HOCHSCHULE FURTWANGEN UNIVERSITY HFU

Module Handbook

International Business Management MBA

SPO Version **13**

Dean of Studies – Prof. Dr. Eva Kirner

Faculty Business, Design & Media

Schwenningen Campus

Programme Learning Outcomes

▶ Subject-Specific Learning Outcomes

Graduates of the programme ...

- develop analytical skills and problem-solving competencies in relation to applied business administration challenges
- acquire up-to-date, practice-oriented specialist knowledge in the field of general management
- are enabled to deal effectively with complex situations and strengthen their decision-making abilities within an international business context

▶ Transferrable Skills

Graduates of the programme ...

- enhance their communication skills within a social context
- strengthen their social competence and develop the ability to work effectively in teams
- acquire the ability to critically reflect upon and adapt their behaviour in intercultural settings
- develop a personal career strategy
- acquire proficiency in the German language (for non-native speakers only)

▶ Professional Skills & Competencies

Graduates of the programme ...

- with prior professional experience in various disciplines (e.g., engineering, natural sciences, humanities, etc.), will progress to leadership positions requiring business and social competencies

§ 34 Master's Program International Business Management (MBA)

Please note: For information only – only the German original is legally binding.

(1) A total of 90 credits are required for successful completion of the master's program, which consists of three taught semesters.

(2) Language of instruction and examination in all MBA modules is English. The certificate and diploma are issued in English.

(3) Mandatory lectures and corresponding graded and non-graded assessments required for the successful completion of the master's program are shown in Table 2 (Table 1 shows an overview).

Table 1: Module Structure

Module / Semester	1	2	3	4	5	6
3	Thesis					
2	Strategy	Management Accounting	Economics	Entrepreneurial Management	Managing Business Processes	Managing Organizations and Change
1		Finance & Accounting		International Marketing & Psychology	Managing Teams & People	

Table 2: International Business Management MBA (1-3 Curricular Semester)

Module	Module component	Type of course	No. contact hours per week	Graded assessment	Non-graded assessment	Credit points
1. Curricular Semester						**30**
Strategy (Part 1) (6 of 9 credits)						
	Strategic Management	V/S	4	1sbPN		5
	Personal Career Strategy	S	1		1sbH	1
Finance & Accounting (6 credits)						
	Financial Accounting	V/S	2	1sbK		2
	International Finance	V/S	2	1K		3
	Quantitative Tools	Ü	1	1K		1
Economics (Part 1) (3 of 6 credits)						
	Managerial Economics	V/S	2	1K		3
International Marketing & Psychology (6 credits)						
	International Marketing	V/S	3	1sbA		3
	Behavioural Economics	V/Ü	2	1K		3
Managing Teams & People (9 credits)						
	Human Resource Management	V/S	2	1M		4
	Managing Cultural Diversity	V/S	2	1sbPN		4
	Team Building	S	1		1sbA	1
2. Curricular Semester						**30**
Strategy (Part 2) (3 of 9 credits)						
	Advanced Strategic Management	V/S	2	1sbH		3

Module	Module component	Type of course	No. contact hours per week	Graded assessment	Non-graded assessment	Credit points
Management Accounting (3 credits)						
	Cost Accounting	V/S	2	1K		3
Economics (Part 2) (3 of 6 credits)						
	International Economics	V/S	2	1K		3
Entrepreneurial Management (6 credits)						
	Entrepreneurship	S	2	1H		3
	Business Game	S	2	1sbA		3
Managing Business Processes (6 credits)						
	Operations and Supply Chain Management	V/S	2			
	Process Analysis and Design	S	1			
	Module Exam - Managing Business Processes	Pr		1K		6
Managing Organizations and Change (9 credits)						
	International Management	V/S	2	1sbM		3
	Leadership & Organizations	V/S	2	1sbM		3
	Sustainable Management	V/S	2	1K		3
3. Curricular Semester						**30**
Thesis (30 credits)						
	Thesis Seminar	S	2		1sbPN	3
	Master's Thesis			1T		27
Overall						**90**

Finance & Accounting

Module code:	Workload:	Credits:	Semester:	Frequency:	Duration:
IV-2026-3280	180 h	6	1	WiSe	1

Components:	Language:	Contact hours:	Self-study:	Class size:
a) Financial Accounting	English	2 SWS / 22.5h	37.5h	15
b) International Finance	English	2 SWS / 22.5h	67.5h	15
c) Quantitative Tools	English	1 SWS / 11.25h	18.75h	15

▶ Module Learning Outcomes:

After successfully completing the module, students will be able to

Knowledge

- know the fundamental theory and principles of international finance as well as financial accounting and reporting.

Comprehension

- discuss capital structures of international companies.
- discuss the most important methods as well as the main advantages and disadvantages of equity, debt and hybrid financing.

Practical Use

- employ and assess the most important methods of financial accounting.
- apply selected quantitative tools and develop spreadsheet calculations.
- apply the time value of money and discounted cash flow concepts for managerial decision taking.
- calculate the cost of capital (WACC).

Analysis

- appraise the capital asset pricing model.
- calculate financial ratios and analyse financial statements.

Synthesis

- explain cash flow based capital appraisal and company valuation techniques.
- develop the main measures of raising funds for different business situations and rating methods.

Evaluation

- interpret and evaluate selected key performance indicators.
- interpret balance sheets, income statements and cash flow statements.

▶ Individual Component Content

a) Financial Accounting

- Principles of financial accounting and reporting
- Financial statement analysis

b) International Finance

- Financing decisions and planning (capital structure, leverage effect, securities)
- Capital asset pricing model and weighted average cost of capital
- Investment decisions (capital appraisal techniques, i.e. NPV approach)
- Cash flow based valuation instruments

c) Quantitative Tools

- Students learn how to practically apply the theory from subjects A and B (e.g. Excel).

▶ Teaching Methods

a) Financial Accounting

- Lecture, seminar

b) International Finance

- Lecture, seminar

c) Quantitative Tools

- Practical

▶ Prerequisites

a) Financial Accounting

- None

b) International Finance

- None

c) Quantitative Tools

- None

▶ Methods of Assessment

a) Financial Accounting

◆ Written Exam during semester (sbK)	*Graded assessment*	2 CP

b) International Finance

◆ Written Examination (K)	*Graded assessment*	3 CP

c) Quantitative Tools

◆ Written Examination (K)	*Graded assessment*	1 CP

▶ Applicability of Module

Required module in:

- International Business Management MBA (SPO-Version: 13)

▶ Person responsible for Module and Lecturers

Person responsible for module:

- Prof. Dr. Rütger Conzelmann

Full-time lecturers:

a) Financial Accounting

- Prof. Dr. Rütger Conzelmann

b) International Finance

- Prof. Dr. Michael Lederer

c) Quantitative Tools

- Prof. Dr. Uwe Hack

Reading List

a) Financial Accounting

- Weygandt, Jerry J. and Paul D. Kimmel (2022): *Financial Accounting with International Financial Reporting Standards*, 5. Edition, n. p.: Wiley.
- Dyson, John and Ellie Franklin (2020): *Accounting for non-accounting students*, 10. Edition, n. p.: Pearson.
- Horngren, Charles (2023): *Financial Accounting, Global Edition*, 12. Edition, n. p.: Pearson.

b) International Finance

- Moles, Peter, Parrino Robert and David S. Kidwell (2011): *Corporate Finance, European Edition*, n. p.: Wiley.
- Brealey, Richard, Myers Stewart C. and Franklin Allen (2024): *Principles of Corporate Finance*, 14. Edition, n. p.: n. p..

c) Quantitative Tools

- None

International Marketing & Psychology

Module code:	Workload:	Credits:	Semester:	Frequency:	Duration:
IV-2026-3278	180 h	6	1	WiSe	1

Components:	Language:	Contact hours:	Self-study:	Class size:
a) International Marketing	English	3 SWS / 33.75h	56.25h	15
b) Behavioural Economics	English	2 SWS / 22.5h	67.5h	15

▶ Module Learning Outcomes:

After successfully completing the module, students will be able to

Knowledge

- identify the key decisions to be made in marketing and the criteria on which they are made.
- explain key concepts, heuristics, and biases from Behavioral Economics and relate them to real-world economic and managerial decisions.
- differentiate between normative economic models (e.g., Expected Utility Theory) and descriptive behavioral models (e.g., Prospect Theory).
- describe the role of System 1 and System 2 processes in judgment and decision-making.

Comprehension

- advise a business on the basis of case information on alternative marketing opportunities and make recommendations for marketing strategy.
- demonstrate an in-depth understanding of the concepts required for developing and managing global marketing concepts.

Practical Use

- apply marketing tools and models including product life cycle, MACS matrix, strategic and operational models for foreign market analysis and choice.
- apply behavioral economic principles to pricing, negotiation, product design, and choice architecture.
- assess how framing, anchoring, and reference points influence consumers' willingness to pay.
- design simple behavioral interventions (e.g., decoys, bundles, defaults) to influence choice outcomes.

Analysis

- use the different approaches and methods for managing and optimizing business processes.
- recognize common statistical fallacies such as base-rate neglect, regression to the mean, and overconfidence.
- interpret behavioral data and experimental findings relevant to consumer and market behavior.
- understand the added value and limitations of neuroscientific methods compared to self-report measures.

Synthesis

- demonstrate the ability to synthesize information and present a marketing case solution both orally and in writing.
- transfer behavioral insights to new domains such as finance, marketing, tourism, or public policy reflect on the ethical implications of influencing human behavior through choice architectures argue for or against behavioral interventions using empirical evidence.

Evaluation

- evaluate and critically reflect on the different possible solutions and strategies for foreign market entry and global business development.
- identify systematic deviations from rational behavior such as anchoring, loss aversion, mental accounting, and availability effects.
- analyze decision situations under risk and uncertainty using behavioral concepts.
- critically evaluate why seemingly irrational behavior can be predictable and systematic.

Individual Component Content

a) International Marketing

- Fundamentals of (International) Marketing
- Market Choice
- Market Entry
- (International) Product Mix
- (International) Pricing Mix
- (International) Distribution Mix
- (International) Communication Mix

b) Behavioural Economics

- Core concepts and foundations of Behavioral Economics
- Rational vs. behavioral models of decision-making
- System 1 and System 2 processes in judgment and choice
- Heuristics, biases, and cognitive fallacies
- Decision-making under risk and uncertainty
- Prospect Theory and loss aversion
- Anchoring, framing, and reference points
- Mental accounting and transaction utility
- Choice architecture, defaults, and decoy effects
- The power of free and zero-price effects
- Statistical reasoning errors (e.g., base-rate neglect, regression to the mean)
- Overconfidence and planning fallacies
- Behavioral pricing and willingness-to-pay
- Consumer neuroscience and NeuroPricing® approaches
- Applications in HR, marketing, pricing, negotiation, and consumer behavior

Teaching Methods

a) International Marketing

- Lecture, seminar

b) Behavioural Economics

- Lecture, practical

Prerequisites

a) International Marketing

- None

b) Behavioural Economics

- None

Methods of Assessment

a) International Marketing

◆ Practical Assignment during semester (sbA)	*Graded assessment*	3 CP

b) Behavioural Economics

◆ Written Examination (K)	*Graded assessment*	3 CP

Applicability of Module

Required module in:

- International Business Management MBA (SPO-Version: 13)

Person responsible for Module and Lecturers

Person responsible for module:

- Prof. Dr. Kai-Markus Müller

Full-time lecturers:

a) International Marketing

- Prof. Dr. Lucina Odoi

b) Behavioural Economics

- Prof. Dr. Kai-Markus Müller

Reading List

a) International Marketing

- Hollensen, Svend (2023): *Global Marketing*, 9. Edition, n. p.: Financial Times Prentice Hall.
- Jobber, David and Fiona Ellis-Chadwick (2023): *Principles and Practice of Marketing*, 10. Edition, n. p.: McGraw-Hill.
- Kotler, Philip, Keller Kevin L. and Alexander Chernev (2025): *Marketing Management*, 17. Edition, n. p.: Pearson Education.
- Usunier, Jean-Claude and Julie Anne Lee (2023): *Business & Marketing Across Cultures*, 1. Edition, n. p.: SAGE.
- Swoboda, Bernhard, Schramm-Klein Hanna and Tilo Halaszovich Halaszovich (2021): *Internationales Marketing*, 4. Edition, n. p.: Vahlen.

b) Behavioural Economics

- Kahneman, Daniel (2011): *Thinking, Fast and Slow*, 1. Edition, New York: Farrar, Straus and Giroux.
- Mueller, Kai-Markus and Gabriele Rehbock (2022): *The Invisible Game - The Secrets and the Science of Winning Minds and Winning Deals*, 1. Edition, London: John Wiley & Sons.
- (2017): *Consumer Neuroscience*, 1. Edition, Westminster, MD: MIT Press.

Managing Teams & People

Module code:	Workload:	Credits:	Semester:	Frequency:	Duration:
IV-2026-3287	270 h	9	1	WiSe	1

Components:	Language:	Contact hours:	Self-study:	Class size:
a) Human Resource Management	English	2 SWS / 22.5h	97.5h	15
b) Managing Cultural Diversity	English	2 SWS / 22.5h	97.5h	15
c) Team Building	English	1 SWS / 11.25h	18.75h	15

▶ Module Learning Outcomes:

After successfully completing the module, students will be able to

Knowledge

- explain key terms, concepts, and practical approaches in their own words.
- explain major developments in labor markets and the world of work.
- explain major effects in group dynamics.
- explain theories and frameworks that address the multiple determinants and implications of transcultural complexity.

Comprehension

- describe the significance of strategic human resource management.
- explain selected approaches of strategic human resource management and their practical functioning.
- diagnose major team dynamics when actively solving problems in team settings as team member.
- recognize the impact, the challenges and the opportunities of diverse leadership and management styles, teamwork and communication styles, etc.

Practical Use

- deal with intercultural differences in internationally diverse team settings by reflecting on their own behavior towards their impact on others.
- anticipate the effectiveness of different practical HR solutions within given contextual conditions.
- apply the learned concepts to practical cases shaped by cultural complexity.
- derive strategies to focus on cooperation potentials in global and/or interdisciplinary projects.

Analysis

- plan, design and evaluate the application of major concepts in human resource management in different given business settings.
- identify relationships between structural and cultural contextual factors and strategic HR policy solutions.
- transfer the learnings to their own current and future cross-cultural experiences at university and in work environments.

Synthesis

- ask the right questions when developing concrete HR management solutions.
- integrate theoretical and practical insights to design coherent HR strategies.
- develop individual and collective approaches and strategies for cooperating and leading in complex settings.
- further develop ideas on how they can initiate and help shape transcultural learning and cooperation processes themselves.

Evaluation

- explain where the practical limitations of different strategic HR management approaches lie.
- critically question given HR management solutions and critically respond to zeitgeist-driven opinions with scientifically grounded arguments.
- hold one's ground in a controversial discussion with a Head of HR on a strategic HR topic.
- critically reflect on concepts and tools to productively deal with cultural complexity.

▶ Individual Component Content

a) Human Resource Management

- Strategic human resource management
- Key- and bottleneck functions
- Talent acquisition
- Employer branding
- Talent development
- Selection
- Talent retention
- Performance Appraisal

b) Managing Cultural Diversity

- Interdisciplinary cooperation and transcultural leadership in globally acting organizations
- Dealing with unconscious biases in professional contexts
- Working in diverse teams, including virtual team collaboration
- The diversity of diversities, intersectionality and a relational approach as applied to international case studies
- Diversity moderation as a potential source and driver of value creation, innovation and sustainability

c) Team Building

- Time management
- Life cycle of a team
- Working groups and teams
- Salient behaviours and underlying values
- Knowledge, sensitivity and skills needed when working in multicultural teams

▶ Teaching Methods

a) Human Resource Management

- Lecture, seminar

b) Managing Cultural Diversity

- Lecture, seminar

c) Team Building

- Seminar

▶ Prerequisites

a) Human Resource Management

- None

b) Managing Cultural Diversity

- None

c) Team Building

- None

▶ Methods of Assessment

a) Human Resource Management

◆ Oral Examination (M)	*Graded assessment*	4 CP

b) Managing Cultural Diversity

◆ Presentation during semester (sbPN)	*Graded assessment*	4 CP

c) Team Building

◆ Practical Assignement during semester (sbA)	*Graded assessment*	1 CP

▶ Applicability of Module

Required module in:

- International Business Management MBA (SPO-Version: 13)

▶ Person responsible for Module and Lecturers

Person responsible for module:

- Prof. Dr. Armin Trost

Full-time lecturers:

a) Human Resource Management

- Prof. Dr. Armin Trost

b) Managing Cultural Diversity

- Prof. Dr. Julika Baumann Montecinos

c) Team Building

- Prof. Dr. Marc Peter Radke

▶ Reading List

a) Human Resource Management

- Trost, Armin (2020): *Human Resources Strategies*, Heidelberg: Springer.

b) Managing Cultural Diversity

- Appiah, Kwame A. (2006): *Cosmopolitanism: Ethics in a World of Strangers*, n. p.: W. W. Norton & Co..
- Baumann Montecinos, Julika and Tobias Grünfelder (2022): *What if we focus on developing commonalities? Results of an international and interdisciplinary Delphi study on transcultural competence.*, n. p.: International Journal of Intercultural Relations, https://doi.org/10.1016/j.ijintrel.2022.05.001.
- Grünfelder, Tobias and Julika Baumann Montecinos (2025): *What if we focus on developing commonalities? Implications of a relational concept for transcultural management*, n. p.: International Journal of Cross Cultural Management, https://doi.org/10.1177/14705958241307802.
- Bolten, Jürgen (2020): *Rethinking Intercultural Competence. In: G. Rings & S. Rasinger (Eds.). The Cambridge Handbook of Intercultural Communication.*, n. p.: Cambridge University Press..
- Lee, Yih-Teen and Shawn Quinn (2023): *Seeking Commonality While Preserving Difference: A Dynamic Balancing Approach for Leading Across Cultures. In: J. Baumann Montecinos et al. (Eds.): A Relational View on Cultural Complexity.*, n. p.: Springer.
- Sackmann, Sonja (2023): *Culturally Complex Work Settings: Characteristics and Requirements for Leadership from a Relational Perspective. In: J. Baumann Montecinos et al. (Eds.): A Relational View on Cultural Complexity.*, n. p.: Springer.
- Steers, Richard M. , Osland Joyce S. and Betina Szkudlarek (2024): *Management Across Cultures. Challenges, Strategies, and Skills*, n. p.: Cambridge University Press.

c) Team Building

- Katzenbach, Jon R. and Douglas K. Smith (2005): *The Wisdom of Teams: Creating the High-Performance Organization*, n. p.: Harvard Business School Press.

Economics

Module code:	Workload:	Credits:	Semester:	Frequency:	Duration:
IV-2026-3277	180 h	6	1+2	WiSe/SoSe	2

Components:	Language:	Contact hours:	Self-study:	Class size:
a) Managerial Economics	English	2 SWS / 22.5h	67.5h	15
b) International Economics	English	2 SWS / 22.5h	67.5h	15

▶ Module Learning Outcomes:

After successfully completing the module, students will be able to

Knowledge

- outline and present the stylized facts on international trade and international macroeconomic developments both from a historical and geographical perspective by using prominent economic data and indicators.
- outline and present the foundations of international microeconomic and macroeconomic theory and policy.
- outline and present the main economic tools used for the description of business phenomena within the firms' competitive and regulatory environment.

Comprehension

- understand, describe, and explain the main statistics used (i) to capture a country's international transactions in goods, services, and financial assets and (ii) to describe a country's international macroeconomic environment.
- understand, describe, and explain the main theories on international trade, exchange rates, and the balance of payments.
- understand, describe, and explain the principles, goals, advantages, and disadvantages of government policies towards international goods markets (e.g. tariffs) and financial markets (e.g. exchange rate interventions by central banks).
- understand, describe, and explain the most relevant business strategies available to a firm in specific market configurations and the conditions under which such strategies increase the long-term economic value of the firm.

Practical Use

- apply their theoretical and statistical knowledge on trade and international macroeconomics to different real-world situations in order to describe a country's macroeconomic, trade, and economic policy environment.
- apply the theories and concepts to current international policy debates on trade issues and problems of the international monetary system (e.g. trade tensions between China, Europe and the US, global imbalances).
- apply the acquired tools in simulated and real business situations that challenge the long-term perspectives of a firm.

Analysis

- analyse countries' trade, macroeconomic, and economic policy environments by using a wide range of international statistics.
- analyze the overall business situation in a given country and examine the challenges faced by a firm searching for business possibilities from an international perspective.

Evaluation

- critically evaluate and assess countries' trade, macroeconomic, and economic policy environments, drawing on appropriate analytical frameworks, and to apply these evaluations as inputs for strategic firm-level investment and production decisions (e.g. location choices for business activities or portfolio investments).
- analyse, evaluate, and assess countries' trade, macroeconomic, and economic policy environments and use the results as an input for strategic investment and production decisions at the firm level.

Individual Component Content

a) Managerial Economics

- The main objective of the course is to present and apply the main tools used for advanced and independent economic analysis of business situations/phenomena to inform strategic decision making. The course provides, from an economic perspective, the theoretical background needed for a critical interpretation and discussion of current academic research on organizations and strategic marketing. The main topics covered in the course are:
- Theoretical foundations of microeconomics
- Quantitative analysis of demand and supply
- The production process and cost structures within a firm
- The organization of the firm and the nature of the industry
- Managing in competitive, monopolistic, and monopolistically competitive markets
- Pricing strategies with market power
- Advance Business Strategies: Limit and predatory pricing, price discrimination, R&D and innovation, advertising and timing of product introductions
- Regulation, competition policy and the role of governments in the marketplace

b) International Economics

- The aim of the course is to familiarize students with basic economic theories and policy issues in international trade and macroeconomics and to set up a framework and a basis for efficient decision-making at the firm level in a globalised financial and production environment. The course covers the following topics:
- Trade theory
- Instruments and welfare effects of trade policy
- Theoretical foundations of macroeconomics and analysis of important (international) macroeconomic data and indicators
- Exchange rate theory and policy
- Analysis of the stylized facts on international trade and international macroeconomic developments both from a historical and geographical perspective

Teaching Methods

a) Managerial Economics

- Lecture, seminar

b) International Economics

- Lecture, Seminar

Prerequisites

a) Managerial Economics

- None

b) International Economics

- None

Methods of Assessment

a) Managerial Economics

◆ Written Examination (K)	*Graded assessment*	3 CP

b) International Economics

◆ Written Examination (K)	*Graded assessment*	3 CP

Applicability of Module

Required module in:

- International Business Management MBA (SPO-Version: 13)

Person responsible for Module and Lecturers

Person responsible for module:

- Prof. Dr. Daniel Cerquera Dussan

Full-time lecturers:

a) Managerial Economics

- Prof. Dr. Daniel Cerquera Dussan

b) International Economics

- Prof. Dr. Marc Peter Radke

Reading List

a) Managerial Economics

- Baye, Michael R. and Jeff T. Prince (2021): *Managerial Economics and Business Strategy*, 10. Edition, n. p.: McGraw-Hill International Edition.
- Kreps, David M. (2004): *Microeconomics for Managers*, 1. Edition, n. p.: W. W. Norton.
- Belleflamme, Paul and Martin Peitz (2015): *Industrial Organization: Markets and Strategies* , 2. Edition, n. p.: Cambridge University Press.
- Davis, Peter and Eliana Garcés (2009): *Quantitative Techniques for Competition and Antitrust Analysis*, 1. Edition, n. p.: Princeton University Press.
- Besanko, David, Dranove David, Shanley Mark and Schaefer Scott (2017): *Economics of Strategy*, 7. Edition, n. p.: John Wiley & Sons.

b) International Economics

- Krugman, Paul. R., Obstfeld Maurice and Marc. J. Melitz (2022): *International Economics: Theory & Policy*, 12. Edition, n. p.: Pearson.
- Mankiw, Nicholas G. and Mark. P. Taylor (2023): *Economics*, 6. Edition, n. p.: Cengage.
- Pugel, Thomas A. (2023): *International Economics*, 18. Edition, n. p.: McGraw-Hill.

Strategy

Module code:	Workload:	Credits:	Semester:	Frequency:	Duration:
IV-2026-3282	270 h	9	1+2	WiSe/SoSe	2

Components:	Language:	Contact hours:	Self-study:	Class size:
a) Strategic Management	English	4 SWS / 45h	105h	15
b) Personal Career Strategy	English	1 SWS / 11.25h	18.75h	15
c) Advanced Strategic Management	English	2 SWS / 22.5h	67.5h	15

▶ Module Learning Outcomes:

After successfully completing the module, students will be able to

Knowledge

- be familiar with the process of how strategy for an industry, an enterprise, and in competition is formulated, and implemented.
- know and apply the fundamental theory and principles of strategic management.

Comprehension

- comprehend various dimensions and schools of thought of strategic management.

Practical Use

- sort out (from the available - generally a comprehensive, complex case situation) the important from the not-so-important, being articulate and being explicit about strategic alternatives.

Analysis

- perform strategic assessments on different levels - for an institution, or a division, or a unit within an institution, and across various contexts and industries.

Synthesis

- put it all together in a strategic course of action which describes not only what to do, but also how to do it and when.

Evaluation

- interpret and learn to cope with complex decision-making in uncertain environments and appreciate the power of organizations when linking implementation to strategy formulation.

Individual Component Content

a) Strategic Management

- A generic strategy model of three building blocks to be introduced in the kick-off meeting, and serving as course structure and guideline.
- The goal of industry and environmental analysis is to enhance strategy formulation.
- Any formulated strategy is ineffective if not well implemented, particularly in a fast-paced environment.
- Thus, the ultimate goal of all three aspects is to position the organization to perform well in the long run by creating and sustaining competitive advantage.
- Later course days add a dynamic perspective, introducing innovation, imitation, and multi-business companies.

b) Personal Career Strategy

- Along with the introduction to business and competitive strategy in "Strategic Management", students will be challenged to work on their own personal career strategies.
- The aim is to provide guidance to personal development beyond the MBA after graduation.
- Our assumption: Being a responsible manager (and manage others) requires mastering of one's own professional competences and development.

c) Advanced Strategic Management

- Hypercompetition is characterized by intense and rapid moves in which competitors must act quickly to build advantages and erode the advantages of their rivals.
- The hypercompetition approach and the so-called “New Seven S” provide a theory basis for understanding and making strategy in an environment of uncertainty and aggressive change.
- On-the-edge strategic behavior, as framed by Eisenhardt and Brown, with techniques such as time-pacing, patching, and improvising, will give students more hands-on tools and approaches.
- In addition, there will be an introduction to concepts and examples of game theory, and the module will end with learning organizations.

Teaching Methods

a) Strategic Management

- Lecture, seminar

b) Personal Career Strategy

- Seminar

c) Advanced Strategic Management

- Lecture, seminar

Prerequisites

a) Strategic Management

- The module is designed as an integrative course. It builds on participants' prior business education. There are close links with Marketing and Operations/Supply Chain Management as well as International Management and Finance. Students entering the module are expected to possess basic exposure and openness to all functional areas of management (including marketing, finance/ accounting, operations, organizational behavior), analytical and quantitative skills (including statistics, economics, and the use of computer tools), basic understanding of organization theories and behavioral concepts.

b) Personal Career Strategy

- The module is designed as an integrative course. It builds on participants' prior business education. There are close links with Marketing and Operations/Supply Chain Management as well as International Management and Finance. Students entering the module are expected to possess basic exposure and openness to all functional areas of management (including marketing, finance/ accounting, operations, organizational behavior), analytical and quantitative skills (including statistics, economics, and the use of computer tools), basic understanding of organization theories and behavioral concepts.

c) Advanced Strategic Management

- The module is designed as an integrative course. It builds on participants' prior business education. There are close links with Marketing and Operations/Supply Chain Management as well as International Management and Finance. Students entering the module are expected to possess basic exposure and openness to all functional areas of management (including marketing, finance/ accounting, operations, organizational behavior), analytical and quantitative skills (including statistics, economics, and the use of computer tools), basic understanding of organization theories and behavioral concepts.

Methods of Assessment

a) Strategic Management

◆ Presentation during semester (sbPN)	*Graded assessment*	4 CP

b) Personal Career Strategy

◆ Written Assignment during semester (sbH)	*Graded assessment*	1 CP

c) Advanced Strategic Management

◆ Written Assignment during semester (sbH)	*Graded assessment*	3 CP

Applicability of Module

Required module in:

- International Business Management MBA (SPO-Version: 13)

Person responsible for Module and Lecturers

Person responsible for module:

- Prof. Dr. Niels Behrmann

Full-time lecturers:

a) Strategic Management

- Prof. Dr. Michael Lederer
- Prof. Dr. Niels Behrmann

b) Personal Career Strategy

- Dr. Ralf Forcher

c) Advanced Strategic Management

- Prof. Dr. Niels Behrmann

▶ Reading List

a) Strategic Management

- Mintzberg, Henry (n.d.): *Readings in the Strategy Process*, n. p.: Prentice Hall.
- HBR's Must-Reads on Strategy ("HBR Reader").

b) Personal Career Strategy

- Hammond, John S. , Keeney Ralph L. and Howard Raiffa (1999): *Smart Choices: A Practical Guide to Making Better Decisions*, n. p.: Harvard Business School Press.
- Drucker, Peter F. (1999): *Managing Oneself*, n. p.: HBR.

c) Advanced Strategic Management

- D'Aveni, Richard A. (1995): *Hypercompetitive Rivalries*, n. p.: Free Press.
- Brown, Shona L. and Kathleen M. Eisenhardt (1998): *Competing on the Edge: Strategy as Structured Chaos*, n. p.: Harvard Business Review Press.
- Yoffie, David B. and Mary Kwak (2003): *Judo Strategy: Turning Your Competitors Strength to Your Advantage*, n. p.: Harvard Business Review Press.
- Cusumano, Michael and Richard Selby (1998): *Microsoft Secrets: How the World's Most Powerful Software Company Creates Technology, Shapes Markets, and Manages People*, n. p.: Simon and Schuster.
- Cusumano, Michael A. and David B. Yoffie (1998): *Competing On Internet Time: Lessons From Netscape and Its Battle With Microsoft*, n. p.: Simon and Schuster.
- Taleb, Nassim Nicholas (2010): *The Black Swan: The Impact of the Highly Improbable*, 2. Edition, n. p.: Random House.

Entrepreneurial Management

Module code:	Workload:	Credits:	Semester:	Frequency:	Duration:
IV-2026-3279	180 h	6	2	SoSe	1

Components:	Language:	Contact hours:	Self-study:	Class size:
a) Entrepreneurship	English	2 SWS / 22.5h	67.5h	15
b) Business Game	English	2 SWS / 22.5h	67.5h	15

▶ Module Learning Outcomes:

After successfully completing the module, students will be able to

Knowledge

- be familiar with the process of how new enterprises are conceived, financed, organized, and managed.
- know and apply the fundamental theory and principles of entrepreneurial management.

Comprehension

- discuss and comprehend the nexus between the entrepreneur and the business opportunity.

Practical Use

- apply financing methods to plan and secure a new venture.
- apply the planning of the marketing mix, the production capacities and investments, quantity and productivity of personnel, financial requirements.

Analysis

- analyze and calculate management accounting reports, financial results and competitors' activities.
- appraise organizational and managerial competences needed to compete in an environment of high uncertainty and change, including the connection between innovation and strategy.

Synthesis

- explain how entrepreneurial ventures are managed throughout the phases of its development.
- develop, compile and present a professional business plan.

Evaluation

- experience and evaluate links to business management by adopting a holistic approach.
- interpret and learn to cope with complex decision-making in teams in uncertain situations through the use of a computer-based planning model.

▶ Individual Component Content

a) Entrepreneurship

- A process perspective is applied to approach the entrepreneurial phenomenon:
- How to generate ideas for a new venture
- How to screen, evaluate, and develop a promising idea into a viable product or service concept
- Linking opportunities to traits and characteristics of entrepreneurs
- How to finance the start-up
- How to compile a business plan that satisfies the requirements of banks and venture capitalists, and serves as a solid guideline for the further development of the venture
- The internet as a promising and exciting field for entrepreneurial activity
- Create the new venture and position it to perform well in the long run by achieving and sustaining competitive advantage

b) Business Game

- Four to six decision phases ("periods") requiring management decisions concerning the following business functions:
- Marketing and Sales (marketing mix decisions)
- Purchasing/inventory management; production capacities and capital expenditure
- Research and development; human resource management
- Finance (planning of financial requirements and funding)
- Interpretation of management accounting reports and financial results
- Analysis of competitors' activities and own company's performance
- Group presentations on advertising concepts, presentation of company strategy, financial performance and outlook in an "investors' meeting" or "general assembly"

▶ Teaching Methods

a) Entrepreneurship

- Seminar

b) Business Game

- Seminar

▶ Prerequisites

a) Entrepreneurship

- Fundamental knowledge of the main business functions (finance, marketing, strategy); cross-references to various general management finance courses

b) Business Game

- Fundamental knowledge of the main business functions (finance, marketing, strategy); cross-references to various general management finance courses

▶ Methods of Assessment

a) Entrepreneurship

◆ Written Assignment (H)	*Graded assessment*	3 CP

b) Business Game

◆ Practical Assignment during semester (sbA)	*Graded assessment*	3 CP

▶ Applicability of Module

Required module in:

- International Business Management MBA (SPO-Version: 13)

▶ Person responsible for Module and Lecturers

Person responsible for module:

- Prof. Dr. Michael Lederer

Full-time lecturers:

a) Entrepreneurship

- Prof. Dr. Michael Lederer

b) Business Game

- Prof. Dr. Rütger Conzelmann

▶ Reading List

a) Entrepreneurship

- Storey, David J. and Francis J. Greene (2010): *Small Business and Entrepreneurship*, n. p.: Prentice Hall.
- Kaplan, Jack M. and Anthony C. Warren (n.d.): *Patterns of Entrepreneurship Management*, n. p.: Wiley.
- Baron, Robert A. and Scott A. Shane (2005): *Entrepreneurship: A Process Perspective*, n. p.: Thomson/ South-Western.
- Wickham, Philip A. (n.d.): *Strategic Entrepreneurship*, 4. Edition, n. p.: Prentice Hall.
- Timmons, Jeffry A. and Stephen Spinelli Jr. (n.d.): *New Venture Creation: Entrepreneurship For the 21st Century*, 7. Edition, n. p.: McGraw-Hill, International Edition.
- Sahlmann, William F. (n.d.): *How to Write a Great Business Plan*, n. p.: HBR.

b) Business Game

- TOPSIM - General Management II: Participants Manual.

Management Accounting

Module code:	Workload:	Credits:	Semester:	Frequency:	Duration:
IV-2026-3262	90 h	3	2	SoSe	1

Components:	Language:	Contact hours:	Self-study:	Class size:
a) Cost Accounting	English	2 SWS / 22.5h	67.5h	15

▶ Module Learning Outcomes:

After successfully completing the module, students will be able to

Knowledge

- understand the relevance of management accounting in the context of managing the business.
- know the fundamental principles of management accounting.
- be familiar with the basic principles of cost accounting and budgeting.
- be familiar with management accounting tools such as CVP, BSC, and flexible budgets.

Comprehension

- understand the purpose of cost accounting.
- understand how cost behavior is used in making decisions.
- comprehend the purpose of investment analysis.
- discuss the purpose of budgeting in combination with variance analysis and use BSC as a comprehensive management tool.

Practical Use

- apply cost accounting methods to determine contribution margin and total product cost.
- develop budgets and variance analysis.
- use techniques for investment decision making.
- apply BSC in general management of companies.

Analysis

- use analytical tools for decision making purposes.
- evaluate the economics of investment decisions.
- use sensitivity analysis in budgeting.

Synthesis

- explain the purpose of management accounting.
- distinguish financial accounting from management accounting.
- understand different ideas of various cost accounting principles.

Evaluation

- apply different methods of investment decision making.
- apply budgeting as a management accounting method.
- compare different cost accounting principles.

Individual Component Content

a) Cost Accounting

- Background to management accounting
- Cost accounting
- CVP-analysis
- Budgeting
- Investment decision making
- Variance Analysis
- BSC

Teaching Methods

a) Cost Accounting

- Lecture, exercises, cases

Prerequisites

a) Cost Accounting

- None

Methods of Assessment

a) Cost Accounting

◆ Written Examination (K)	*Graded assessment*	3 CP

Applicability of Module

Required module in:

- International Business Management MBA (SPO-Version: 13)

Person responsible for Module and Lecturers

Person responsible for module:

- Prof. Dr. Uwe Hack

Full-time lecturers:

a) Cost Accounting

- Prof. Dr. Uwe Hack

Reading List

a) Cost Accounting

- Horngren, Charles T. et al. (2010): Cost Accounting: A Managerial Emphasis, n. p.: Pearson Education.
- Atkinson, Anthony A., Kaplan Robert S. et al. (2013): Management Accounting: Information for Decision-Making and Strategy Execution, n. p.: Pearson Education Limited.
- Various additional readings will be announced during the respective courses and/or provided as handouts.

Managing Business Processes

Module code:	Workload:	Credits:	Semester:	Frequency:	Duration:
IV-2026-3281	180 h	6	2	SoSe	1

Components:	Language:	Contact hours:	Self-study:	Class size:
a) Operations and Supply Chain Management	English	2 SWS / 22.5h	67.5h	15
b) Process Analysis and Design	English	1 SWS / 11.25h	78.75h	15

▶ Module Learning Outcomes:

After successfully completing the module, students will be able to

Knowledge

- know process types, categories and process hierarchy.
- understand the general structure of production systems and main business processes determining Operations and the necessity for improvement.

Comprehension

- understand procedures and methods regarding forecasting, locational decisions, product design, purchasing, operations and logistics, Lean Production and Quality Management.
- understand the major business processes (process types and hierarchy, process elements, flow of material and information,...) related to Operations and different approaches and methods for optimization of the above mentioned major business processes.

Practical Use

- use the different approaches and methods for managing and measuring business processes.
- apply different procedures and methods regarding forecasting, locational decisions, product design, purchasing, operations and logistics, Lean Production and Quality Management.

Analysis

- analyse business processes, process indicators and weaknesses in business processes.
- analyse the results of applying the above mentioned procedures and tools.

Synthesis

- interpret and combine different sets of information provided by various indicators in order to derive a final conclusion.
- define areas for improvement and set-up appropriate approaches for improvement to redesign business processes, operations and logistics.

Evaluation

- evaluate and critically reflect different possible findings and select the most successful ones.

▶ Individual Component Content

a) Operations and Supply Chain Management

- Introduction (some definitions, importance of production and Operations Management (OM), history of OM, critical areas and trends in OM, characteristics of goods and services,...)
- Forecasting (forecasts and their use, qualitative and quantitative methods like composite sales force, Delphi, moving averages, linear and non-linear regression, exponential smoothing, MAD, MSE,...)
- Locational Strategy (strategic process, triggers for locational decisions, decision process, methods for locational planning like factor-rating, centre-of-gravity, locational break-even-analysis, transportation models)
- Product Design (product development processes and their inputs/outputs, Simultaneous Engineering, Prototyping,...)
- Purchasing (purchasing processes and their levers for improvement, supply strategies like multiple- and singlesourcing, global sourcing, forward sourcing, fixed-quantity and fixed-period models, Economic Order Quantity,...)
- Operations and Logistics (trends in production like automation), Production Controlling
- Lean Production (types of waste, indicators for waste, principles, Value Stream Analysis,...)
- Quality Management (international quality standards and regulations, Quality Assurance and Quality Management, Quality Management systems like EN ISO 9001 and EFQM, Total Quality Management (TQM),...)

b) Process Analysis and Design

- Processes and organizational structures (types of processes, industrial vs. service processes, process hierarchy, necessity for process improvement,...)
- Business Process analysis and reengineering (Little's Law, Process Costing, Quality, Theory of Constraints, bottleneck analysis,...)
- Business Processes Management (key performance indicators in different business functions, e.g. Sales and Marketing, Purchasing,... and their application resp. limitations)

▶ Teaching Methods

a) Operations and Supply Chain Management

- Lecture, seminar

b) Process Analysis and Design

- Seminar

▶ Prerequisites

a) Operations and Supply Chain Management

- Successful completion of the following lectures: Managerial Economics, Financial Accounting, Quantitative Tools

b) Process Analysis and Design

- Successful completion of the following lectures: Managerial Economics, Financial Accounting, Quantitative Tools

▶ Methods of Assessment

a) Operations and Supply Chain Management

- Module Exam: Written Examination (K) *Graded assessment* 6 CP

b) Process Analysis and Design

◆ Module Exam: Written Examination (K)	*Graded assessment*	See component a)

▶ Applicability of Module

Required module in:

- ◆ International Business Management MBA (SPO-Version: 13)

▶ Person responsible for Module and Lecturers

Person responsible for module / lecturer:

- ◆ Dean of Studies International Business Management MBA

Full-time lecturers:

a) Operations and Supply Chain Management

- ◆ Prof. Dr. Wolf-Dietrich Schneider

b) Process Analysis and Design

- ◆ Prof. Dr. Wolf-Dietrich Schneider

▶ Reading List

a) Operations and Supply Chain Management

- ◆ Anupindi, Ravi, Chopra Sunil, Deshmukh Sudhakar D., Van Mieghem Jan A. and Eitan Zemel (2011): *Managing Business Process Flows: Principles of Operations Management*, n. p.: Prentice Hall.
- ◆ Heizer, Jay, Render Barry and Chuck Munson (2020): *Principles of Operations Management: Sustainability and Supply Chain Management*, n. p.: Prentice Hall.

b) Process Analysis and Design

- ◆ See component a)

Managing Organizations and Change

Module code:	Workload:	Credits:	Semester:	Frequency:	Duration:
IV-2026-3288	270 h	9	2	SoSe	1

Components:	Language:	Contact hours:	Self-study:	Class size:
a) International Management	English	2 SWS / 22.5h	67.5h	15
b) Leadership & Organizations	English	2 SWS / 22.5h	67.5h	15
c) Sustainable Management	English	2 SWS / 22.5h	67.5h	15

▶ Module Learning Outcomes:

After successfully completing the module, students will be able to

Knowledge

- explain different leadership theories.
- be aware of the interdependence of leadership, strategy, and organizational design.
- understand the drivers of global economy and how managers can act in a globalized world.
- understand the main parts of the digital transformation (digitization of the business models & the business process, as well as the organizational transformation).

Comprehension

- describe key concepts of organizational behavior, including motivation, power and team dynamics.
- discuss the relationship between leadership, strategy, and organizational effectiveness.
- understand how managers can act and manage a global organization in a globalized and digitized world.
- understand the challenges of sustainable business management.

Practical Use

- apply leadership theories to real-world managerial situations.
- apply appropriate tools in order to develop a global strategy.
- apply appropriate tools in order to develop digital business models for a globalized world (e.g., BMC).
- apply appropriate tools to implement digital tools (e.g., RPA) in the organization.

Analysis

- analyze and assess the changes in the business environment regarding sustainable development and understand the role and changing attitudes of different stakeholder groups.
- determine opportunities and risks in international organizations and define measures for improvements.
- analyze complex organizational challenges using leadership and organizational frameworks.
- analyze global markets and develop a strategy based on identified opportunities and threats, while evaluating digital business models and understanding the impact of market changes on those models.

Synthesis

- adapt and apply the tools of Management Accounting that are necessary to support sustainable management.
- categorize the main success drivers for change and propose their implementation.
- integrate leadership and organizational design into coherent action plans.
- combine insights from strategy, marketing, finance into a (global) strategy and a (digital) business model.

Evaluation

- evaluate the concepts of Sustainability Reporting and judge sustainability reports.
- appraise the international trends regarding responsible investing and their meaning for sustainable management.
- critically evaluate the effectiveness of leadership approaches in complex and ambiguous environments.
- evaluate organizations and business units throughout their entire supply and value chains and recommend measures to enhance sustainable development.

▶ Individual Component Content

a) International Management

- Success drivers for international organizations from different perspectives, in particular from a management and organization point of view with the objective to build or improve sustainable development.

b) Leadership & Organizations

- Major leadership approaches
- Current challenges regarding organizational structure
- The role of power dynamics in organizations
- Effect of leadership decisions on team performance, motivation and innovation
- Team effectiveness

c) Sustainable Management

- Business strategies and accounting tools that create economic value for the company and simultaneously improve the quality of the company's environmental and social "footprint". These strategies have far reaching implications for all functional areas in a company, from supply chain management to accounting, marketing and finance.

▶ Teaching Methods

a) International Management

- Lecture, seminar

b) Leadership & Organizations

- Lecture, seminar

c) Sustainable Management

- Lecture, seminar

▶ Prerequisites

a) International Management

- None

b) Leadership & Organizations

- None

c) Sustainable Management

- None

▶ Methods of Assessment

a) International Management

◆ Oral Examination during semester (sbM)	*Graded assessment*	3 CP

b) Leadership & Organizations

◆ Oral Examination during semester (sbM)	*Graded assessment*	3 CP

c) Sustainable Management

◆ Written Examination (K)	*Graded assessment*	3 CP

▶ Applicability of Module

Required module in:

- International Business Management MBA (SPO-Version: 13)

▶ Person responsible for Module and Lecturers

Person responsible for module:

- Prof. Dr. Eva Kirner

Full-time lecturers:

a) International Management

- Prof. Dr. Michael Hepp

b) Leadership & Organizations

- Prof. Dr. Eva Kirner

c) Sustainable Management

- Prof. Dr. Frank Kramer

▶ Reading List

a) International Management

- Phatak, Arvind V., Bhagat Rabi S. and Roger J. Kashlak (2009): *International Management. Managing in a Diverse and Dynamic Global Environment*, 2. Edition, n. p.: McGraw-Hill.
- Ghemawat, Pankaj (2007): *Redefining Global Strategy: Crossing Borders in a World Where Differences Still Matter*, n. p.: Harvard Business School Press.
- Simon, Hermann (2009): *Hidden Champions of the Twenty-First Century: The Success Strategies of Unknown World Market Leaders*, n. p.: Springer.
- Blank, Steve and Bob Dorf (2020): *The Startup Owner's Manual: The Step By Step Guide for Building a Great Company.*, 1. Edition, n. p.: K & S Ranch.

b) Leadership & Organizations

- Day, David V. (2024): *Developing Leaders and Leadership*, n. p.: Palgrave Macmillan.
- Harrison, Christian (2018): *Leadership Theory and Research: A Critical Approach to New and Existing Paradigms*, n. p.: Palgrave Macmillan.
- Picot, Arnold, Reichwald Ralf, Wigand Rolf, Möslein Kathrin and Rahild Neuburger (2023): *The Boundaryless Enterprise. Information, Organization & Leadership*, n. p.: Springer.

c) Sustainable Management

- Kramer, Frank (2025): *Sustainable Management: Part 1 - 8*, n. p.: n. p..

Thesis

Module code:	Workload:	Credits:	Semester:	Frequency:	Duration:
IV-2026-3283	900 h	30	3	WiSe	1

Components:	Language:	Contact hours:	Self-study:	Class size:
a) Thesis Seminar	English	2 SWS / 22.5h	67.5h	15
b) Master's Thesis	English	0 SWS / 0h	810h	15

Additional module information: This module is built on all other modules of this programme.

▶ Module Learning Outcomes:

After successfully completing the module, students will be able to

Knowledge

- know all relevant scientific standards for writing an academic thesis.

Practical Use

- review relevant academic literature and sources for a defined thesis topic.
- define, narrow, and formulate a specific business-related research topic.
- apply and reflect relevant business knowledge in relation to a given research problem.

Analysis

- demonstrate the ability to independently analyse a given problem from multiple perspectives and to reflect on it in a structured manner.

Synthesis

- synthesise multiple ideas, perspectives, and scientific sources related to a defined thesis topic.
- integrate structured viewpoints into a coherent and well-structured academic document.

▶ Individual Component Content

a) Thesis Seminar

- Introduction to the international standards of academic research and writing
- Strategies to find, define and focus on a thesis topic
- Strategies to plan, structure, and write a Master's thesis
- Thesis evaluation criteria

b) Master's Thesis

- In this module component, students independently plan, conduct, and complete a Master's thesis in accordance with internationally accepted standards of academic research and writing as well as the specific regulations and guidelines of Faculty IV (HFU Business School). The module component focuses on the systematic development of a research question, the application of appropriate research methods, the critical analysis of relevant literature and data, and the clear and coherent presentation of results. Students are required to document their work in a written thesis and to submit it within the prescribed timeframe.

  It is the responsibility of each individual student to identify a thesis topic and two supervisors. At least one of the supervisors must be a professor of Faculty IV (HFU Business School).

▶ Teaching Methods

a) Thesis Seminar

- Seminar

b) Master's Thesis

- Thesis

▶ Prerequisites

a) Thesis Seminar

- This module is built on all other modules of this program.

b) Master's Thesis

- All but two exams must have been passed successfully.

Methods of Assessment

a) Thesis Seminar

◆ Presentation during semester (sbPN)	*Graded assessment*	3 CP

b) Master's Thesis

◆ Thesis (T)	*Graded assessment*	27 CP

Applicability of Module

Required module in:

- International Business Management MBA (SPO-Version: 13)

Person responsible for Module and Lecturers

Person responsible for module / lecturer:

- Dean of Studies International Business Management MBA

Full-time lecturers:

a) Thesis Seminar

- Prof. Dr. Marc Peter Radke

b) Master's Thesis

- All professors of the faculty

Reading List

a) Thesis Seminar

- Bailey, S. (2011): *Academic writing. A handbook for international students.* , 3. Edition, n. p.: Routledge.
- Russey, W. E. (2006): *How to Write a Successful Science Thesis.* , n. p.: Wiley-VCH.
- Turabian, K. L. (2018): *A Manual for Writers of Research Papers, Theses, and Dissertations.*, 9. Edition, n. p.: The University of Chicago Press.
- Radke, M. P. (2026): *Academic Writing and Research – A Guide for Students. Unpublished presentation.*, n. p.: Furtwangen University.
- Creswell, J. W. and J. D. Creswell (n.d.): *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*, 6. Edition, 2022: Sage Publications.
- Saunders, M., Lewis P. and A. Thornhill (2019): *Research Methods for Business Students.*, 8. Edition, n. p.: Pearson.
- American Psychological Association, (2020): *Publication manual of the American Psychological Association*, 7. Edition, n. p.: APA.
- American Psychological Association, (2020): *Concise guide to APA style*, 7. Edition, n. p.: APA.
- University of Chicago Press, (2017): *The Chicago manual of style*, 17. Edition, n. p.: University of Chicago Press.
- Pears, R. and G. Shields (2019): *Cite them right: The essential referencing guide*, 11. Edition, n. p.: Red Globe Press.

b) Master's Thesis

- Depending on the thesis topic.