Success							
Nr.	**Module Title**	**CP**	**Workload**		**Event Form**	Examination performance of the module (duration in minutes) and examination form	Weight for overall grade
			Hours of face-to-face and online events	Hours of self-study	Eg. Lecture, Seminar		
M1	Introduction to Learning in the New Business World	**5**	50	75	SU / EL	Portfolio Review*	5 / 90
M2	Leadership Excellence & Communication	**5**	50	75	SU / EL	Portfolio Review*	5 / 90
M3	Digital Transformation & Artificial Intelligence (AI) – *project based*	**5**	50	75	PrA SU / EL	Project presentation during the semester	5 / 90
M4	International Economics & Finance	**5**	50	75	SU / EL	Presentation during the semester	5 / 90

Professionism & Skill Enhancement							
Nr.	**Module Title**	**CP**	**Workload**		**Event Form**	Examination performance of the module (duration in minutes) and examination form	Weight for overall grade
			Hours of face-to-face and online events	Hours of self-study	Eg. Lecture, Seminar		
M5	Strategic Management	**5**	50	75	SU / EL	Portfolio Review*	5 / 90
M6	Commercial & Customer Experience Strategies	**5**	50	75	SU / EL	Presentation during the semester	5 / 90
M7	Innovation, Intra- /Entrepreneurship & Change	**5**	50	75	SU / EL	Portfolio Review*	5 / 90
M8	Sustainability & Corporate, Social Responsibility (CSR)	**5**	50	75	SU / EL	Presentation during the semester	5 / 90
M9	Leadership & Future of Work	**5**	50	75	SU / EL	Presentation during the semester	5 / 90
M10	Operations & Supply Chain Management (SCM) – *project based*	**5**	50	75	PrA SU / EL	Project presentation during the semester	5 / 90
M11	International Human Resource Management (HRM)	**5**	50	75	SU / EL	Presentation during the semester	5 / 90
M12	Scientific Methodology	**5**	50	75	SU / EL	Portfolio Review*	5 / 90

Individualization & Application							
Nr.	**Module Title**	**CP**	**Workload**		**Event Form**	Examination performance of the module (duration in minutes) and examination form	Weight for overall grade
			Hours of face-to-face and online events	Hours of self-study	Eg. Lecture, Seminar		
M13	International Business Management Electives (elective subjects)**	10	100	150	SU / EL	Based on the respective study and examination regulations of the course options.	10 / 90
M14	Master Thesis & Disputation	20	0	500	MA	Master Thesis. Presentation during the semester.	20 / 90

Summary										
	CP Credit Points in Semesters					**Workload**		**Event Form**	**Examination** Form	Weight for overall grade
MBA	1.	2.	3.	4.	5.	Hours of face-to-face and online events	Hours of self-study			
Standard Track	**20**	**20**	**20**	**10**	**20**	**700**	**1.550**	SU/EL, PrA	Based on the respective study and examination regulations of the course options.	90 / 90
Fast Track	**30**	**30**	**30**			**700**	**1.550**	SU/EL, PrA		90 / 90

* During the portfolio examination, dependent partial services are provided to implement a task in a module. The portfolio examination can consist of written elaborations, oral contributions or practical achievements. There is no schematic individual consideration, but rather an overall assessment of all services provided in context. The restriction applies that the individual examination elements may not exceed or correspond to the time and content of a written/oral or practical final module examination.

** Students choose one of the following options for elective courses based on the student's future leadership skills and interests or career goals and focused on an international context. The following options are available: international courses at partner universities abroad or a selection of online module courses from the Bavarian Adult Education Center (VHB) or module courses from the Kempten Business School.

1.4 Abbreviations

CP	Credit points according to European Credit Transfer System
EL	E-learning
PrA	Projects
SU	Interactive seminars
MA	Master thesis

2. Module Descriptions

Module M1: Introduction to Learning in the New Business World

General Information	
Course of Study	MBA International Business Management & Leadership (Masters)
Module title (and if applicable number)	Introduction to Learning in the New Business World (M1)
Module responsible	Astrid Menzl
If applicable, name of the course/subject	Introduction to Learning in the New Business World (M1) 1.1 Self-Management for Learning Paths and Career Development 1.2 Mastering Professional English Communication 1.3 Introduction to Scientific Methodology
Teachers	Prof. Dr. Katrin Winkler / Astrid Menzl / N. N. / N. N.
Event type / teaching and learning methods	Seminars, Exercises, Group work, Guest lectures, Peer Coaching, Online Deep Dive, Online Self-Learning, Web-Live-Sessions
Type of course (compulsory, elective)	Compulsory
Credit Points	5 Credit Points
Workload in Time hours (detailed)	▪ Seminars (Classroom, workshops, coaching) OR Online Deep Dive (Virtual seminars, coaching): 22.5 hours ▪ Web Live Sessions: 3 hours ▪ Online Self-Learning (exercises and projects outside of the interactive seminars): 12 hours ▪ Exam preparation and implementation including homework, projects and group work: 87.5 hours
	▪ Total: 125 hours
Semester	1. Semester
Language	English

Offer cycle / frequency of the offer	1 implementation per year
Planned group size	15 to 25
Description of the Module	
Learning Outcomes The students …	**(1) Knowledge and understanding:** ... understand the program´s direction, structure, objectives, and expectations. ... are familiar with all learning and support resources, both onsite and online. ... recognise the importance of digital literacy in the modern business environment. **(2) Use and application of knowledge:** ... identify and communicate in standard business language as appropriate in a modern world (written and spoken). **(3) Scientific research and methods:** ... demonstrate a fundamental understanding of scientific research and methodology. ... understand the relation between scientific methods and critical thinking in conducting rigorous academic research and business projects. **(4) Personal development, ethical conduct & professionalism:** ... create a framework for self-sufficient learning, both in person and online. ... apply (and constantly develop) strategies for effective self-management in learning and career development. ... employ digital literacy skills to navigate and leverage technology in professional settings. ... engage in team-building activities to foster collaboration and teamwork skills.
Teaching content - Key Content	**1.1 Self-Management for Learning Paths and Career Development** Onboarding; Team Building; Introduction to the New Business World; Learning Theory; Self-Directed Learning; Skills & Competencies Self-Assessment; Digital Literacy.

	1.2 Mastering Professional English Communication Professional Language; Concise Communication; Improving Operational Efficiency and Effectiveness by Communicating Clearly and with Confidence; Business Writing & Presentations. **1.3 Introduction to Scientific Methodology** Academic Writing & Sourcing; Critical Thinking; Research Methods; Applying Scientific Methods in Business Research.
Requirements for participation	No
Link to other modules	No
Usability in other modules/courses of study	The module is not intended or suitable for other study programmes at Kempten Business School.
Literature / Required reading on which the course is based	Booth, W. C., Colomb, G. G., Williams, J. M., Bizup, J., & FitzGerald, W. T. (2024). The Craft of Research (5th ed.). University of Chicago Press.https://press.uchicago.edu/ucp/books/book/chicago/C/bo215874008 Bradberry, T., & Greaves, J. (2011). Emotional intelligence 2.0. TalentSmart. https://www.bigmentor.org/wp-content/uploads/2023/10/EmotionalIntelligence.pdf Ehlers, U.-D., & Eigbrecht, L. (Eds.). (2024). Creating the University of the Future: A Global View on Future Skills and Future Higher Education. Springer VS. https://link.springer.com/book/10.1007/978-3-658-42948-5 Myers, M. D. (2019). Qualitative research in business and management (3rd ed.). SAGE. https://api.pageplace.de/preview/DT0400.9781526418326_A37396039/preview-9781526418326_A37396039.pdf Rampelt, F., Matthes, W., Hannken-Illjes, K., & Sandmeir, A. (2025). Future Skills 2030: Ein aktualisiertes Framework für Zukunftskompetenzen. Stifterverband. https://www.stifterverband.org/medien/future-skills-2030 Winkler, K., Niedermeier, S., & König, S. (2024). Mentale Teamgesundheit: Teams stärken für gemeinsamen unternehmerischen Erfolg (1st ed.). Schäffer-Poeschel Verlag. https://doi.org/10.34156/978-3-7910-6156-6
Recommended additional reading	In-depth literature is provided on the individual subject areas in the Moodle online course (changing literature recommendations)

Examination Modalities	
Type and scope of the test	Portfolio exam, graded.
Time of the test	During Module M1
Grading	
Weighting of the module grade in the overall grade	5 / 90

Module M2: Leadership Excellence & Communication

General Information	
Course of Study	MBA International Business Management & Leadership (Masters)
Module title (and if applicable number)	Leadership Excellence & Communication (M2)
Module responsible	Prof. Dr. Katrin Winkler
If applicable, name of the course/subject	Leadership Excellence & Communication (M2) 2.1 Empower Myself 2.2 Empower the Team 2.3 Communication and Influence
Teachers	Prof. Dr. Katrin Winkler / N. N.
Event type / teaching and learning methods	Seminars, Exercises, Group work, Guest lectures, Coaching, Online Deep Dive, Online Self-Learning, Web-Live-Sessions
Type of course (compulsory, elective)	Compulsory
Credit Points	5 Credit Points
Workload in Time hours (detailed)	▪ Seminars (Classroom, workshops, coaching) OR Online Deep Dive (Virtual seminars, coaching): 22.5 hours ▪ Web Live Sessions: 3 hours ▪ Online Self-Learning (exercises and projects outside of the interactive seminars): 12 hours ▪ Exam preparation and implementation including homework, projects and group work: 87.5 hours
	▪ Total: 125 hours
Semester	1. Semester
Language	English
Offer cycle / frequency of the offer	1 implementation per year
Planned group size	15 to 25

Description of the Module	
Learning Outcomes The students …	**(1) Knowledge and understanding:** ... describe the theories behind leadership and management practices. ... recognise communication as an important tool for their successful and effective leadership. **(2) Use and application of knowledge:** ... acquire and internalise the principles on which they can build effective and inspiring leadership communication. ... explain the differences between leadership and management and apply the concept in different scenarios. **(4) Personal development, ethical conduct & professionalism:** ... reflect upon leadership and start to develop an authentic personal leadership style effective in direct and lateral scenarios. ... use their individual strengths as leaders to ensure effective collaboration and the success of their team, which contributes to the overall success of the organisation. ... reflect on the significant impact that their behaviour as managers has on the success of the organisation and the wellbeing of employees.
Teaching content - Key content	**2.1 Empower Myself** Personal presence and influence; Authenticity; Leading Self; Lateral Leadership and Influence **2.2 Empower the Team** Managing Complexity; Management and Leadership; Tools and Tasks of Management; Principles of Management; Mindset and Attitude **2.3 Communication and Influence** Mindset, presence & skills; Goals of communication in one-to-one, group & written formats; Styles and importance of connectedness & emotional intelligence.
Requirements for participation	No
Link to other modules	Yes – Foundation module for Leadership & Future of Work (M9)

Usability in other modules/courses of study	The module is not intended or suitable for other study programmes at Kempten Business School.
Literature / Required reading on which the course is based	Joy, M. M. (2019). Growth Mindset and Leadership: How it Influences Growth of an Organisation. https://www.researchgate.net/publication/348915063_GROWTH_MINDSET_AND_LEADERSHIP Luthra, A., & Dahiya, R. (2015). Effective Leadership is all About Communicating Effectively: Connecting Leadership and Communication. *International Journal of Management & Business Studies (IJMBS)*, 5 (3), 43-48. http://www.ijmbs.com/Vol5/3/7-Anchal-Luthra.pdf Malik, F. (2015). Managing performing living: Effective management for a new world. Campus. https://campus.de/business-management/fuehrung-management/managing-performing-living/CAM42974?srsltid=AU7gw4WK3Uru1YEjsd7aBV_0jSKk4bW25wnoOY1QY72yrGWQcJ_sWpfm Winkler, K. & Bramwell, N. (2021). Choosing to Care. A Leader's Compendium to Genuine Communication. Linchpin Publishing. https://opus4.kobv.de/opus4-hs-kempten/frontdoor/index/index/docId/1164
Recommended additional reading	In-depth literature is provided on the individual subject areas in the Moodle online course (changing literature recommendations)
Examination Modalities	
Type and scope of the test	Portfolio exam, graded.
Time of the test	During Module M2
Grading	
Weighting of the module grade in the overall grade	5 / 90

Module M3: Digital Transformation and Artificial Intelligence – *project based*

General Information	
Course of Study	MBA International Business Management & Leadership (Masters)
Module title (and if applicable number)	Digital Transformation and Artificial Intelligence – *project based* (M3)
Module responsible	Prof. Dr. Sandra Niedermeier
If applicable, name of the course/subject	Digital Transformation and Artificial Intelligence - *project based* (M3) 3.1 Managing projects in a digital world 3.2 Mastering Digital Transformation 3.3 Mastering AI for the future
Teachers	N. N. / N. N. / N. N.
Event type / teaching and learning methods	Project-Based alongside Seminars, Exercises, Study Excursion, Group work, Guest lectures, Coaching, Online Deep Dive, Online Self-Learning, Web-Live-Sessions
Type of course (compulsory, elective)	Compulsory
Credit Points	5 Credit Points
Workload in Time hours (detailed)	▪ Guided learning: 50 hours ▪ Self-directed learning: 75 hours
	▪ Total: 125 hours
Semester	1. Semester
Language	English
Offer cycle / frequency of the offer	1 implementation per year
Planned group size	15 to 25

Description of the Module	
Learning Outcomes The students …	**(1) Knowledge and understanding:** ... name the key principles of Information and Communication Technology (ICT) and digitalisation. **(2) Use and application of knowledge:** ... explore and reflect on the transformative impact of digitalisation and artificial intelligence (AI) on various industries and business practices. ... apply best practices in managing projects related to digital transformation and technological changes. ... develop a strategic approach to planning and executing large IT system implementations, including key areas such as system integration, staff training, usage, metrics, and control mechanisms. ... investigate how digitalisation can drive both strategic and operational transformations across various types of organisations. **(4) Personal development, ethical conduct & professionalism:** ... acquire foundational skills of project management, essential for both traditional and digital projects. ... understand the critical role advanced analytics tools play in generating data-driven insights and decision-making processes. ... critically assess the pros and cons of emerging digital technologies, such as AI, particularly in relation to issues of ethics, information rights versus privacy, and the value of individuality
Teaching content – Key content	**3.1 Managing projects in a digital world** Key principles & methods for setting up a digital project: Traditional vs. agile approaches; Project initiation; Requirements definition; Scope planning. **3.2 Mastering Digital Transformation** Trends / drivers shaping businesses; Strategic frameworks for digital transformation initiatives; Selection and evaluation of use cases; Integration of technologies; Exploration of ethical issues/challenges in practice.

	3.3 Mastering AI for the future Overview AI technologies & applications: AI tools and algorithms for data analysis, automation, and decision-making.
Requirements for participation	No
Link to other modules	Yes – Project Management skills developed further in M7 and M10
Usability in other modules/courses of study	The module is not intended or suitable for other study programmes at Kempten Business School.
Literature / Required reading on which the course is based	Dwivedi, Y. K., Hughes, D. L., Ismagilova, E., Aarts, G., Coombs, C., Crick, T., Jackson, J., Kizgin, H., & Williams, M. D. (2021). Artificial intelligence (AI): Multidisciplinary perspectives on emerging challenges, opportunities, and agenda for research, practice and policy. *International Journal of Information Management (IJMBS)*, 57, Article 101994. https://doi.org/10.1016/j.ijinfomgt.2019.08.002 Ganesan, K. (2022). The business case for AI: A leader's guide to AI strategies, best practices, & real-world applications. Opinosis Analytics Publishing. Hanelt, A., Bohnsack, R., Marz, D., & Antunes Marante, C. (2021). A systematic review of the literature on digital transformation: Insights and implications for strategy and organizational change. *Journal of Management Studies*, 58 (5), 1159–1197. https://doi.org/10.1111/joms.12639 Kerzner, H. (2017). Project management: A systems approach to planning, scheduling, and controlling (12th ed.). Wiley. Porter, G. (2021). The future of work: Virtual reality, augmented reality, and AI in the workplace. *Business Horizons*, 64 (4), 467–475. https://doi.org/10.1016/j.bushor.2021.01.005 Ziyadin, S., Suieubayeva, S., & Utegenova, A. (2020). Digital transformation in business. In *Digital Age: Chances, Challenges and Future*, (LNNS, Vol. 84, pp. 408-415) Springer. https://doi.org/10.1007/978-3-030-27015-5_49
Recommended additional reading	In-depth literature is provided on the individual subject areas in the Moodle online course (changing literature recommendations)

Examination Modalities	
Type and scope of the test	Project presentation during the semester, graded.
Time of the test	During Module M3
Grading	
Weighting of the module grade in the overall grade	5 / 90

Module M4: International Economics & Finance

General Information	
Course of Study	MBA International Business Management & Leadership (Masters)
Module title (and if applicable number)	International Economics & Finance (M4)
Module responsible	Prof. Dr. Sven Henning
If applicable, name of the course/subject	International Economics & Finance (M4) 4.1 Global Macro-Environmental Analysis 4.2 Fundamental Understanding of Financial Information in Business 4.3 International Financial Markets and Instruments 4.4 Risk Management & Financial Decision Making
Teachers	Prof. Dr. Johannes Hofinger / N.N.
Event type / teaching and learning methods	Seminars, Exercises, Group work, Guest lectures, Coaching, Online Deep Dive, Online Self-Learning, Web-Live-Sessions
Type of course (compulsory, elective)	Compulsory
Credit Points	5 Credit Points
Workload in Time hours (detailed)	▪ Seminars (Classroom, workshops, coaching) OR Online Deep Dive (Virtual seminars, coaching): 22.5 hours ▪ Web Live Sessions: 3 hours ▪ Online Self-Learning (exercises and projects outside of the interactive seminars): 12 hours ▪ Exam preparation and implementation including homework, projects and group work: 87.5 hours
	▪ Total: 125 hours
Semester	1. Semester
Language	English
Offer cycle / frequency of the offer	1 implementation per year

Planned group size	15 to 25
Description of the Module	
Learning Outcomes The students …	**(1) Knowledge and understanding:** ... gain an understanding of the global economic landscape, various financial markets and instruments for business funding. ... understand the criteria for financing and associated risks. ... develop an understanding of financial regulations across different borders, as a preparation to navigate the complexities of international finance. ... explain the three core functions of financing within a business: Financial Accounting, Management Accounting, and Corporate Finance. **(2) Use and application of knowledge:** ... assess and analyse economic conditions and trends. ... apply value creation instruments and financial analysis benchmarks to assess the health of a business effectively. **(4) Personal development, ethical conduct & professionalism:** ... apply risk management strategies, including financial statement analysis and risk mitigation techniques, to make informed financial and investment decisions.
Teaching content – Key content	**4.1 Global Macro-Environmental Analysis** Macroeconomic Indicators: Understanding key macroeconomic indicators and their implications on global markets; Economic Policies: Analysis of economic policies, trade agreements, forecasts, and their impacts on global markets; Cross-Border Investment: Examination of cross-border investment analysis, portfolio diversification, and asset allocation strategies. **4.2 Fundamental Understanding of Financial Information in Business** Financial Accounting: Core principles and practices of financial accounting; Management Accounting: Key concepts and applications of management accounting; Corporate Financing: Understanding corporate financing strategies and tools; Value Creation: Techniques for creating value and key benchmark analysis to assess business performance.

	4.3 International Financial Markets and Instruments Financial Markets Overview: Exploration of financial markets, including foreign exchange, stock, and bond markets; Financial Instruments: In-depth study of financial instruments such as derivatives, futures, and options. **4.4 Risk Management & Financial Decision Making** Risk Management: Strategies for managing risks, including currency hedging and political risk analysis; Financial Statements Analysis: Techniques for analyzing financial statements and making informed capital budgeting and investment decisions; Risk Mitigation: Methods for risk management and mitigation; Financing Decisions: Exploration of financing decisions and capital structure; Valuation Methods: Study of various valuation methods and techniques; Mergers and Acquisitions: Analysis of mergers and acquisitions processes and strategies.
Requirements for participation	No
Link to other modules	No
Usability in other modules/courses of study	The module is not intended or suitable for other study programmes at Kempten Business School.
Literature / Required reading on which the course is based	Brealey, R. A., Myers, S. C., & Allen, F. (2020). Principles of Corporate Finance (13th ed.). McGraw-Hill Education. https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://www.mheducation.com/content/dam/mhe/blog/higher-ed/2025/pdfs/brealey-principles-of-corporate-finance-evergreen-2025.pdf&ved=2ahUKEwjU84e_z8iXAxUUSfEDHcleD88QFnoECCgQAQ&usg=AOvVaw2ocmSpHcEhF50Ua0vvYzgL Gerber, J. (2022). International economics (8th ed.). Pearson. https://api.pageplace.de/preview/DT0400.9781292434025_A43261295/preview-9781292434025_A43261295.pdf Krugman, P. R., Obstfeld, M., & Melitz, M. J. (2022). International economics: Theory and policy (12th ed.). Pearson. https://www.pearson.com/en-us/subject-catalog/p/international-economics-theory-and-policy/P200000005956/9780137465699?srsltid=AU7gw4V3LfH_Ulh__JXaVcTh2gG8bExC1xbnM2Ii_evNxawfM2cvP06R

	Reinert, K. A. (2020). An introduction to international economics: New perspectives on the world economy (2nd ed.). Cambridge University Press. https://www.cambridge.org/highereducation/books/an-introduction-to-international-economics/AC1590047C8BE7EF0A831CDC73519562#overview
Recommended additional reading	In-depth literature is provided on the individual subject areas in the Moodle online course (changing literature recommendations)
Examination Modalities	
Type and scope of the test	Presentation during the semester, graded.
Time of the test	During Module M4
Grading	
Weighting of the module grade in the overall grade	5 / 90

Module M5: Strategic Management

General Information	
Course of Study	MBA International Business Management & Leadership (Masters)
Module title (and if applicable number)	Strategic Management (M5)
Module responsible	Prof. Dr. Katrin Winkler
If applicable, name of the course/subject	Strategic Management (M5) 5.1 Strategic Analysis & Formulation of Business Level Strategy 5.2 Strategic Development and Optimisation 5.3 Execution Oversight & Performance Enhancement
Teachers	Prof. Dr. Katrin Winkler / N.N. / N.N.
Event type / teaching and learning methods	Seminars, Exercises, Group work, Guest lectures, Coaching, Online Deep Dive, Online Self-Learning, Web-Live-Sessions
Type of course (compulsory, elective)	Compulsory
Credit Points	5 Credit Points
Workload in Time hours (detailed)	▪ Seminars (Classroom, workshops, coaching) OR Online Deep Dive (Virtual seminars, coaching): 22.5 hours ▪ Web Live Sessions: 3 hours ▪ Online Self-Learning (exercises and projects outside of the interactive seminars): 12 hours ▪ Exam preparation and implementation including homework, projects and group work: 87.5 hours
	▪ Total: 125 hours
Semester	1. Semester (Fast Track) 3. Semester (Standard Track)
Language	English
Offer cycle / frequency of the offer	1 implementation per year

Planned group size	15 to 25
Description of the Module	
Learning Outcomes The students …	**(1) Knowledge and understanding:** ... name the key principles of strategic management and know how they relate to business success. ... recognize the effects of globalisation, digitalisation, and technological trends on strategic management. ... understand the role of stakeholder management and how to balance competing interests in the strategy development process. **(2) Use and application of knowledge:** ... understand industry and market dynamics and their impact on business strategies and strategic options. ... assess and quantify external markets to uncover growth opportunities and build customer value and differentiation for long term growth. ... develop linked strategies and plans across all functions for effective implementation and delivery of business goals. **(3) Scientific research and methods:** ... establish methods for evaluation and improvement of strategic plans and actions versus external benchmarks of success. **(4) Personal development, ethical conduct & professionalism:** ... apply key strategic management methods and tools in different contexts. ... foster innovative and disruptive thinking in the development of strategies to create new market opportunities and generate long-term value. ... perceive strategic planning, thinking, and acting as a holistic and dynamic concept with future-oriented perspectives.
Teaching content - Key content	**5.1 Strategic Analysis & Formulation of Business Level Strategy** External View on industries, competition and the customer; Internal analysis of core competence & uniqueness; Value creation & developing sustainable competitive advantage.

	5.2 Strategic Development and Optimisation Strategic thinking & acting across an organization; Levels of strategy & strategic advantage; International reach; Dynamic approaches & implementation. **5.3 Execution Oversight & Performance Enhancement** From plans to actions via objectives, projects and personal goals; Key Performance Indicators (KPIs) and other measures for tracking success; Evaluation of productivity; Improving efficiency & effectiveness.
Requirements for participation	No
Link to other modules	No
Usability in other modules/courses of study	The module is not intended or suitable for other study programmes at Kempten Business School.
Literature / Required reading on which the course is based	David, F. R [Fred R.], David, F. R [Forest R.] & David, M. E. (2023). Strategic management: Concepts and cases; a competitive advantage approach (Seventeenth edition, Global Edition). Pearson. https://elibrary.pearson.de/book/99.150005/9781292441351 Grant, R. M. (2019). Contemporary strategy analysis (10th ed.). John Wiley & Sons. Grünig, R., Kühn, R. & Morschett, D. (2022). The Strategy Planning Process (3rd ed.). Springer. https://doi.org/10.1007/978-3-030-93918-2 Lampel, J., Mintzberg, H., Quinn, J. B. & Ghoshal, S. (2014). The strategy process: Concepts, contexts, cases (5th ed.). Pearson Education. Parnell, J. A. (2016). Strategic management: Theory and practice (5th ed.). SAGE Publications. Sinek, S. (2011): Start with Why: How great leaders inspire everyone to take action. Portfolio/Penguin.
Recommended additional reading	In-depth literature is provided on the individual subject areas in the Moodle online course (changing literature recommendations)
Examination Modalities	
Type and scope of the test	Portfolio exam, graded.

Time of the test	During Module M5
Grading	
Weighting of the module grade in the overall grade	5 / 90

Module M6: Future-Oriented Commercial & Customer Experience Strategies

General Information	
Course of Study	MBA International Business Management & Leadership (Masters)
Module title (and if applicable number)	Future-Oriented Commercial & Customer Experience Strategies (M6)
Module responsible	Prof. Dr. Sven Henning
If applicable, name of the course/subject	Future-Oriented Commercial & Customer Experience Strategies (M6) 6.1 Go to Market Strategies 6.2 Customer Experience Enhancement 6.3 Sales Enablement and Superior Customer Experience
Teachers	Prof. Dr. Sascha Fabian / Britta Lorenz / N.N.
Event type / teaching and learning methods	Seminars, Exercises, Group work, Guest lectures, Coaching, Online Deep Dive, Online Self-Learning, Web-Live-Sessions
Type of course (compulsory, elective)	Compulsory
Credit Points	5 Credit Points
Workload in Time hours (detailed)	▪ Seminars (Classroom, workshops, coaching) OR Online Deep Dive (Virtual seminars, coaching): 22.5 hours ▪ Web Live Sessions: 3 hours ▪ Online Self-Learning (exercises and projects outside of the interactive seminars): 12 hours ▪ Exam preparation and implementation including homework, projects and group work: 87.5 hours
	▪ Total: 125 hours
Semester	1. Semester (Fast Track) 3. Semester (Standard Track)
Language	English
Offer cycle / frequency of the offer	1 implementation per year

Planned group size	15 to 25
Description of the Module	
Learning Outcomes The students …	**(1) Knowledge and understanding:** ... explain the functions of marketing and sales in both B2B and B2C environments and assess how strategic advantages can be gained in each context. ... understand the depth of a data-driven marketing and the underlying technologies. ... recognise the importance of customer experience for increasing loyalty and business growth, and evaluate the role of advocates and new online influencers in shaping brand perceptions. **(2) Use and application of knowledge:** ... analyse strategic options for commercial activities, including product development, communications, and the use of social media and digital marketing/selling ... assess how to bridge the value gap through go-to-market (GTM) roles and strategies to achieve higher levels of profit. **(3) Scientific research and methods:** ... critically evaluate the effectiveness of data-driven marketing strategies, applying scientific research methods to measure their impact on customer behaviour and business performance. ... measure the effectiveness of marketing and sales initiatives by analysing external benchmarks such as market share and share of wallet, and internal metrics including customer retention, spending behaviour, and return on investment (ROI). **(4) Personal development, ethical conduct & professionalism:** ... design future-oriented commercial strategies and action plans, considering industry trends and market demands.
Teaching content – Key content	**6.1 Go to Market Strategies** Commercial focus in B2B and B2C worlds; Customer first philosophy for value creation through positioning, branding & offerings across market segments; Relevance of the 7 Ps of the marketing mix today. **6.2 Customer Experience Enhancement** Role of marketing & sales teams in an online world to align value promises with actual experiences, reducing customer frustration

	and enhancing satisfaction; Customer reach & customer journeys; Customer experience & tracking across channels. **6.3 Sales Enablement and Superior Customer Experience** Role of sales and revenue enablement in enhancing sales performance and customer experience. Optimize sales revenue through a strategic enablement approach: Leveraging the maturity curving to apply cross-functional alignment, modern technology and tools to empower sales teams and optimize sales revenues and processes.
Requirements for participation	No
Link to other modules	No
Usability in other modules/courses of study	The module is not intended or suitable for other study programmes at Kempten Business School.
Literature / Required reading on which the course is based	Cohen, E. (2019). Enablement Mastery: Grow Your Business Faster by Aligning Your People, Processes, and Priorities. Greenleaf Book Group Press. Cravens, D. W., & Piercy, N. F. (2012). Strategic Marketing. McGraw-Hill/Irwin. Kotler, P., Keller, K., & Chernev, A. (2025). Marketing management (17th ed.). Pearson. https://www.pearson.com/en-us/subject-catalog/p/marketing-management/P200000010451/9780138184889?srsltid=AU7gw4UbQMhuu_6eQPAW1KFblT-pzPTvMbxZ9GNHjNogxG6kko07p_uYf Piercy, N. F. (2016). Market-led strategic change: Transforming the process of going to market. Routledge. Schenk, T., & Matthews, B. (2018). Sales enablement: A master framework to engage, equip and empower a world-class sales force. Wiley. https://www.wiley.com/en-us/shop/general-introductory-business-management/sales-enablement-a-master-framework-to-engage-equip-and-empower-a-world-class-sales-force-p-9781119440277 Smith, P. R., & Zook, Z. (2024). Marketing communications: Integrating online and offline, customer engagement and digital technologies (8th ed.). Kogan Page. https://www.koganpage.com/marketing-communications/marketing-communications-9781398611719

Recommended additional reading	In-depth literature is provided on the individual subject areas in the Moodle online course (changing literature recommendations)
Examination Modalities	
Type and scope of the test	Presentation during the semester, graded.
Time of the test	During Module M6
Grading	
Weighting of the module grade in the overall grade	5 / 90

Module M7: Innovation, Intra-/Entrepreneurship & Change for the Future

General Information	
Course of Study	MBA International Business Management & Leadership (Masters)
Module title (and if applicable number)	Innovation, Intra-/Entrepreneurship & Change for the Future (M7)
Module responsible	Prof. Dr. Gabriele Schäfer
If applicable, name of the course/subject	Innovation, Intra-/Entrepreneurship & Change for the Future (M7) 7.1 Innovation Fundamentals and Lean Start Up 7.2 Agile Customer-Centric and User-Oriented Design Methodologies 7.3 Change Management versus Leading Change
Teachers	Prof. Dr. Gabriele Schäfer / Astrid Menzl / N. N.
Event type / teaching and learning methods	Seminars, Exercises, Group work, Guest lectures, Coaching, Online Deep Dive, Online Self-Learning, Web-Live-Sessions
Type of course (compulsory, elective)	Compulsory
Credit Points	5 Credit Points
Workload in Time hours (detailed)	▪ Seminars (Classroom, workshops, coaching) OR Online Deep Dive (Virtual seminars, coaching): 22.5 hours ▪ Web Live Sessions: 3 hours ▪ Online Self-Learning (exercises and projects outside of the interactive seminars): 12 hours ▪ Exam preparation and implementation including homework, projects and group work: 87.5 hours
	▪ Total: 125 hours
Semester	2. Semester
Language	English
Offer cycle / frequency of the offer	1 implementation per year

Planned group size	15 to 25
Description of the Module	
Learning Outcomes The students …	**(1) Knowledge and understanding:** ... recite the principles and theories of innovation and continuous improvement in business and entrepreneurship. ... explain the main points of agile methodologies (e.g. Scrum, Kanban) and how these frameworks are applied to manage iterative development processes and foster customer-centric innovation. **(2) Use and application of knowledge:** ... understand the physiology and challenges of change within organisations, such as resistance to change, and the potential impacts on productivity. ... explore various innovation processes, strategies, and models to foster creativity and generate new ideas, applying them to real-world business challenges. .. apply key methodologies such as Design Thinking and Lean Start-Up to improve processes and enhance business outputs. ... effectively apply agile project management methods (e.g. Scrum, Kanban) to enhance flexibility, responsiveness, and customer focus in innovation processes. **(4) Personal development, ethical conduct & professionalism:** ... apply their learning to lead complex organisational change, integrating both project and communication planning.
Teaching content – Key content	**7.1 Innovation Fundamentals** Principles & theories of innovation in business; Innovation processes, Strategies & Models for Fostering Creativity and Idea Generation; Lean Start-Up Methodology (Build, Measure, Learn), validated learning, and the development of Minimum Viable Products (MVPs); Innovation Ecosystems and Culture; Financing Innovation and Start-Ups. **7.2 Agile Customer-Centric and User-Oriented Design Methodology** Design Thinking Process and User-Centric Innovation; Agile Principles and Project Management Methodologies (Scrum and Kanban); User Stories as a method.

	7.3 Change Management versus Leading Change Foundations of Change Management - concepts & models, psychology; Leading Organizational Change, Communication & planning; Stakeholder management and engagement, understanding and addressing resistance; Leading change as competency and sustaining change over the long term.
Requirements for participation	No
Link to other modules	No
Usability in other modules/courses of study	The module is not intended or suitable for other study programmes at Kempten Business School.
Literature / Required reading on which the course is based	Anderson, D., & Anderson, L. A. (2020). Beyond Change Management: How to Achieve Breakthrough Results Through Conscious Change Leadership (3rd ed.). Wiley. Brown, T., & Katz, B. (2019). Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation (Revised & Updated Edition). Harper Business. https://www.academia.edu/96800006/How_Design_Thinking_Transforms_Organizations_and_Inspires_Innovation Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2020). Entrepreneurship (11th ed.). McGraw-Hill Education. https://www.mheducation.com/highered/product/entrepreneurship-hisrich.html?viewOption=student Kotter, J. P. (2012). Leading Change. Harvard Business Review Press. https://doi.org/10.15358/9783800646159 Ries, E. (2011). The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses. Crown Business. https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://ia800509.us.archive.org/7/items/TheLeanStartupErickRies/The%2520Lean%2520Startup%2520-%2520Erick%2520Ries.pdf&ved=2ahUKEwiqw_mD8MiXAxWgRqQEHUPxC4UQFnoECCIQAQ&usg=AOvVaw21PxTrMtNAjOOmHcm4yq5k Wysocki, R. K. (2019). Effective project management: Traditional, agile, extreme (8th ed.). Wiley. https://doi.org/10.1002/9781119562757.fmatter
Recommended additional reading	In-depth literature is provided on the individual subject areas in the Moodle online course (changing literature recommendations)

Examination Modalities	
Type and scope of the test	Portfolio exam, graded.
Time of the test	During Module M7
Grading	
Weighting of the module grade in the overall grade	5 / 90

Module M8: Sustainability & Corporate Social Responsibility (CSR)

General Information	
Course of Study	MBA International Business Management & Leadership (Masters)
Module title (and if applicable number)	Sustainability & Corporate Social Responsibility (CSR) (M8)
Module responsible	Prof. Dr. Tassilo Schuster
If applicable, name of the course/subject	Sustainability & Corporate Social Responsibility (CSR) (M8) 8.1 Foundations of Sustainability Management and Circular Economy 8.2 ESG-Risk Management 8.3 Business Ethics and Diversity & Inclusion
Teachers	Prof. Dr. Tassilo Schuster / N. N. / N. N.
Event type / teaching and learning methods	Seminars, Exercises, Group work, Guest lectures, Coaching, Online Deep Dive, Online Self-Learning, Web-Live-Sessions
Type of course (compulsory, elective)	Compulsory
Credit Points	5 Credit Points
Workload in Time hours (detailed)	▪ Seminars (Classroom, workshops, coaching) OR Online Deep Dive (Virtual seminars, coaching): 22.5 hours ▪ Web Live Sessions: 3 hours

	▪ Online Self-Learning (exercises and projects outside of the interactive seminars): 12 hours ▪ Exam preparation and implementation including homework, projects and group work: 87.5 hours
	▪ Total: 125 hours
Semester	2. Semester (Fast Track) 4. Semester (Standard Track)
Language	English
Offer cycle / frequency of the offer	1 implementation per year
Planned group size	15 to 25
Description of the Module	
Learning Outcomes The students …	**(1) Knowledge and understanding:** ... understand the mega-trend of ethical and sustainable business practices, including ESG risk management, corporate accountability, social responsibility, and diversity. ... describe the essence of sustainability management, including theories, concepts, and perspectives and how they apply to real-world business practices. **(2) Use and application of knowledge:** ... identify, assess, prioritise and manage environmental, social and governance (ESG) risks and opportunities using enterprise risk management principles, materiality assessments and appropriate performance indicators. ... employ strategies to promote equality, fairness, and respect within organisations, embracing diversity in backgrounds, perspectives, and experiences to foster an inclusive and equitable workplace. **(4) Personal development, ethical conduct & professionalism:** ... recognize the importance of ethical and sustainable practices and understand their positive impact on business performance, recruitment efficiency, profitability, and beyond. ... critically reflect on current issues in business ethics and corporate social responsibility (CSR), considering their implications for business strategy and societal impact.

	... evaluate ESG governance structures, reporting requirements and risk mitigation measures and explain their relevance for responsible strategic decision-making.
Teaching content - Key content	**8.1 Foundations of Sustainability Management and Circular Economy** Importance of Sustainability Management, Models and Frameworks of Sustainability Management, Weak vs. Strong Sustainability, Transformation from a Linear to a Circular Economy, Sustainable/Circular Business Models, Digital Technologies as Enablers for Sustainability, Sustainable Global Value Networks. **8.2 ESG-Risk Management** ESG governance and accountability; identification and assessment of environmental, social and governance risks and opportunities; double materiality assessment; stakeholder engagement; ESG performance indicators and targets; ESG data quality and reporting; European Sustainability Reporting Standards (ESRS) and the evolving EU regulatory framework; integration of ESG considerations into corporate strategy, risk management and decision-making **8.3 Business Ethics and Diversity & Inclusion** Business Ethics with Moral Theories (Deontology, Virtue Ethics, Utilitarianism), Human Rights, Unconscious Bias, Groupthink, Confirmation Bias, Employee Wellbeing, Social Justice, Social Impact Assessment, Corporate Citizenship, Future of Work, Inclusion Cloud, EDI Frameworks.
Requirements for participation	No
Link to other modules	No
Usability in other modules/courses of study	The module is not intended or suitable for other study programs at Kempten Business School.
Literature / Required reading on which the course is based	Becker, C. U. (2024). Business Ethics: Methods, Theories, and Application. Taylor & Francis. https://doi.org/10.4324/9781003365846 Benn, S., Edwards, M., & Williams, T. (2021). Sustainability: A key idea for business and society. Routledge. https://doi.org/10.4324/9781003266150

	Crane, A., Matten, D., Glozer, S. & Spence, L. (2019). Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization. Oxford University Press. https://global.oup.com/academic/product/business-ethics-9780198810070?cc=de&lang=en& Fogel, D. (2016). Strategic sustainability: A natural environmental lens on organizations and management. Routledge. Kopnina, H., Padfield, R. & Mylan, J. (2023). Sustainable business: Key issues. Routledge. https://doi.org/10.4324/9781003266150 McManners, P. (2024). Essentials of Sustainability for Business: A Practical Approach. Taylor & Francis. https://doi.org/10.4324/9781003386629 COSO & World Business Council for Sustainable Development (WBCSD). (2018). Applying enterprise risk management to environmental, social and governance-related risks. https://www.wbcsd.org/resources/applying-enterprise-risk-management-to-environmental-social-and-governance-related-risks/ EFRAG. (2024). EFRAG IG 1: Materiality assessment implementation guidance. https://www.efrag.org/en/projects/esrs-implementation-guidance-documents
Recommended additional reading	In-depth literature is provided on the individual subject areas in the Moodle online course (changing literature recommendations)
Examination Modalities	
Type and scope of the test	Presentation during the semester, graded.
Time of the test	During Module M8
Grading	
Weighting of the module grade in the overall grade	5 / 90

Module M9: Leadership & Future of Work

General Information	
Course of Study	MBA International Business Management & Leadership (Masters)
Module title (and if applicable number)	Leadership & Future of Work (M9)
Module responsible	Prof. Dr. Katrin Winkler
If applicable, name of the course/subject	Leadership & Future of Work (M9) 9.1 Hybrid Management & Leadership 9.2 New Leader & Worker Competencies 9.3 Leveraging Vision & Values to Shape Successful Teams
Teachers	Prof. Dr. Katrin Winkler / Britta Lorenz / N. N.
Event type / teaching and learning methods	Seminars, Exercises, Group work, Guest lectures, Coaching, Online Deep Dive, Online Self-Learning, Web-Live-Sessions
Type of course (compulsory, elective)	Compulsory
ECTS-Credit Points	5 ECTS-Credit Points
Workload in Time hours (detailed)	▪ Seminars (Classroom, workshops, coaching) OR Online Deep Dive (Virtual seminars, coaching): 22.5 hours ▪ Web Live Sessions: 3 hours ▪ Online Self-Learning (exercises and projects outside of the interactive seminars): 12 hours ▪ Exam preparation and implementation including homework, projects and group work: 87.5 hours
	▪ Total: 125 hours
Semester	2. Semester
Language	English
Offer cycle / frequency of the offer	1 implementation per year
Planned group size	15 to 25

Description of the Module	
Learning Outcomes The students …	**(1) Knowledge and understanding:** ... understand what is needed for best management and leadership in a global economy, digitalisation, society / generational expectations & hybrid workplaces. ... appreciate that new work means new challenges as well as new skills and competencies for leaders and all employees. ... develop an awareness of the challenge of integrating management and leadership in a complex environment. **(2) Use and application of knowledge:** ... use their knowledge of future key competences to actively shape their own learning journey and support the development of colleagues and teams. ... use a vision to drive strategies and values to drive policies to create shared purpose and spirit for successful teamwork. ... apply the principles of transformational leadership in their daily management work and understand how to leverage its positive effects to contribute to sustainable business success. **(4) Personal development, ethical conduct & professionalism:** ... consider what will continue to change now and in the future and how best to adapt and keep learning.
Teaching content – Key content	**9.1 Hybrid Management & Leadership** Hybrid work; Managing remote teams: Managing mixed teams; New look at Malik: New look at the five Dimensions of transformational leadership (5ls). **9.2 New Leader & Worker Competencies** Hybrid work; New skills; Digital competencies & mindset; Leader competencies; Employee competencies linked to self-management **9.3 Leveraging Vision & Values to Shape Successful Teams** Vision; Creating vision for purpose; Values: Creating values to drive behaviour; Benefits of trust vs control.
Requirements for participation	Successful completion of M2
Link to other modules	M2 – Leadership Excellence & Communication

Usability in other modules/courses of study	The module is not intended or suitable for other study programmes at Kempten Business School.
Literature / Required reading on which the course is based	Deng, C., Gulseren, D., Isola, C., Grocutt, K., & Turner, N. (2023). Transformational leadership effectiveness: an evidence-based primer. *Human Resource Development International*, 26 (5), 627–641. https://doi.org/10.1080/13678868.2022.2135938 Ndalamba, K. K., Caldwell, C., & Anderson, V. (2018). Leadership vision as a moral duty. *Journal of Management Development*, 37 (3), 309–319. https://doi.org/10.1108/JMD-08-2017-0262 Ongena, G., Morsch, P., & Ravesteijn, P. (2024). Digital Leadership Competency to Enhance Digital Transformation. *International Journal of Innovation and Technology Management*, 21 (6), Article 2450042. Advance online publication. https://doi.org/10.1142/S0219877024500421 Puri, S., & Chandrasekar, A. (2022). WORK 3.0: Reimagining Leadership in a Hybrid World. Center for Creative Leadership (CCL). https://www.ccl.org/wp-content/uploads/2022/11/work-3-reimagining-leadership-in-a-hybrid-world-research-report-cc.pdf Winkler, K., & Bramwell, N. (2020). Connectedness: Leadership for a changing world. Linchpin. Winkler, K., König, S., & Heß, C. (2022). Managing and Leading Hybrid Teams. https://www.econstor.eu/handle/10419/260561/
Recommended additional reading	In-depth literature is provided on the individual subject areas in the Moodle online course (changing literature recommendations)
Examination Modalities	
Type and scope of the test	Presentation during the semester, graded.
Time of the test	During Module M9
Grading	
Weighting of the module grade in the overall grade	5 / 90

Module M10: Operations & Supply Chain Management (SCM) incl. Digital Process Management – *project based*

General Information	
Course of Study	MBA International Business Management & Leadership (Masters)
Module title (and if applicable number)	Operations & Supply Chain Management (SCM) incl. Digital Process Management – *project based* (M10)
Module responsible	Prof. Dr. Barbara Seeberg
If applicable, name of the course/subject	Operations & Supply Chain Management (SCM) incl. Digital Process Management – *project based* (M10) 10.1 Supply Chain Management & Platform Strategies 10.2 Circular Economy and Sustainable Supply Chains 10.3 Digital Process Management 10.4 Managing Digital Projects
Teachers	Prof. Dr. Barbara Seeberg / N.N. / N.N.
Event type / teaching and learning methods	Project-Based alongside Seminars, Exercises, Group work, Guest lectures, Coaching, Online Deep Dive, Online Self-Learning, Web-Live-Sessions
Type of course (compulsory, elective)	Compulsory
Credit Points	5 Credit Points
Workload in Time hours (detailed)	▪ Guided learning: 50 hours ▪ Self-directed learning: 75 hours
	▪ Total: 125 hours
Semester	2. Semester
Language	English
Offer cycle / frequency of the offer	1 implementation per year
Planned group size	15 to 25

Description of the Module	
Learning Outcomes The students …	**(1) Knowledge and understanding:** ... describe platform strategies that can be applied across operational functions to gain a strategic advantage and manage risks in supply chains. ... understand the complete workflow integration of frontend systems (e-commerce) with backend systems for forecasting, production planning, SCM etc. **(2) Use and application of knowledge:** ... manage projects related to operational activities and application of technological innovation. They learn through application and best practices. ... explore in depth the opportunities for work improvements through digital process management, both theoretical and practical application. **(4) Personal development, ethical conduct & professionalism:** ... consider the pros and cons of ethical and sustainable global supply chains, reflecting on the balance between profitability, sustainability, and ethical responsibility.
Teaching content - Key content	**10.1 Supply Chain Management & Platform Strategies** Operations management principles & strategies; Platform-based business models – designing supply chains and its strategies, reducing risks in supply chains, logistics for (online) retail & services. **10.2 Circular Economy and Sustainable Supply Chains** Circular economy principles & application in supply chain management; Sustainable sourcing, product design for recyclability, closed-loop practices. **10.3 Digital Process Management** Process management techniques for optimizing business processes and workflows. **10.4 Managing Digital Projects** In-depth exploration of project management principles & methodologies tailored to digital projects.
Requirements for participation	Successful completion of M3

Link to other modules	M3 – Digital Transformation & AI
Usability in other modules/courses of study	The module is not intended or suitable for other study programmes at Kempten Business School.
Literature / Required reading on which the course is based	Chopra, S. (2026). Supply chain management: Strategy, planning, and operation (8th ed., Global ed.). Pearson. https://elibrary.pearson.de/book/99.150005/9781292763927 Helmold, M., Küçük Yılmaz, A., Dathe, T., & Flouris, T. G. (2022). Supply Chain Risk Management: Cases and Industry Insights. Springer. https://doi.org/10.1007/978-3-030-90800-3 Jeston, J. (2022). Business Process Management: Practical Guidelines to Successful Implementations (5th ed.). Routledge. https://api.pageplace.de/preview/DT0400.9781000598827_A43309722/preview-9781000598827_A43309722.pdf Romeike, F., & Hager, P. (2020). Erfolgsfaktor Risikomanagement 4.0 (4. Aufl.). Springer. https://doi.org/10.1007/978-3-658-29446-5 Werner, H. (2020). Supply Chain Management (7. Aufl.). Springer. https://doi.org/10.1007/978-3-658-32429-2
Recommended additional reading	In-depth literature is provided on the individual subject areas in the Moodle online course (changing literature recommendations)
Examination Modalities	
Type and scope of the test	Project presentation during the semester, graded.
Time of the test	During Module M10
Grading	
Weighting of the module grade in the overall grade	5 / 90

Module M11: International Human Resource Management (HRM)

General Information	
Course of Study	MBA International Business Management & Leadership (Masters)
Module title (and if applicable number)	International Human Resource Management (HRM) (M11)
Module responsible	Prof. Dr. Katrin Winkler
If applicable, name of the course/subject	International Human Resource Management (HRM) (M11) 11.1 Strategic HRM & Global Mobility 11.2 Intercultural Management & Cross-Cultural Behavior
Teachers	Prof. Dr. Katrin Winkler / N. N. / N. N.
Event type / teaching and learning methods	Seminars, Exercises, Group work, Guest lectures, Coaching, Online Deep Dive, Online Self-Learning, Web-Live-Sessions
Type of course (compulsory, elective)	Compulsory
Credit Points	5 Credit Points
Workload in Time hours (detailed)	▪ Seminars (Classroom, workshops, coaching) OR Online Deep Dive (Virtual seminars, coaching): 22.5 hours ▪ Web Live Sessions: 3 hours ▪ Online Self-Learning (exercises and projects outside of the interactive seminars): 12 hours ▪ Exam preparation and implementation including homework, projects and group work: 87.5 hours
	Total: 125 hours
Semester	2. Semester (Fast Track) 4. Semester (Standard Track)
Language	English
Offer cycle / frequency of the offer	1 implementation per year
Planned group size	15 to 25

Description of the Module	
Learning Outcomes The students …	**(1) Knowledge and understanding:** ... explain the role of strategic human resource management (HRM) in creating frameworks for managers to effectively hire, develop, and retain staff. ... employ strategies to identify talent and develop people for organisational success. **(2) Use and application of knowledge:** ... apply tools from international HRM and global mobility to effectively manage international talent acquisition and workforce relocation. ... understand and value cultural differences, utilising a global perspective to hire and relocate talent across borders. ... analyse modern theories and methods of intercultural management and apply these insights to solve practical problems. **(3) Scientific research and methods:** ... possess a detailed overview of the current state of intercultural management research. **(4) Personal development, ethical conduct & professionalism:** ... conceptualise and measure intercultural competence.
Teaching content – Key content	**11.1 Strategic HRM & Global Mobility** Theory & function of global HR; structure & Workforce planning; Competency Framework; Polices; Manager role in everyday people management (hire, onboard, performance manager, employee development, retention), Procedures to attract & hire global staff; Retention as a key success factor; Succession Planning, Managing International Assignment. **11.2 Intercultural Management & Cross-Cultural Behavior** Relevance of Intercultural Management, Manifestations and Functions of Culture, Concepts of Culture, Intercultural Communication and Negotiations, Intercultural Competence, Intercultural Trainings.
Requirements for participation	No
Link to other modules	No

Usability in other modules/courses of study	The module is not intended or suitable for other study programmes at Kempten Business School.
Literature / Required reading on which the course is based	Bonache, J., Brewster, C., & Froese, F. J. (Eds.). (2020). Global mobility and the management of expatriates. Cambridge University Press. https://doi.org/10.1017/9781108679220 Holtbrugge, D. (2022). Intercultural management: Concepts, practice, critical reflection. SAGE Publications. Hofstede, G. (2001). Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations. SAGE Publications. https://doi.org/10.1016/S0005-7967(02)00184-5 Lazarova, M., Thomas, D. C., & Farndale, E. (2021). Essentials of international human resource management: Managing people globally (2nd ed.). Edward Elgar Publishing. https://www.e-elgar.com/shop/gbp/essentials-of-international-human-resource-management-9781788976794.html?srsltid=AU7gw4X9HmKXcb_3zOd07dnQFOKrkoM0MeZepRTTw3RirrjTwb44IYUg Lewis (2018): When cultures collide: Leading across cultures: Leading, teamworking and managing across the globe (3rd ed.). Nicholas Brealey Publishing. Schneider, S. C., & Barsoux, J. L. (2003). Managing across cultures. Pearson Education. https://www.academia.edu/17340212/_Schneider_S_Barsoux_J_2003_Managing_across_cultures_Prentice_Hall_Ch_1_Ch_2
Recommended additional reading	In-depth literature is provided on the individual subject areas in the Moodle online course (changing literature recommendations)
Examination Modalities	
Type and scope of the test	Presentation during the semester, graded.
Time of the test	During Module M11
Grading	
Weighting of the module grade in the overall grade	5 / 90

Module M12: Scientific Methodology - *Deep Dive*

General Information	
Course of Study	MBA International Business Management & Leadership (Masters)
Module title (and if applicable number)	Scientific Methodology – *Deep Dive* (M12)
Module responsible	Dr. Claudia Müller-Kreiner
If applicable, name of the course/subject	Scientific Methodology - *Deep Dive* (M12) 12.1 Overview of Scientific Analysis 12.2 Quantitative and Qualitative Research Methodologies 12.3 Preparation for Master Thesis
Teachers	Dr. Claudia Müller-Kreiner / N. N.
Event type / teaching and learning methods	Seminars, Exercises, Group work, Guest lectures, Coaching, Online Deep Dive, Online Self-Learning, Web-Live-Sessions
Type of course (compulsory, elective)	Compulsory
Credit Points	5 Credit Points
Workload in Time hours (detailed)	▪ Seminars (Classroom, workshops, coaching) OR Online Deep Dive (Virtual seminars, coaching): 22.5 hours ▪ Web Live Sessions: 3 hours ▪ Online Self-Learning (exercises and projects outside of the interactive seminars): 12 hours ▪ Exam preparation and implementation including homework, projects and group work: 87.5 hours
	▪ Total: 125 hours
Semester	2. Semester
Language	English
Offer cycle / frequency of the offer	1 implementation per year
Planned group size	15 to 25

Description of the Module	
Learning Outcomes The students …	**(1) Knowledge and understanding:** ... recall the expectations and academic requirements for a master's-level thesis, ensuring they understand the standards and structure needed for successful completion. **(2) Use and application of knowledge:** ... evaluate the pros and cons of different research methods and techniques, considering how they relate to the intended scientific knowledge and specific research questions. **(3) Scientific research and methods:** ... successfully apply both quantitative and qualitative research methods, demonstrating an understanding of the advantages and limitations of each approach. ... design, structure, and report research findings in a clear, academically rigorous manner. ... draft a comprehensive proposal for their final master's thesis, outlining the research objectives, methodology, and expected outcomes. ... critically reflect on the strengths and weaknesses of various research methods and techniques, assessing their relevance to specific scientific knowledge and research questions. **(4) Personal development, ethical conduct & professionalism:** ... consider ethical challenges in academic research and maintain academic integrity throughout the research process, ensuring adherence to ethical standards and responsible research practices.
Teaching content - Key content	**12.1 Overview of Scientific Analysis** Intro scientific research methods & analytical techniques in academic research; Exploration of quantitative methods & qualitative methods **12.2 Quantitative and Qualitative Research Methodologies** In-depth exploration of research methodologies: Practical applications to understand the process of designing and conducting studies: Analysis & ethics. **12.3 Preparation for Master Thesis** Guidance on developing a proposal for the thesis: Support in selecting appropriate research methods & designing research plan;

	Advice/resources for conducting literature reviews, organizing data & presenting findings effectively.
Requirements for participation	No
Link to other modules	Yes – Builds on Introduction to Scientific Methodology (M1.3)
Usability in other modules/courses of study	The module is not intended or suitable for other study programmes at Kempten Business School.
Literature / Required reading on which the course is based	American Psychological Association. (2020). Publication manual of the American Psychological Association (7th ed.). American Psychological Association. https://doi.org/10.1037/0000165-000 Besen-Cassino, Y & Cassino, D. (2023). Social Research Methods by Example Applications in the Modern World. Routledge. https://www.routledge.com/Social-Research-Methods-by-Example-Applications-in-the-Modern-World/Besen-Cassino-Cassino/p/book/9781032209203 Booth, W. C., Colomb, G. G., Williams, J. M., Bizup, J., & FitzGerald, W. T. (2024). The craft of research (5th ed.). University of Chicago Press. https://press.uchicago.edu/ucp/books/book/chicago/C/bo215874008 Gournelos, T. (2019). Doing Academic Research A Practical Guide to Research Methods and Analysis. Routledge. https://www.routledge.com/Doing-Academic-Research-A-Practical-Guide-to-Research-Methods-and-Analysis/Gournelos-Beck-Hackman/p/book/9781032849942 Moschis, G. (2024). Academic Research in Business and the Social Sciences. A Guidebook for Early Career Researchers. Springer. https://doi.org/10.1007/978-3-031-56548-9
Recommended additional reading	In-depth literature is provided on the individual subject areas in the Moodle online course (changing literature recommendations)
Examination Modalities	
Type and scope of the test	Portfolio exam, graded.
Time of the test	During Module M12
Grading	

Weighting of the module grade in the overall grade	5 / 90

Module M13: International Business Management (Electives)

General Information	
Course of Study	MBA International Business Management & Leadership (Masters)
Module title (and if applicable number)	International Business Management (Electives) (M13)
Module responsible	Astrid Menzl
If applicable, name of the course/subject	International Business Management (Electives) (M13) In this module, students choose from a diverse selection of elective courses designed to develop future leadership skills, aligned with their personal interests and career goals. While students have the option to take courses abroad at selected partner universities of Kempten Business School, this is not mandatory. Alternative options include online electives, such as those offered through the Virtuelle Hochschule Bayern (VHB) or directly by Kempten Business School. **Elective Options:** **Option 1: International Courses Abroad** Students can choose to study abroad and complete elective courses at selected partner universities. **Option 2: Online or On-site Electives** Students may opt for selected online or on-site courses from the Kempten Business School's portfolio or from the VHB (Virtuelle Hochschule Bayern), offering flexibility to tailor the learning experience according to their individual needs and career aspirations. They need to be taught in English language. This module enables students to expand their expertise in international business management, preparing them for leadership roles in global environments. The flexibility in both course selection and delivery method ensures a personalized, forward-looking academic experience without the requirement to study abroad.
Teachers	Various lecturers depending on the selected courses.
Event type / teaching and learning methods	Seminars, Exercises, Group work, Guest lectures, Coaching, Online Deep Dive, Online Self-Learning, Web-Live-Sessions

Type of course (compulsory, elective)	Compulsory
Credit Points	10 Credit Points
Workload in Time hours (detailed)	Equivalent to ▪ Seminars (Classroom, workshops, coaching) AND/OR Online Deep Dive (Virtual seminars, coaching): 45 hours ▪ Web Live Sessions: 6 hours ▪ Online Self-Learning (exercises and projects outside of the interactive seminars): 24 hours ▪ Exam preparation and implementation including homework, projects and group work: 175 hours
	Total: 500 hours
Semester	The availability of courses is dependent on the semester plan for each academic year.
Language	English
Offer cycle / frequency of the offer	The offering of courses is dependent on the semester plan for each academic year.
Planned group size	The group size is flexible and varies depending on the option chosen (international courses, online electives, etc.).
Description of the Module	
Learning Outcomes The students …	**(1) Knowledge and understanding:** ... enhance their learning in areas related to their job and/or personal interests. **(2) Use and application of knowledge:** ... expand their expertise in international business management, preparing them for leadership roles in global environments. **(3) Scientific research and methods:** …evaluate their personal interests in topics related to the electives to build good research questions, hypothesis and methods for the master thesis.

	(4) Personal development, ethical conduct & professionalism: ... identify areas for their personal and professional growth and learn self-directed with flexible choosing options. ... experience courses with international content and in multicultural groups, either by on-site learning at partner universities abroad, or through online/on-site courses with international content. ... acquire international exposure and contacts. ... experience cooperative work in multicultural teams and reflect on their own cultural awareness. ... reflect and develop their professional practices to be more inclusive, adaptive, and culturally competent, ensuring ethical conduct in global business environments.
Teaching content	Based on the respective study options
Requirements for participation	No
Link to other modules	No
Usability in other modules/courses of study	The module is not intended or suitable for other study programmes at Kempten Business School.
Literature / Required reading on which the course is based	Depends on the chosen elective course
Recommended additional reading	Changing literature recommendations provided with chosen courses.
Examination Modalities	
Type and scope of the test	Based on the respective study and examination regulations of the course options.
Time of the test	During Module M13
Grading	
Weighting of the module grade in the overall grade	10 / 90

Module M14: Master Thesis & Disputation

General Information	
Course of Study	MBA International Business Management & Leadership (Masters)
Module title (and if applicable number)	Master Thesis & Disputation (M14)
Module responsible	Prof. Dr. Sandra Niedermeier
If applicable, name of the course/subject	Master Thesis & Disputation (M14)
Teachers	Diverse, all lecturers who are authorized to examine
Event type / teaching and learning methods	Support and advice offered by the chosen supervisor of the master thesis
Type of course (compulsory, elective)	Compulsory
Credit Points	20 Credit Points
Workload in Time hours (detailed)	▪ Thesis preparation and disputation
	▪ Total: 500 hours
Semester	3. Semester (Fast Track) 4 & 5. Semester (Standard Track)
Language	English
Offer cycle / frequency of the offer	1 implementation per year
Planned group size	-
Description of the Module	
Learning Outcomes. The students …	**(3) Scientific research and methods:** ... apply all their MBA learning, including project management, research skills, and business writing abilities to prepare their master thesis.

	... orally present and defend their master thesis to show thought processes and ability to argue points and summarize finding.
Teaching content	None
Requirements for participation	Successfully competed a minimum of 50 of the 90 possible Credit Points
Link to other modules	Depends on the chosen topic
Usability in other modules/courses of study	The module is not intended or suitable for other study programmes at Kempten Business School.
Literature / Required reading on which the course is based	Depends on the chosen topic
Recommended additional reading	Depends on the chosen topic
Examination Modalities	
Type and scope of the test	Master Thesis (English) 30 minutes presentation.
Time of the test	During Module M14
Grading	
Weighting of the module grade in the overall grade	20 / 90