



Business Development Msc

Study Abroad Course List

Tuition fee: 2600/2900 USD

You can find the course descriptions by clicking on the Course title!

For course syllabi, please contact the Study Abroad Office!

Course title	Semester	Credits (ECTS)
Project Management	Fall	6
Business Analysis and Valuation	Fall	9
Strategic Management and Leadership	Fall	9
Business Intelligence	Fall	6
ESG in Corporate Practice	Fall	6
Sustainable HR	Fall	6
Entrepreneurial and IP Law	Fall	9
Production & Process Management	Spring	6
Corporate Entrepreneurship	Spring	6
Applied Statistics & Econometrics	Spring	6
Theories and Practice of Innovation	Spring	9
Entrepreneurship Theory and Practice	Spring	9
Advanced Communication for Leaders	Spring	6
Tutorial: Startup Lab	Spring	9
Marketing Analysis and Planning	Spring	9

Detailed information about the courses:



Production and Process Management

Language of instruction:	English
Form of teaching:	lecture
Class hours per week:	2x90 min.
Credits (ECTS):	6
Course description:	Production and process management deals with the efficient utilization of resources to produce products and services. It plays a crucial role in achieving business strategy, as its sustainability is based mainly on outstanding operations capabilities that are not easy to copy. During the semester, students have the opportunity to see typical examples to be found in company case studies, and to meet professionals in the field.
Assessment methods:	Class work, midterm exam, final exam
Teaching period:	Spring Semester

Project Management

Language of instruction:	English
Form of teaching:	lecture
Class hours per week:	2x90 min.
Credits (ECTS):	6
Course description:	The importance of the projects is undoubtedly high in nowadays business management. It is due to two reasons: on the one hand, it is a key to success of the realization and implementation of non-operationalizable and big volumed problems. On the other hand, it is an essential financial source to those project proposals in line with the main priorities of the European Union. The course aims to clarify for students possible cooperation between general management and project management.
Assessment methods:	Project validation, Midterm report, Final presentation
Teaching period:	Fall Semester



Applied Statistics and Econometrics

Language of instruction:	English
Form of teaching:	lecture and seminar
Class hours per week:	2x90 min
Credits (ECTS):	6
Course description:	The subject gives an overview of major methods of empirical work in economics, mostly concentrating on econometric techniques. The methods will be applied to various economic problems, demonstrating their use in practical applications. Students get hands on experiences analysing various economic problems with a variety of approaches. We use gretl for practical work.
Assessment methods:	interim tests and final exam
Teaching period:	Spring Semester

Corporate Entrepreneurship

Language of instruction:	English
Form of teaching:	lecture and seminar
Class hours per week:	2x90 min.
Credits (ECTS):	6
Course description:	What is corporate entrepreneurship? Who is a "corporate entrepreneur"? Obviously basic questions to a course on the subject, but the reality is that the definition of both is contingent on the context it's used in. Intrapreneurship can be defined as the process that allows for individuals and groups within a structured organization to think, develop and execute value-creation for the firm unencumbered by the stated organizational processes, procedures, rules and regulations while still having access to corporate resources to reach their intended goals. Therefore the "intrapreneur" is a person(s) who becomes empowered to create these new products or services without implied or stated constraints leading to value-creation for the organization. So, what drives intrapreneurship? Why are some large organizations better at it than others? Is it a necessary component of a firm's



	DNA? If so, how do you embed it into the corporate culture? What leadership skills are necessary? Why bother with it? All reasonable questions that will be examined and hopefully, answered in this course.
Assessment methods:	Class participation, report, presentation, case study, final presentation
Teaching period:	Spring Semester

Theories and Practice of Innovation

Language of instruction:	English
Form of teaching:	
Class hours/week:	
Credits (ECTS):	9
Course description:	The course provides a structured insight into the most important ingredients of innovation theories and practices. The course starts with definitional aspects, measurement issues, then tackles the economic foundations of innovation from both a microeconomic and a macroeconomic perspective. Then, students are introduced into recent developments in innovation theory, especially the concept of innovation systems, innovation networks and social innovation. Then, the classes turn towards innovation policy and the practical and management aspects of innovation discussing the organizational background, challenges and strategies of innovation at the company level. Due to the relatively abundant time allocation for contact classes, the course builds on discussions about the topics, but students are also strongly exposed to teamwork and individual assignments in order to engage more deeply with the topics through in-class activities.
Assessment methods:	Class activity and discussion
Teaching period:	Spring



Entrepreneurship Theory and Practice

Language of instruction:	English
Form of teaching:	
Class hours/week:	
Credits (ECTS):	9
Course description:	<p>This course aims to bring together the theoretical and practical views of entrepreneurship and get students acquainted with the macro and micro view of entrepreneurship. It highlights how entrepreneurship play big role in driving a nation's economic growth and societal development. The theoretical part presents the models and ways of becoming an entrepreneur and the influential factors of entrepreneurship. Government, local as well as international entrepreneurship policy aspects are also covered. The course emphasizes entrepreneurship's individual and contextual factors from a system perspective. Students learn about the concept of the entrepreneurial ecosystem, and effective ways of measuring it. Recent developments in technology start-ups and digitalization are also covered. Students are expected to analyse country-level differences and specialties in entrepreneurship. Specific attention is paid to the fast-growing ventures called</p>
	<p>gazelles. Due to this course, students get acquainted with the basics of business modelling and how to compete on this front complementing basic services and product. This module will be preparatory to the practice-oriented modules that will require students to establish their own or support others in their entrepreneurial ventures. The course targets that students (among others): - to understand the differences between small business and entrepreneurship, - to know about the contemporary views of entrepreneurship, - appreciate the role of entrepreneurship in development, - grasp the role of entrepreneurial capacity in innovation, - comprehend the significance of the entrepreneurship ecosystem in the process of entrepreneurship capacity building.</p>
Assessment methods:	Oral feedback on class activities, discussion of individual and group assignments solved in class.
Teaching period:	Spring



Business Analysis and Valuation

Language of instruction:	English
Form of teaching:	
Class hours/week:	
Credits (ECTS):	9
Course description:	<p>Students will be guided through the financial life cycle of businesses from early phases to maturity to highlight the available funding options, opportunities and risks. Therefore, the course will cover the topics from bootstrapping and crowdfunding in entrepreneurial finance to the financial management issues of listed companies. Students will be equipped with skills and competences to perform financial statement analysis, to make capital structure and payout policy related decisions. Students will have a deep insight into the financial statements presented under US GAAP and under International Financial Reporting Standards (IFRS) and will understand how accounting information should be interpreted and used for valuation purposes. Furthermore, students will acquire the necessary knowledge and skills to appropriately select and apply different valuation methods to determine the intrinsic value of any company, and to present their work in a high-quality valuation report in line with the International Valuation Standards (IVS). Students will be able to perform real option valuation imbedded into financial management decisions.</p>
Assessment methods:	<p>Consultation will be offered to the students to discuss financial analysis issues and to provide a feedback on their performance prior to the submission of the course work.</p>
Teaching period:	Fall



Strategic Management and Leadership

Language of instruction:	English
Form of teaching:	
Class hours/week:	
Credits (ECTS):	9
Course description:	The Strategic Management part of the course focuses on important current issues in strategic management. It will concentrate on modern analytical approaches with an emphasis on scenario analysis and system theory. The course is intended to provide the students with a holistic view and a pragmatic approach that will guide the formulation and implementation of corporate, business and functional strategies in order to develop sustainable competitive advantage in a changing and challenging international business environment. The Leadership part of the course provides students with the essential theoretical and practical knowledge of leadership that enables them to develop themselves to become effective leaders. The course aims to enable students to apply Leadership knowledge to improve organizational effectiveness.
Assessment methods:	Continuous tutoring, consultation about the semester paper
Teaching period:	Fall



Business Intelligence

Language of instruction:	English
Form of teaching:	
Class hours/week:	
Credits (ECTS):	6
Course description:	<p>This course provides an introduction to the concepts of decision support information systems focusing on components and functionality of business intelligence (BI). It explores how business problems can be solved effectively by using operational data to create and use data warehouses, and then applying data mining tools and analytics combined with machine learning (ML) to gain new insights into organizational operations. Detailed discussion of the analysis, design and implementation of systems for BI, including the different types of visual and automatic reporting and analytics. Wide range of BI related real world business problems and approaches are investigated in order to introduce their standard solution schema. Also methods and techniques are demonstrated how the effectiveness of such various solutions can be measured. The major topics covered like enterprise data warehousing, big data and data/text mining helps to understand the new challenges in data, information and knowledge management. Theoretical knowledge is applied and tested in</p>
	<p>practice using BI software tools and modeling. Case studies are used to explore the use of the CRISPDM approach, the success and limitations of BI application, as well as their technical, social and ethical issues.</p>
Assessment methods:	<p>Learning progression is measured and visualized with a "robo- dog" gamification tool. Correct answers of RAs are revealed after evaluation referring to the appropriate chapter of the core materials. Complete clues are given for weekly group works how the problems was modeled, but with the final exact solution, which must be reproduced. Students are involved in course and faculty level competitions, where the results can be compared to the others in ranking lists.</p>
Teaching period:	Fall



Advanced Communication for Leaders

Language of instruction:	English
Form of teaching:	
Class hours/week:	
Credits (ECTS):	6
Course description:	<p>The course aims to develop students' communication skills to support them in effective leadership. This course will integrate fundamental behavioural and social sciences insights to provide students with a coherent set of techniques to communicate effectively, inspire collaboration, navigate complex team/organizational dynamics, and influence meaningful change within the organization. In addition to deepening students' communication and leadership competence, this course will also build their confidence. An essential objective of this course is to link theory to practice because effective leadership requires theoretical background and wise application. The course will focus on the most important communication competencies that aspiring managers and leaders need, like self-awareness, emotional intelligence and interpersonal skills, communication skills, collaboration in teams, conflict management, constructive feedback, motivation, and negotiation. Additionally, the objectives are to improve knowledge about intercultural business communication, emphasize intercultural business talks, develop skills in identifying pitfalls in cross-cultural communication, and avoid misunderstandings and conflicts through cultural intelligence.</p>
Assessment methods:	<p>A high emphasis is placed on participation in simulation exercises (role games) with subsequent coaching and feedback by both the teacher and classmates. Each exercise consists of an activity designed to get students thinking about, practising, and discussing skills essential for career and personal success – soft skills.</p>
Teaching period:	Spring



Tutorial: Startup Lab

Language of instruction:	English
Form of teaching:	
Class hours/week:	
Credits (ECTS):	9
Course description:	This course is the continuation of the Entrepreneurship and Business Model Generation course. In that you have created a validated business model around a socio-economic problem, you have partly validated it on your target market, but an in-depth analysis validation design and implementation were not pursued. The objective of this course is to take you through this in-depth process in a very practical way in order to allow you to implement your product/service. In this implementation process the creation of an MVP will be necessary for you to be able to receive valuable and real feedback from your stakeholders. Throughout the course you will be exposed to new problems that you will have to solve using all the tools you have acquired in the framework of your previous studies.
Assessment methods:	Oral feedback on class activities, discussion of individual and group assignments solved in class.
Teaching period:	Spring

Marketing Analysis and Planning

Language of instruction:	English
Form of teaching:	
Class hours/week:	
Credits (ECTS):	9



Course description:	This course aims to provide an overview of the changing landscape of Consumer Research (CR) including trends, new business models, methods and the application of the projects' outcomes. Building on the fundamentals of Marketing Research, students will not just be able to communicate with research companies but also will be able to prepare and carry out their own research projects and prepare action plans for the implementation. Discussing special fields of CR will help students to work in several industries from media to retail companies, especially with the help of experts, professionals from various fields who cooperate during the course with guest lecture, mentoring projects, etc. During the course, students will be introduced to the most popular digital tools that support analysis of the brand, the product or the company itself. In this module, students will also work on a dedicated project where they will learn the applications of the tools we discussed previously.
Assessment methods:	Assessing students' performance is continuous in this course as they need to be prepared for every seminars and work with their own data. Lectures are interactive and students work in teams. For the last class they have to prepare a team presentation (40%) with the research outputs. They also take part in an oral final exam (60%)
Teaching period:	Spring

ESG in Corporate Practice

Language of instruction:	English
Form of teaching:	
Class hours/week:	
Credits (ECTS):	6



Course description:	From the second half of the 20th century, sustainability in the international political, scientific and economic arena gradually strengthened and gained ground. In the 21st century, an important manifestation of this is the integration of corporate ESG, i.e. Environmental, Social and (Corporate) Governance aspects into the fabric of for-profit economic organisations. The aim of the course is to demonstrate ESG's historical place and role in sustainability efforts, including its relationship with CSR and its marketing implications, ESG reporting systems, and to provide insight into a wide range of corporate dimensions of ESG aspects, from investment decisions to board composition to supply chains. In addition to reviewing theoretical knowledge, practical corporate cases help to discuss the topic in a complex way.
Assessment methods:	in-class discussions allow continuous feedback
Teaching period:	Fall

Sustainable HR

Language of instruction:	English
Form of teaching:	
Class hours/week:	
Credits (ECTS):	6
Course description:	The aim of the course is to provide students with an advanced and complex knowledge of strategic human resource management from a sustainability perspective. The approach focuses on two roles of sustainable HRM. First, the role of HRM in making the availability of human capital ensured for the organisation. Second, the contribution of HRM functions to overall corporate sustainability. Basic theoretical frameworks together with their practical implications are proposed in the course, covering diverse fields of research including strategic HRM, sustainable HRM, green HRM, labour law, employer branding. This knowledge will be beneficial
	for students as prospective employees, HR professionals or managers.



Assessment methods:	Formative assessment is an integral part of the learning process. During the whole course, students are highly encouraged to take active part in lectures via discussions and they continuously receive feedback from module leaders and from each other.
Teaching period:	Fall

Entrepreneurial and IP Law

Language of instruction:	English
Form of teaching:	
Class hours/week:	
Credits (ECTS):	9
Course description:	The general objective of this course is to provide an overview on different legal issues which may arise during some typical business development situations. This aims to help the students to identify potential legal problems and compliance risks at an early stage of the business development activity by focusing on some relevant norms in the field of Entrepreneurial Law, Technology Law, IP Law and Energy Law.
Assessment methods:	exam
Teaching period:	Fall