Exported Modules

BABWLP-MARK-E - Marketing

BABWLP-MARK-E - Principles of Marketing

General information

Module Code	BABWLP-MARK-E
Unique Identifier	PrincMarkA-01-BA-M
Module Leader(s)	Prof. Dr. Hardiman, Marco (marco.hardiman@haw-kiel.de)
Lecturer(s)	Dr. Qushta, Jassir (jassir.qushta@haw-kiel.de)
Offered in Semester	Wintersemester 2025/26
Module duration	1 Semester
Occurrence frequency	Regular
Module occurrence	In der Regel jedes Semester
Language	Englisch
Recommended for international students	Yes
Can be attended with different study programme	No

Curricular relevance (according to examination regulations)

Study Subject: B.A. - BWL - Betriebswirtschaftslehre (letzte Aufnahme SoSe 2024)
Module type: Pflichtmodul
Semester: 1, 2

Qualification outcome

Areas of Competence: Knowledge and Understanding; Use, application and generation of knowledge; Communication and cooperation; Scientific self-understanding / professionalism.

Course Scope and Mission
This course is designed to introduce you to the fundamentals of contemporary marketing through the discussion of theoretical and practical aspects of modern marketing management and application of marketing principles to a real-world case.

Students will learn the basic concepts of the marketing definition, consumer behavior, and the principal marketing functions: strategy, product development, branding, pricing, distribution, communication, research, and planning.

This course provides a decision oriented overview of marketing management in modern organizations. The students who succeeded in this course
? ... will be able to Develop strategic skills in identifying marketing opportunities, in order to adapt an organization to its markets.
? ... will be able to Analyze customers, competitors, collaborators and designing the firm's capabilities to serve its markets.
? ... will be able to Explain target market selection.

These objectives will be achieved by a combination of lectures, discussions, videos, cases, assignments, and may be by guest lecturers.The students who passed in this course
? ... will be able to DEFINE meaningful, practical experience in planning and communicating marketing strategies, plans, and programs.
? ... will be able to BUILD managerial skills involved in working effectively with others in a market-oriented team effort.
? ... will be able to DEVELOP insights about creative selection of target markets and blending strategic decisions related to product, price, promotion and place to meet the needs of a target market.

These objectives will be achieved by a combination of lectures, discussions, videos, cases, assignments, and may be by guest lecturers.The students who succeeded in this course
? ... will be able to EXPLAIN the skills in marketing strategy setting, and in translating analytical conclusions into actionable marketing recommendations in enterprises of all kinds.

These objective will be achieved by a combination of lectures, discussions, videos, cases, assignments, and may be by guest lecturers.The students who succeeded in this course
? ... will be able to REFLECT their own abilities regarding today's basic and common marketing challenges.
? ... will be able to IMPROVE their marketing skills, especially new marketing methods and tools, on their own.

Content information

Content	0. Introduction into Marketing 1. Marketing: Creating & Capturing Customer Value 2. Company and Marketing Strategy 3. Customer-Driven Marketing Strategy: Creating Value for Target Customers 4. Creating Competitive Advantage 5. Analyzing the Marketing Environment 6. Managing Marketing Information to Gain Customer Insights 7. Consumer Markets and Consumer Buying Behavior 8. Business Markets and Business Buyer Behavior 9. Products, Services, and Brands: Building Customer Value 10. New Product Development and Product-Life-Cycle Strategies 11. Pricing: Understanding and Capturing Customer Value 12. Pricing Strategies 13. Marketing Channels: Delivering Customer Value 14. Retailing and Wholesaling 15. Communicating Customer Value: Integrated Marketing Communications Strategy 16. Advertising and Public Relations 17. Personal Selling and Sales Promotion 18. Direct and Online Marketing Please register in LMS/Moodle for this class. The course with further information will be available in LMS one week before 1st class. It is need to enroll in LMS to get all assignments
Literature	? Textbook: Kotler, P. & Armstrong, G., 2023. Principles of Marketing, 19h ed., Global Edition, Prentice Hall.? (older editions are also useable!) ? Required Additional Readings: Listed under each date of class or within the class in the syllabus which is provided in the 1st session. ? Readings will be made available through various ways ? For classroom activities it might be beneficial to bring a device with internet access to the class (e.g. notebook, tablet or smartphone).

Teaching formats of the courses

Teaching format	SWS
Lehrvortrag + Übung	4

Workload

Number of SWS	4 SWS
Credits	5,00 Credits
Contact hours	48 Hours

Self study	102 Hours

Module Examination

Examination prerequisites according to exam regulations	None
BABWLP-MARK-E – Portfolioprüfung	Method of Examination: Portfolioprüfung Weighting: 100% wird angerechnet gem. § 11 Satz 2 PVO: No Graded: Yes

Miscellaneous

Recommended Prerequisites	English language skills

BABWLP-STRAT - Strategic Management and Marketing (engl.)

BABWLP-STRAT - Strategic Management and Marketing

General information	
Module Code	BABWLP-STRAT
Unique Identifier	StratMgmtMaA-01-BA-M
Module Leader(s)	Prof. Dr. Gulev, Rune Ellemose (rune.e.gulev@haw-kiel.de)
Lecturer(s)	Prof. Dr. Gulev, Rune Ellemose (rune.e.gulev@haw-kiel.de)
Offered in Semester	Wintersemester 2025/26
Module duration	1 Semester
Occurrence frequency	Regular
Module occurrence	In der Regel jedes Semester
Language	Englisch
Recommended for international students	Yes
Can be attended with different study programme	Yes

Curricular relevance (according to examination regulations)
Study Subject: B.A. - BWL - Betriebswirtschaftslehre (letzte Aufnahme SoSe 2024) Module type: Pflichtmodul Semester: 4

Qualification outcome
Areas of Competence: Knowledge and Understanding; Use, application and generation of knowledge; Communication and cooperation; Scientific self-understanding / professionalism.
After successful completion of the course, the student will be able to: • Envision and competently work with the entire strategic management process • Conduct highly proficient internal and external environment analyses and be able to present these via very structured and organized methods • Confidently work with the tools of the strategic management process including PEST analysis, Porter 5 Forces analysis, Competitor profile analysis and mapping, Internal audits, Resource based view analysis, industry concentration analysis, etc. • Understand the intricacies of mission and vision statements • Learn how to analyse company strategies in conjunction with contemporary market developments • Recognise the urgency of innovative behaviour for companies operating in developed markets • Learn, via the tools of strategic analysis, how to evaluate strategic options and how to develop an effective strategic plan • Discuss and work with various motivational methods of strategy implementation • Create planned direction for strategic alliances • Create coordinated governance systems for diversified companies • Competently evaluate strategic performance and take corrective actions if needed • Make a connection between a coherent strategic management plan and its marketing implications

After successful completion of the course, the student will be able to:

• Provide precise and valid strategic direction for companies
• Envision holistic management practices and be able to implement them at a strategic level
• Quickly identify current business affairs and their strategic repercussions
• Coordinate a unified business portfolio assessment
• Act as professional consultants for companies seeking strategic recommendations
• Present key findings in well-ordered overview form for management presentation
• Provide rational judgements and assessments of companies in domestic and international markets
• Assess leading edge technologies for companies operating within regulatory and environmental constraints
• Relating the PLC to innovative behaviour within companies

After successful completion of the course, the student will be able to:

• Present and confidently portray a strategic management plan for top executives that is consistent, logical, resilient and defendable at each level of analysis
• Talk competently regarding the strategic management process and the options companies can/should pursue
• Cut-to-the-core of complicated business plans revealing actual strategic intensions vs. codified management speak
• Work with company managers around the globe to facilitate optimal business outcomes
• Pursue and express strategic directions that act in the best interest of companies and their wealth gains

After successful completion of the course, the student will be able to:

• Critically reflect upon strategic business plans and their positive/negative ramifications on domestic and foreign environments
• Understand when company betterment is in the interest of societal gains vs. societal losses
• Have a firm understanding of why companies behave in the manner they do, and how they can achieve optimal outcomes

Content information

Content	Content pivots around but is not limited to:
	Strategy Formulation • Strategic analysis in a globalized context • Competitive advantage and societal impacts • Vision and mission statements • Tools of external environmental analysis: Pest and Porter • Economies of scale as entry and exit barriers • Tools of internal environmental analyses: Resource based view and Internal audits • ROI and future value calculations • Calculating Herfindahl-Hirschman-Index • Strategies in action with cases • Tools of strategic analysis: SWOT Matrix, SPACE Matrix, BCG Matrix, Grand Strategy Matrix • Creating External and Internal Factor Evaluations **Strategy Implementation** • Management and operational issues • Establishing new annual objectives in tune with motivation • Managing conflict • Downsizing • Linking pay to performance • Strategy and structure • Cultures fit with structure and strategy • Cases of good and poor strategic structure-culture fit • Organizing corporate diversification • Agency conflicts • Organizing strategic alliances • Misrepresentation in alliances **Strategy Evaluation** • Developing a strategy evaluation framework • Balanced scorecard **Aligning marketing ways with strategic assessment:** • Manipulating customer needs • Irrationality of Price and Promotion • Examples of effective marketing today • Penetrating through the "cheese bell" • Questioning subliminal marketing #strategischeanalyse #externemarktbewertung #internebewertung #herfindahlhirschmanindex #swotmatrix #bcgmatrix# grandstrategymatrix #spacematrix #competitormapping #downsizing #pest #porter5forces #resourcebaseview #internesaudit #strategieformulierung #strategieimplementierung #strategiebewertung #visionstatement #leitbild #preisstrategien #unterschwelligesmarketing #strategicanalysis #externalmarketevaluation #internalevaluation #internalaudit #strategyformulation #strategyimplementation #strategyevaluation #missionstatement #pricingstrategies #subliminalmarketing

Literature	Recommended readings:
	• Strategic Management and Competitive Advantage, Concepts and Cases (2015, 5th ed.) by Barney and Hesterly. Pearson. (ISBN # 978-0-13-312740-9) • Strategic Management: Concepts and Cases: Competitiveness and Globalization (2016, 12th ed.) by Michael A. Hitt and R. Duane Ireland. Cengage. (ISBN # 978-1-305-50214-7) • Broedner, P. (2007) 'From Taylorism to competence-based production', AI & Society, Vol. 21, No. 4, pp.497–514. • Nadeau, J. and Casselman, R.M. (2008) 'Competitive advantage with new product development: implications for life cycle theory', Journal of Strategic Marketing, Vol. 16, No. 5, pp.401–411. • Nyland, C. and Heenan, T. (2005) 'Mary van Kleeck, Taylorism and the control of management knowledge', Management Decision, Vol. 43, No. 10, pp.1358–1374. • Sasagawa, M., Kajiyama, T. and Ouchi, N. (2014) 'A study of pricing strategy in platform business: a multi-agent simulation approach', International Journal of Technology Marketing, Vol. 9, No. 4, pp.421–435. • Tushman, M.A. and O'Reilly, C.A. (2002) Winning through Innovation: A Practical Guide to Leading Organizational Change and Renewal, Harvard Business School Press, Cambridge, MA. • Gulev, R. E. (2016). Connecting Culture to Creativity and Innovation: how trust and other forms of corporate culture influence innovative behaviour. International Journal of Sustainable Economy, 8(4): 342 - 356.

Teaching formats of the courses

Teaching format	SWS
Seminar	4

Workload

Number of SWS	4 SWS
Credits	5,00 Credits
Contact hours	48 Hours
Self study	102 Hours

Module Examination

Examination prerequisites according to exam regulations	None
BABWLP-STRAT - Portfolioprüfung	Method of Examination: Portfolioprüfung Weighting: 100% wird angerechnet gem. § 11 Satz 2 PVO: No Graded: Yes Remark: There are several graded assignments to be delivered: Short Project Assignment: 5% Mid Term Assignment: 10% Presentation: 10% Final Assignment: 75%

Miscellaneous

Recommended Prerequisites	To have read and understood at least two of the books/articles from the recommended literature list.

BA-WM I - IIBP - Intensive International Business Program

General information	
Module Code	BA-WM I - IIBP
Unique Identifier	IntensIntBuA-01-BA-M
Module Leader(s)	Prof. Dr. Gulev, Rune Ellemose (rune.e.gulev@haw-kiel.de) Prof. Dr. Frosch-Wilke, Dirk (dirk.frosch-wilke@haw-kiel.de) Prof. Dr. Hardiman, Marco (marco.hardiman@haw-kiel.de) Prof. Dr. Dressler, Matthias (matthias.dressler@haw-kiel.de) Prof. Dr. Franke, Peter (peter.franke@haw-kiel.de)
Lecturer(s)	Prof. Dr. Gulev, Rune Ellemose (rune.e.gulev@haw-kiel.de)
Offered in Semester	Wintersemester 2025/26
Module duration	1 Semester
Occurrence frequency	Regular
Module occurrence	In der Regel jedes Semester
Language	Englisch
Recommended for international students	Yes
Can be attended with different study programme	Yes

Curricular relevance (according to examination regulations)
Study Subject: B.A. - BWL - Betriebswirtschaftslehre (letzte Aufnahme SoSe 2024) Module type: Wahlmodul Semester: 2, 3, 4, 5, 6, 7
Study Subject: B.Sc. - WINF 7 Sem. - Wirtschaftsinformatik (7 Sem.) Module type: Wahlmodul Semester: 3, 4, 5, 6, 7

Qualification outcome

Areas of Competence: Knowledge and Understanding; Use, application and generation of knowledge; Communication and cooperation; Scientific self-understanding / professionalism.

The module is intended to be used for students that have successfully completed a short learning initiative, e.g. an international summer or winter school where a rigours and intensive academic program has been finalized.

A form of final individual assessment must have occurred in order to gauge a grade for each student.

The academic content will vary depending on the nature of the short learning initiative.

This module is not intended as a regular elective course that can be taken on campus in Kiel.

Content information

Content	The module is intended to be used for students that have successfully completed a short learning initiative, e.g. an international summer or winter school where a rigours and intensive academic program has been finalized.
	A form of final individual assessment must have occurred in order to gauge a grade for each student.
	The academic content will vary depending on the nature of the short learning initiative.
	This module is not intended as a regular elective course that can be taken on campus in Kiel.

Teaching formats of the courses

Teaching format	SWS
Projekt	2

Workload

Number of SWS	2 SWS
Credits	5,00 Credits
Contact hours	24 Hours
Self study	126 Hours

Module Examination

Examination prerequisites according to exam regulations	All preconditions for participation in the Intensive International Business Program as well as the exam conditions are determined on a case-by-case basis by the event organizers.
BA-WM I - IIBP - Portfolioprüfung	Method of Examination: Portfolioprüfung Weighting: 100% wird angerechnet gem. § 11 Satz 2 PVO: No Graded: Yes

BA-WM II - BP - Business Psychology

BA-WM II - BP - Business Psychology

General information	
Module Code	BA-WM II - BP
Unique Identifier	BusPsych-01-BA-M
Module Leader(s)	Walsh, Stephen (stephen.walsh@haw-kiel.de)
Lecturer(s)	Walsh, Stephen (stephen.walsh@haw-kiel.de)
Offered in Semester	Wintersemester 2025/26
Module duration	1 Semester
Occurrence frequency	Regular
Module occurrence	In der Regel jedes Semester
Language	Englisch
Recommended for international students	Yes
Can be attended with different study programme	Yes

Curricular relevance (according to examination regulations)
Study Subject: B.A. - BWL - Betriebswirtschaftslehre (letzte Aufnahme SoSe 2024) Module type: Wahlmodul Semester: 2, 4, 5
Study Subject: B.A. - BWL BA - Betriebswirtschaftslehre Module type: Wahlmodul Semester: 5, 7
Study Subject: B.Sc. - WINF 7 Sem. - Wirtschaftsinformatik (7 Sem.) Module type: Wahlmodul Semester: 4, 5

Qualification outcome
Areas of Competence: Knowledge and Understanding; Use, application and generation of knowledge; Communication and cooperation; Scientific self-understanding / professionalism.
On successful completion of the course students will: • have an understanding and have knowledge of the nature of management and its role in enhancing performance and its relationship to job satisfaction • be able to demonstrate an understanding of the nature of motivation, such as rewards, and of theories and processes which aim to predict how people will behave and perform in the workplace • understand tools for improving performance such as job redesign, job enrichment, empowerment, flexible working, including factors which affect quality of working life • be able to demonstrate an understanding of the ethical responsibilities of management in relation to the motivation of their staff teams • have an understanding how psychological theory and evidence relates to and can underpin practices and problem-solving in business and organisational contexts.
By completing this module, students will have an appreciation of disciplines and forms of professional practice beyond their own, and be able to draw connections between them.

Participating in this module, students will gain an appreciation of the differences between individuals which can affect work performance through centering on both themselves as the manager, and the employee as dependable co-worker, as well as being able to communicate clearly and effectively, in a range of forms, taking account of different audiences, cross-cultural and international awareness and diverse backgrounds.

Students will learn to think independently, analytically and creatively, so as to engage imaginatively with new areas of investigation, and will be able to demonstrate intellectual curiosity and responsiveness to challenges with initiative and resilience.

Content information

Content	Business psychology is the study of human behaviour in the work place. This module aims to provide students with know-how in the skills and understanding of how psychology is effective in the development of best business and management practice from a person-centred point of view, providing an insightful grounding into the psychology of individual and group behaviour at work. This module will equip future leaders and managers with the foundations of theoretical and practical skills, as well as related tools, in business psychological practice to manage people effectively and sympathetically, to understand the dynamics of human interaction in and with the workplace, to be able to utilise theory, concept and models to engage purposeful focus on organisational and personal motivation, performance and satisfaction.
	In addition to regular lectures, students will also participate in seminar-tutorial-activity sessions where they will be encouraged to be adaptive, link concepts, apply theory to practice; engage in group discussions, problem solving exercises, and a variety of creative activities, such as from: Creative brainstorms; Poster-creating sessions; Article evaluation; Team building exercises; Quizzes; Presentations (mini and extended); Question-and-answer sessions; Case studies; Video discussions; Sharing personal experiences; Cognitive ability tests; Debates; Self-assessment; Peer review and assessment.
Literature	Reading material and/or links will be issued/delivered throughout the semester.

Teaching formats of the courses

Teaching format	SWS
Lehrvortrag + Übung	4

Workload

Number of SWS	4 SWS
Credits	5,00 Credits
Contact hours	48 Hours
Self study	102 Hours

Module Examination

Examination prerequisites according to exam regulations	None

BA-WM II – BP – Hausarbeit	Method of Examination: Hausarbeit Weighting: 100% wird angerechnet gem. § 11 Satz 2 PVO: No Graded: Yes Remark: Students will be put into teams to work together on a semester paper that requires significant and relevant research into topics of business-related psychological theory.

Miscellaneous	
Recommended Prerequisites	A level of English language ability which will allow for: ° the understanding of psychological/academic texts ° effective communication in and outside of lectures - between team members and the lecturer ° appropriate delivery of a written academic (team) case study report.
Miscellaneous	Participation in the first lecture is mandatory. Exemption is only possible by prior arrangement and for exceptional circumstances (which can be proved). Regular attendance is recommended as the module is assessed by means of a written teamwork case study report. Dieses Wahlmodul gehört zur Gruppe der "Interdisziplinären Lehre" - BA-WM II.

MAACT-UBKT - Unternehmensbewertung und Kapitalmarkttheorie

MAACT-UBKT - Business Valuation & Capital Market Theory

General information	
Module Code	MAACT-UBKT
Unique Identifier	BusValCapMar-01-MA-M
Module Leader(s)	Prof. Dr. Meier, Jan-Hendrik (jan-hendrik.meier@haw-kiel.de)
Lecturer(s)	Prof. Dr. Meier, Jan-Hendrik (jan-hendrik.meier@haw-kiel.de)
Offered in Semester	Wintersemester 2025/26
Module duration	1 Semester
Occurrence frequency	Regular
Module occurrence	In der Regel im Wintersemester
Language	Englisch
Recommended for international students	Yes
Can be attended with different study programme	Yes

Curricular relevance (according to examination regulations)
Study Subject: M.Sc. - ACT - Financial Accounting, Controlling & Taxation (letzte Aufnahme WiSe 25/26) Module type: Pflichtmodul Semester: 2

Qualification outcome
Areas of Competence: Knowledge and Understanding; Use, application and generation of knowledge; Communication and cooperation; Scientific self-understanding / professionalism.
Die Studierenden können… •   Die gleichgewichtigen und institutionellen theoretischen Grundlagen von Finanzmärkten und Finanzintermediären benennen, darlegen und kritisch hinterfragen, sowie den aktuellen Stand der Wissenschaft zu diesen Theorien aufzeigen. •   Die institutionellen Rahmenbedingungen von Finanzmärkten und der Finanzintermediation mit einem besonderen Fokus auf den deutschen Kapitalmarkt benennen, darlegen und kritisch Hinterfragen und vor dem Hintergrund theoretischer Modelle reflektieren. •   Methoden der Bewertung von Finanzinstrumenten und Unternehmen benennen, darlegen und kritisch hinterfragen und den aktuellen Stand der Wissenschaft zu diesen Theorien aufzeigen. •

Die Studierenden können…
- Die Entwicklung der Finanzmärkte und der Finanzintermediation beurteilen und künftige Entwicklungen einschätzen.
- Die Handlungsweisen von Kapitalmarktteilnehmern vor dem Hintergrund der institutionellen Rahmenbedingungen erklären oder entsprechende Handlungsalternativen für den realen Einsatz entwickeln.
- Finanzinstrumente, insbesondere Anleihen, Optionen, Futures und andere Derivate bewerten
- Hedgingstrategien entwickeln
- Finanzmodelle erstellen
- Unternehmensanteile fachgerecht bewerten oder die Bewertung anderer kritisch hinterfragen.
- Empirische Kapitalmarktuntersuchungen durchführen und professionell dokumentieren.

Die Studierenden können…
- ihr Fachwissen gegenüber Fachleuten und Laien beschreiben.

Die Studierenden können…
- argumentativ komplexe fachbezogene Probleme und Lösungen gegenüber anderen Fachleuten vertreten,
- komplexe fachbezogene Probleme und Lösungen mit anderen Fachleuten weiterentwickeln,
- in wechselnden Beziehungen, z. B. zwischen Kollegen/Innen, Klienten/Innen oder Geschäftspartnern/Innen, Wünsche und Erwartungen der Beteiligten, kurz Anforderungen verstehen und eigene Leistungen vertreten
- in wechselnden Beziehungen eigene Anforderungen formulieren und vertreten.

Content information

Content	1. Introduction 1.1. Financial Statement Analysis 1.2. Financial Decision Making & the Law of one Price 2. Financial Markets and Financial Intermediaries 2.1. The Money Market 2.2. The Stock Exchange – Bond Markets 2.3. The Stock Exchange – Stock Markets 2.4. The Derivatives Market 2.5. The Banking Sector 2.6. The Insurance Sector 2.7. The Investment 3. Time, Money and Interest Rates 3.1. Interest Rates 3.2. Valuing Bonds 4. Risk and Return 4.1. Capital Markets and the Pricing of Risk 4.2. Optimal Portfolio Choice and the CAPM 4.3. Estimating Cost of Capital 4.4. Investor Behaviour and Capital Market Efficiency 5. Capital Structure 5.1. Capital Structure in a Perfect Market 5.2. Debt and Taxes 5.3. Financial Distress, Managerial Incentives, and Information 5.4. Payout Policy 6. Mergers and Acquisitions 7. Advanced Valuation 7.1. Capital Budgeting and Valuation with Leverage 7.2. Valuation and Financial Modelling – A Case Study 8. Options, Futures and other Derivatives 8.1. Futures and Forwards Valuation 8.2. Options Valuation 8.3. Real Options 8.4. Hedging
Literature	Copeland/Weston/Shatri (2013): Financial Theory and Corporate Policy. Berk/DeMarzo (2015): Corporate Finance (deutsch oder englisch) Hull (2017): Options, Futures, and other Derivatives (deutsch oder englisch)

Teaching formats of the courses

Teaching format	SWS
Lehrvortrag + Übung	4

Workload

Number of SWS	4 SWS
Credits	5,00 Credits
Contact hours	48 Hours
Self study	102 Hours

Module Examination

Examination prerequisites according to exam regulations	None

MAACT-UBKT - **Technischer Test**	Method of Examination: Technischer Test Weighting: 100% wird angerechnet gem. § 11 Satz 2 PVO: No Graded: Yes Remark: Nur ein Prüfungszeitraum!

Miscellaneous	
Recommended Prerequisites	Die Kenntnisse einer Grundlagenvorlesung der Corporate Finance sollte vollständig präsent sein. Studierende, die dies nicht mitbringen, werden aufgefordert, vor Modulbeginn zumindest das Grundlagenwerk von Berk/DeMarzo (2015): Corporate Finance (deutsch oder englisch) durchzuarbeiten.
Miscellaneous	Die Veranstaltung Business Analytics sollte zumindest parallel besucht werden, da Übungen in "R" durchzuführen sind.

MADBM-CHM - Change Management

General information

Module Code	MADBM-CHM
Unique Identifier	ChngMgmt-01-MA-M
Module Leader(s)	Prof. Dr. Kühn, Christopher (christopher.kuehn@haw-kiel.de)
Lecturer(s)	Prof. Dr. Kühn, Christopher (christopher.kuehn@haw-kiel.de)
Offered in Semester	Wintersemester 2025/26
Module duration	1 Semester
Occurrence frequency	Regular
Module occurrence	In der Regel jedes Semester
Language	Englisch
Recommended for international students	Yes
Can be attended with different study programme	No

Curricular relevance (according to examination regulations)

Study Subject: M.A. - DBM - Digital Business Management (Aufnahme ab WiSe 25/26)
Module type: Pflichtmodul
Semester: 2

Study Subject: M.A. - DBM - Digital Business Management (Aufnahme bis SoSe 25)
Module type: Pflichtmodul
Semester: 2

Qualification outcome

Areas of Competence: Knowledge and Understanding; Use, application and generation of knowledge; Communication and cooperation; Scientific self-understanding / professionalism.

On completion of the course, students:
>> understand the importance of change management in the digital transformation context, are familiar with different theories and concepts as well as practical implications of change management

On completion of the course, students:
>> can practically apply change management concepts and measures, identifying and overcoming barriers to change in enterprises of all sizes as part of driving a digital transformation

On completion of the course, students:
>> know how to support and guide executives in setting up a change management program to support the digital transformation, and work together with professional from communication departments to execute change management measures

On completion of the course, students:
>> can critically evaluate the deployment of change management measures based on applied scientific concepts

Content information

Content	#ChangeManagement - Triggers and Barriers of Change - Success Factor Model of Change Management: - Person (#Leadership) - #Vision & Motivating Goals - #Communication - #Participation - #Integration - #Re-Education - #ProjectManagement - #Consultation - #Evolution
Literature	Recommended reading will be announced on Moodle. Exemplary literature: Lauer, T. (2021): Change Management. Fundamentals and Success Factors. Springer: Berlin, Heidelberg. Minto, B. (2010): The pyramid principle. Logic in writing and thinking. Financial Times Prentice Hall: London. Kreutzer, R. T.; Neugebauer, T.; Pattloch, A. (2018): Digital Business Leadership. Digital Transformation, Business Model Innovation, Agile Organization, Change Management. Springer: Berlin.

Teaching formats of the courses

Teaching format	SWS
Lehrvortrag + Übung	2

Workload

Number of SWS	2 SWS
Credits	5,00 Credits
Contact hours	24 Hours
Self study	126 Hours

Module Examination

Examination prerequisites according to exam regulations	None
MADBM-CHM - Klausur	Method of Examination: Klausur Duration: 60 Minutes Weighting: 100% wird angerechnet gem. § 11 Satz 2 PVO: No Graded: Yes

MADBM-DM - Digital Marketing

General information	
Module Code	MADBM-DM
Unique Identifier	DigMarkA-01-MA-M
Module Leader(s)	Prof. Dr. Hardiman, Marco (marco.hardiman@haw-kiel.de)
Lecturer(s)	Prof. Dr. Hardiman, Marco (marco.hardiman@haw-kiel.de)
Offered in Semester	Wintersemester 2025/26
Module duration	1 Semester
Occurrence frequency	Regular
Module occurrence	In der Regel jedes Semester
Language	Englisch
Recommended for international students	Yes
Can be attended with different study programme	No

Curricular relevance (according to examination regulations)
Study Subject: M.A. - BWL Lehre NB - Betriebswirtschaftslehre für Nicht-Betriebswirt*innen Module type: Wahlmodul Semester: 3
Study Subject: M.A. - DBM - Digital Business Management (Aufnahme ab WiSe 25/26) Module type: Pflichtmodul Semester: 1
Study Subject: M.A. - DBM - Digital Business Management (Aufnahme bis SoSe 25) Module type: Pflichtmodul Semester: 1
Study Subject: M.Sc. - WING - Wirtschaftsingenieurwesen (Aufnahme ab WiSe 25_26) Module type: Wahlmodul Semester: 2, 3
Study Subject: M.Sc. - WIW - Wirtschaftsingenieurwesen (Aufnahme bis SoSe 25) Module type: Wahlmodul Semester: 2, 3

Qualification outcome
Areas of Competence: Knowledge and Understanding; Use, application and generation of knowledge; Communication and cooperation; Scientific self-understanding / professionalism.
On completion the course, students >> can explain basic terms as well as conceptual approaches and procedures in digital marketing; >> are able to evaluate and compare advantages and disadvantages as well as limits and possibilities of different methods and models of digital marketing; and >> are able to weigh up alternative solutions or solution strategies for different challenges of digital marketing in a context-related way.

On completion the course, students
>> are able to identify, explain, describe and solve (operational) requirements in digital marketing;
>> are able to apply analytical methods of digital marketing in real-life practical cases as well as to develop an operative digital marketing plan;
>> are able to evaluate and interpret subject-related data of digital marketing and to gain target group-specific insights; and
>> are able to create a successful strategic orientation for real cases by applying scientific methods.

On completion the course, students
>> can share their opinions and approaches among experts; and
>> can communicate their results in form of presentations and reports.

On completion the course, students
>> can reflect the correctness of technical and practical statements of digital marketing situatively; and
>> can independently work on open tasks in digital marketing settings.

Content information

Content	Businesses have been facing a fundamental change in the last decades. Customers interact with companies, brands, and each other in more ways and more intensely than ever before. They have been more socially connected than they ever have been. Consumers expect more from companies and brands, and information reaches them faster.
	These developments caused a major shift towards human-centric marketing. The rise of digital technologies has thus fundamentally changed the way companies craft marketing strategies and how marketing creates, communicates, delivers, and exchanges value to customers. In light of these fundamental changes, the overarching goal of this course is to establish a perspective on digital marketing strategies companies can employ to occupy a sustainable position in the age of social, digital, and mobile.
	This course will equip students with the relevant knowledge, perspectives, and practical skills required to develop marketing strategies that leverage the opportunities offered by digital technologies for achieving business and marketing goals. The emphasis of this course is on understanding what various digital platforms and tools offer to companies, how to build digital marketing strategies in order to have a solid foundation from which to evaluate opportunities in the digital economy.
	Schlagworte: #DigitalesMarketing #Marketingstrategie #Marketinganalyse #SWOT #PEST #Marketingziele #Geschäftsmodelle #Websites #Marketing-Mix #Mikroanalyse #Makroanalyse #Evaluation #Marketingcontrolling
Literature	Chaffey/Ellis-Chadwick: Digital Marketing (Pearson) (current edition)

Teaching formats of the courses

Teaching format	SWS
Lehrvortrag + Übung	2

Workload

Number of SWS	2 SWS
Credits	5,00 Credits
Contact hours	24 Hours
Self study	126 Hours

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Module Examination	
Examination prerequisites according to exam regulations	Anmeldung beim Prüfungsamt für „sonstige Prüfungsformen".
MADBM-DM – Portfolioprüfung	Method of Examination: Portfolioprüfung Weighting: 100% wird angerechnet gem. § 11 Satz 2 PVO: No Graded: Yes

Miscellaneous	
Recommended Prerequisites	>> Fluent in Englisch >> Basic knowledge in strategic management >> Basic knowledge in marketing
Miscellaneous	Please enroll in our Moodle course. All needed information will be posted on Moodle. Please check the corresponding Moodle course regularly! Available places for participation as an elective course are limited.

MADBM-DS - Digital Strategy

General information

Module Code	MADBM-DS
Unique Identifier	DigStrat-01-MA-M
Module Leader(s)	Prof. Dr. Kühn, Christopher (christopher.kuehn@haw-kiel.de)
Lecturer(s)	Prof. Dr. Kühn, Christopher (christopher.kuehn@haw-kiel.de)
Offered in Semester	Wintersemester 2025/26
Module duration	1 Semester
Occurrence frequency	Regular
Module occurrence	In der Regel jedes Semester
Language	Englisch
Recommended for international students	No
Can be attended with different study programme	No

Curricular relevance (according to examination regulations)

Study Subject: M.A. - DBM - Digital Business Management (Aufnahme ab WiSe 25/26)
Module type: Pflichtmodul
Semester: 1

Study Subject: M.A. - DBM - Digital Business Management (Aufnahme bis SoSe 25)
Module type: Pflichtmodul
Semester: 1

Qualification outcome

Areas of Competence: Knowledge and Understanding; Use, application and generation of knowledge; Communication and cooperation; Scientific self-understanding / professionalism.

On completion of the course, students will have knowledge about / understand…

>> the key features of digitization for business success, including digital vision and strategy
>> key elements of a digital transformation program, digital operating model, and digital capabilities
>> ways how to digitally reshape processes
>> the importance of change management as part of digital transformations
>> the technological foundations of digitization

On completion of the course, students can…

>> understand and apply relevant concepts for digital strategy in practice
>> analyze opportunities and challenges for companies taking part in the digital competition
>> identify new opportunities for innovation and drive digital growth within your organization
>> set business and technology priorities based on those goals
>> deploy the strategy, or implement and execute on the developed digital plan
>> measure the digital transformation impact

On completion of the course, students can…

>> Present and confidently portray digital strategy for top level executives that is consistent, logical, resilient and defendable at each level of analysis
>> talk competently regarding the strategic management process and the options companies can/should pursue
>> Ensure that developed strategies can be implemented by companies' and cooperation partners capabilities

On completion of the course, students can…
>> critically reflect upon strategic strategies and their positive/negative effects
>> have a firm understanding of why companies behave in the manner they do, and how they can achieve optimal outcomes
>> manage stakeholders on different hierarchy levels

Content information

Content	This course combines theories and frameworks with a practical approach to provide students with the knowledge and the skills they need to analyze traditional business strategy models, and adapt these in light of current disruptive technologies. Students will identify business opportunities, find appropriate information related technologies, and will learn how to lead adoption efforts to success. The course is based on an actual project where key concepts from the following areas may be applied: - #DigitalVision, #DigitalStrategy - #DigitalBusinessModels - #DigitalTransformationProgram & Governance - #AgileProjectManagement - #ChangeManagement as part of Digital Transformations - #DigitalOrganization & #DigitalLeadership - #DigitalSkills / Capabilities - #DigitalProcessReshaping Part 1 (Customer perspective) - #DigitalProcessReshaping Part 2 (Tech perspective: #RPA) - #EnterpriseArchitecture & #DigitalTechnologies - #DigitalTransformation Cases #digitalstrategie #digitalstrategy #digitaletransformation

| Literature | Recommended reading will be announced on Moodle.

Exemplary literature:

Gupta, S. (2018): Driving digital strategy. A guide to reimagining your business. Harvard Business Review Press: Boston, MA.

Kreutzer, R. T.; Neugebauer, T.; Pattloch, A. (2018): Digital Business Leadership. Digital Transformation, Business Model Innovation, Agile Organization, Change Management. Springer: Berlin.

Lewrick, M.; Link, P.; Leifer, L. J. (2018): The design thinking playbook. Mindful digital transformation of teams, products, services, businesses and ecosystems. John Wiley & Sons, Inc: Hoboken, New Jersey.

Rauser, A. (2016): Digital strategy. A guide to digital business transformation. CreateSpace Independent Publishing Platform: North Charlston, South Carolina.

Rogers, D. L. (2016): The digital transformation playbook. Rethink your business for the digital age. Columbia University Press: New York.

Stark (2020): Digital Transformation of Industry. Springer Nature Switzerland: Cham.

Soltanifar, Mariusz; Hughes, Mathew; Göcke, Lutz (Hg.) (2021): Digital Entrepreneurship. Cham. Springer International Publishing.

Urbach, Nils; Röglinger, Maximilian (Hg.) (2019): Digitalization Cases. Cham. Springer International Publishing. Wirtz, B. W. (2019): Digital Business Models. Springer International Publishing: Cham.

Zimmermann, A.; Schmidt, R.; Jain, L. C. (2021): Architecting the Digital Transformation. Springer International Publishing: Cham (188). |
|---|---|

Teaching formats of the courses

Teaching format	SWS
Lehrvortrag + Übung	2

Workload

Number of SWS	2 SWS
Credits	5,00 Credits
Contact hours	24 Hours
Self study	126 Hours

Module Examination

Examination prerequisites according to exam regulations	None
MADBM-DS - Portfolioprüfung	Method of Examination: Portfolioprüfung
Weighting: 100%
wird angerechnet gem. § 11 Satz 2 PVO: No
Graded: Yes

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Miscellaneous	
Recommended Prerequisites	>> Fluent in English, but also advanced German language skills for communication with regional project partners >> Basic knowledge in strategic management

MADBM-SM - Sustainability Management

General information

Module Code	MADBM-SM
Unique Identifier	SustainMgmt-01-MA-M
Module Leader(s)	Prof. Dr. Gulev, Rune Ellemose (rune.e.gulev@haw-kiel.de)
Lecturer(s)	Prof. Dr. Gulev, Rune Ellemose (rune.e.gulev@haw-kiel.de)
Offered in Semester	Wintersemester 2025/26
Module duration	1 Semester
Occurrence frequency	Regular
Module occurrence	In der Regel jedes Semester
Language	Englisch
Recommended for international students	Yes
Can be attended with different study programme	Yes

Curricular relevance (according to examination regulations)

Study Subject: M.A. - BWL Lehre NB - Betriebswirtschaftslehre für Nicht-Betriebswirt*innen Module type: Wahlmodul Semester: 3
Study Subject: M.A. - DBM - Digital Business Management (Aufnahme ab WiSe 25/26) Module type: Pflichtmodul Semester: 2

Qualification outcome

Areas of Competence: Knowledge and Understanding; Use, application and generation of knowledge; Communication and cooperation; Scientific self-understanding / professionalism.
The course explores the intersection of sustainability and digitalization, a.k.a. Twin Transformation, and equips students with competencies and knowledge of how to transform and manage digital solutions in diverse sectors. Students will analyse the challenges and opportunities associated with attempting to harmonize a sustainability agenda with capitalistic for-profit company motives and create digital solutions that can act as resourceful vehicles promoting synergies between efficiency and sustainability. As such, students will develop methods of how digital innovation can facilitate the transition towards sustainable economies and societies both within the private for-profit sector as well as public domains that seek efficiency gains.

Upon successful completion of this course, students will be able to:

1. Understand and Explain the concept of twin transformation and its significance in advancing both sustainability and digitalization concurrently.

2. Analyze the Interdependencies between digital technologies and sustainable development goals, and how they can mutually reinforce each other.

3. Develop Strategies and Solutions for twin transformation initiatives in various sectors, promoting both digital efficiency and sustainability goals.

4. Evaluate Case Studies that demonstrate successful integration of digital and sustainable practices, highlighting key factors for success.

5. Utilize Digital Tools to Innovate and enhance sustainability across organizational processes and community initiatives.

6. Communicate the benefits and challenges of pursuing a twin transformation approach to diverse stakeholders, including policymakers, businesses, and the public.

Emphasis is placed on students being able to speak competently about sustainability in general and be able to demonstrate expertise levels of knowledge within specific chosen areas of sustainability and the Twin Transformation process. Further, students should be able to present complex findings in a logical, educational and interesting manner for audience members that is factually precise and be proficient in communicating the importance and benefits of sustainable digital initiatives to various stakeholders. Part of this involves being able to create compelling narratives that advocate for digital sustainability.

Upon completing the course students should have developed a range of professional competencies that integrate sustainability with digital initiatives and that promote strong problem-solving skills to address complex challenges at the intersection of digitalization and sustainability. Students should feel confident about being able to enter an organization and propose digital solutions that are appropriately assessed and that promote a sustainability initiative.

Content information

Content	Special emphasis is placed on 2 core areas: 1. Achieving a holistic understanding of our natural environmental and social limitations. The first part of the course is devoted to portraying the status-quo of our environmental and, to a lesser extent, societal damages that our current take-make-waste business models produce. This includes but is not limited to: • Population growth and natural limitations • Demographic changes • Wealth distribution and the double divide • Greenhouse gases and climate change • Assessments of scientific data, e.g. Keeling Curve • Political and Business responses to climate change • Energy use and limited resources • The materials economy • The cycle of distrust and its potential dangers And subsequently exploring the solutions that do exist and how they are currently implemented and their effectiveness levels, e.g. Emissions Trading Systems. 2. The second part of the course delves into specific areas chosen by the students that are ripe for a digital transformation where further efficiency gains can be achieved through a twin transformation process. Here students develop practical solutions to current problems that they identify themselves.
Literature	Literature and articles will be provided in class. However, in advance, it is recommended to have read: "Green Swans: The Coming Boom in Regenerative Capitalism" Author: John Elkington Kovacic, Z., García Casañas, C., Argüelles, L., Yáñez Serrano, P., Ribera-Fumaz, R., Prause, L., & March, H. (2024). The twin green and digital transition: High-level policy or science fiction? Environment and Planning E, 7(6), 2251-2278. https://doi.org/10.1177/25148486241258046

Teaching formats of the courses

Teaching format	SWS
Seminar	2

Workload

Number of SWS	2 SWS
Credits	5,00 Credits
Contact hours	24 Hours
Self study	126 Hours

Module Examination

Examination prerequisites according to exam regulations	None

MADBM-SM - Portfolioprüfung	Method of Examination: Portfolioprüfung Weighting: 100% wird angerechnet gem. § 11 Satz 2 PVO: No Graded: Yes Remark: The final grade consists of 1 mid-term assignment and presentation (25%) and a final assignment (75%) to be delivered at the end of the semester.

MADBM-UE - Unternehmensethik

MADBM-UE - Management Ethics

General information

Module Code	MADBM-UE
Unique Identifier	MgmtEthicsA-01-MA-M
Module Leader(s)	Prof. Dr. Gulev, Rune Ellemose (rune.e.gulev@haw-kiel.de)
Lecturer(s)	Prof. Dr. Gulev, Rune Ellemose (rune.e.gulev@haw-kiel.de)
Offered in Semester	Wintersemester 2025/26
Module duration	1 Semester
Occurrence frequency	Regular
Module occurrence	In der Regel jedes Semester
Language	Englisch
Recommended for international students	Yes
Can be attended with different study programme	No

Curricular relevance (according to examination regulations)

Study Subject: M.A. - DBM - Digital Business Management (Aufnahme bis SoSe 25)
Module type: Pflichtmodul
Semester: 2

Qualification outcome

Areas of Competence: Knowledge and Understanding; Use, application and generation of knowledge; Communication and cooperation; Scientific self-understanding / professionalism.

The course explores the intersection of sustainability and digitalization, a.k.a. Twin Transformation, and equips students with competencies and knowledge of how to transform and manage digital solutions in diverse sectors. Students will analyse the challenges and opportunities associated with attempting to harmonize a sustainability agenda with capitalistic for-profit company motives and create digital solutions that can act as resourceful vehicles promoting synergies between efficiency and sustainability. As such, students will develop methods of how digital innovation can facilitate the transition towards sustainable economies and societies both within the private for-profit sector as well as public domains that seek efficiency gains.

Upon successful completion of this course, students will be able to:

1. Understand and Explain the concept of twin transformation and its significance in advancing both sustainability and digitalization concurrently.

2. Analyze the Interdependencies between digital technologies and sustainable development goals, and how they can mutually reinforce each other.

3. Develop Strategies and Solutions for twin transformation initiatives in various sectors, promoting both digital efficiency and sustainability goals.

4. Evaluate Case Studies that demonstrate successful integration of digital and sustainable practices, highlighting key factors for success.

5. Utilize Digital Tools to Innovate and enhance sustainability across organizational processes and community initiatives.

6. Communicate the benefits and challenges of pursuing a twin transformation approach to diverse stakeholders, including policymakers, businesses, and the public.

Emphasis is placed on students being able to speak competently about sustainability in general and be able to demonstrate expertise levels of knowledge within specific chosen areas of sustainability and the Twin Transformation process. Further, students should be able to present complex findings in a logical, educational and interesting manner for audience members that is factually precise and be proficient in communicating the importance and benefits of sustainable digital initiatives to various stakeholders. Part of this involves being able to create compelling narratives that advocate for digital sustainability.

Upon completing the course students should have developed a range of professional competencies that integrate sustainability with digital initiatives and that promote strong problem-solving skills to address complex challenges at the intersection of digitalization and sustainability. Students should feel confident about being able to enter an organization and propose digital solutions that are appropriately assessed and that promote a sustainability initiative.

Content information

Content	Special emphasis is placed on 2 core areas: 1. Achieving a holistic understanding of our natural environmental and social limitations. The first part of the course is devoted to portraying the status-quo of our environmental and, to a lesser extent, societal damages that our current take-make-waste business models produce. This includes but is not limited to: • Population growth and natural limitations • Demographic changes • Wealth distribution and the double divide • Greenhouse gases and climate change • Assessments of scientific data, e.g. Keeling Curve • Political and Business responses to climate change • Energy use and limited resources • The materials economy • The cycle of distrust and its potential dangers And subsequently exploring the solutions that do exist and how they are currently implemented and their effectiveness levels, e.g. Emissions Trading Systems. 2. The second part of the course delves into specific areas chosen by the students that are ripe for a digital transformation where further efficiency gains can be achieved through a twin transformation process. Here students develop practical solutions to current problems that they identify themselves.
Literature	Literature and articles will be provided in class. However, in advance, it is recommended to have read: "Green Swans: The Coming Boom in Regenerative Capitalism" Author: John Elkington Kovacic, Z., García Casañas, C., Argüelles, L., Yáñez Serrano, P., Ribera-Fumaz, R., Prause, L., & March, H. (2024). The twin green and digital transition: High-level policy or science fiction? Environment and Planning E, 7(6), 2251-2278. https://doi.org/10.1177/25148486241258046

Teaching formats of the courses

Teaching format	SWS
Seminar	2

Workload

Number of SWS	2 SWS
Credits	5,00 Credits
Contact hours	24 Hours
Self study	126 Hours

Module Examination

Examination prerequisites according to exam regulations	None

MADBM-UE - Portfolioprüfung	Method of Examination: Portfolioprüfung
	Weighting: 100%
	wird angerechnet gem. § 11 Satz 2 PVO: No
	Graded: Yes

MA-WM - IIBP - Intensive International Business Program MA

General information	
Module Code	MA-WM - IIBP
Unique Identifier	IntensIntBuB-01-MA-M
Module Leader(s)	Prof. Dr. Gulev, Rune Ellemose (rune.e.gulev@haw-kiel.de) Prof. Dr. Frosch-Wilke, Dirk (dirk.frosch-wilke@haw-kiel.de) Prof. Dr. Hardiman, Marco (marco.hardiman@haw-kiel.de) Prof. Dr. Dressler, Matthias (matthias.dressler@haw-kiel.de) Prof. Dr. Franke, Peter (peter.franke@haw-kiel.de)
Lecturer(s)	Prof. Dr. Gulev, Rune Ellemose (rune.e.gulev@haw-kiel.de)
Offered in Semester	Wintersemester 2025/26
Module duration	1 Semester
Occurrence frequency	Regular
Module occurrence	In der Regel jedes Semester
Language	Englisch
Recommended for international students	Yes
Can be attended with different study programme	Yes

Curricular relevance (according to examination regulations)
Study Subject: M.A. - BWL Lehre NB - Betriebswirtschaftslehre für Nicht-Betriebswirt*innen Module type: Wahlmodul Semester: 3, 4
Study Subject: M.A. - BWL Online - Betriebswirtschaftslehre Online Module type: Wahlmodul Semester: 2, 3, 4
Study Subject: M.A. - DBM - Digital Business Management (Aufnahme bis SoSe 25) Module type: Wahlmodul Semester: 2, 3
Study Subject: M.Sc. - ACT - Financial Accounting, Controlling & Taxation (letzte Aufnahme WiSe 25/26) Module type: Wahlmodul Semester: 2, 3
Study Subject: M.Sc. - WINF Online - Wirtschaftsinformatik Online Module type: Wahlmodul Semester: 2, 3, 4
Study Subject: M.Sc. - WIW - Wirtschaftsingenieurwesen (Aufnahme bis SoSe 25) Module type: Wahlmodul Semester: 2, 3, 4

Qualification outcome

Areas of Competence: Knowledge and Understanding; Use, application and generation of knowledge; Communication and cooperation; Scientific self-understanding / professionalism.

The module is intended to be used for students that have successfully completed a short learning initiative, e.g. an international summer or winter school where a rigours and intensive academic program has been finalized.

A form of final individual assessment must have occurred in order to gauge a grade for each student.

The academic content will vary depending on the nature of the short learning initiative.

This module is not intended as a regular elective course that can be taken on campus in Kiel.

Content information

Content	The module is intended to be used for students that have successfully completed a short learning initiative, e.g. an international summer or winter school where a rigours and intensive academic program has been finalized.
	A form of final individual assessment must have occurred in order to gauge a grade for each student.
	The academic content will vary depending on the nature of the short learning initiative.
	This module is not intended as a regular elective course that can be taken on campus in Kiel.

Teaching formats of the courses

Teaching format	SWS
Projekt	2

Workload

Number of SWS	2 SWS
Credits	5,00 Credits
Contact hours	24 Hours
Self study	126 Hours

Module Examination

Examination prerequisites according to exam regulations	All preconditions for participation in the Intensive International Business Program as well as the exam conditions are determined on a case-by-case basis by the event organizers.
MA-WM - IIBP - Portfolioprüfung	Method of Examination: Portfolioprüfung Weighting: 100% wird angerechnet gem. § 11 Satz 2 PVO: No Graded: Yes

MRKT-e - Marketing

MRKT-e - Principles of Marketing

General information

Module Code	MRKT-e
Unique Identifier	PrincMarkB-01-BA-M
Module Leader(s)	Prof. Dr. Hardiman, Marco (marco.hardiman@haw-kiel.de)
Lecturer(s)	Dr. Qushta, Jassir (jassir.qushta@haw-kiel.de)
Offered in Semester	Wintersemester 2025/26
Module duration	1 Semester
Occurrence frequency	Regular
Module occurrence	In der Regel jedes Semester
Language	Englisch
Recommended for international students	Yes
Can be attended with different study programme	No

Curricular relevance (according to examination regulations)

Study Subject: B.A. - BWL BA - Betriebswirtschaftslehre
Module type: Pflichtmodul
Semester: 1

Qualification outcome

Areas of Competence: Knowledge and Understanding; Use, application and generation of knowledge; Communication and cooperation; Scientific self-understanding / professionalism.

Course Scope and Mission
This course is designed to introduce you to the fundamentals of contemporary marketing through the discussion of theoretical and practical aspects of modern marketing management and application of marketing principles to a real-world case.

Students will learn the basic concepts of the marketing definition, consumer behavior, and the principal marketing functions: strategy, product development, branding, pricing, distribution, communication, research, and planning.

This course provides a decision oriented overview of marketing management in modern organizations. The students who succeeded in this course
... will be able to Develop strategic skills in identifying marketing opportunities, in order to adapt an organization to its markets.
... will be able to Analyze customers, competitors, collaborators and designing the firm's capabilities to serve its markets.
... will be able to Explain target market selection.

These objectives will be achieved by a combination of lectures, discussions, videos, cases, assignments, and may be by guest lecturers.The students who passed in this course
... will be able to DEFINE meaningful, practical experience in planning and communicating marketing strategies, plans, and programs.
... will be able to BUILD managerial skills involved in working effectively with others in a market-oriented team effort.
... will be able to DEVELOP insights about creative selection of target markets and blending strategic decisions related to product, price, promotion and place to meet the needs of a target market.

These objectives will be achieved by a combination of lectures, discussions, videos, cases, assignments, and may be by guest lecturers.The students who succeeded in this course
... will be able to EXPLAIN the skills in marketing strategy setting, and in translating analytical conclusions into actionable marketing recommendations in enterprises of all kinds.

These objective will be achieved by a combination of lectures, discussions, videos, cases, assignments, and may be by guest lecturers.The students who succeeded in this course
... will be able to REFLECT their own abilities regarding today's basic and common marketing challenges.
... will be able to IMPROVE their marketing skills, especially new marketing methods and tools, on their own.

Content information

Content	0. Introduction into Marketing 1. Marketing: Creating & Capturing Customer Value 2. Company and Marketing Strategy 3. Customer-Driven Marketing Strategy: Creating Value for Target Customers 4. Creating Competitive Advantage 5. Analyzing the Marketing Environment 6. Managing Marketing Information to Gain Customer Insights 7. Consumer Markets and Consumer Buying Behavior 8. Business Markets and Business Buyer Behavior 9. Products, Services, and Brands: Building Customer Value 10. New Product Development and Product-Life-Cycle Strategies 11. Pricing: Understanding and Capturing Customer Value 12. Pricing Strategies 13. Marketing Channels: Delivering Customer Value 14. Retailing and Wholesaling 15. Communicating Customer Value: Integrated Marketing Communications Strategy 16. Advertising and Public Relations 17. Personal Selling and Sales Promotion 18. Direct and Online Marketing Please register in LMS/Moodle for this class. The course with further information will be available in LMS one week before 1st class. It is need to enroll in LMS to get all assignments
Literature	? Textbook: Kotler, P. & Armstrong, G., 2023. Principles of Marketing, 19h ed., Global Edition, Prentice Hall.? (older editions are also useable!) ? Required Additional Readings: Listed under each date of class or within the class in the syllabus which is provided in the 1st session. ? Readings will be made available through various ways ? For classroom activities it might be beneficial to bring a device with internet access to the class (e.g. notebook, tablet or smartphone).

Teaching formats of the courses

Teaching format	SWS
Lehrvortrag + Übung	4

Workload

Number of SWS	4 SWS
Credits	5,00 Credits
Contact hours	48 Hours

Self study	102 Hours

Module Examination	
Examination prerequisites according to exam regulations	None
MRKT-e - Portfolioprüfung	Method of Examination: Portfolioprüfung Weighting: 100% wird angerechnet gem. § 11 Satz 2 PVO: No Graded: Yes

Miscellaneous	
Recommended Prerequisites	English language skills

MSCWING-IM - Innovation Management

General information

Module Code	MSCWING-IM
Unique Identifier	InnovMgmt-01-MA-M
Module Leader(s)	Prof. Dr. Bochert, Saskia (saskia.bochert@haw-kiel.de)
Lecturer(s)	Prof. Dr. Bochert, Saskia (saskia.bochert@haw-kiel.de)
Offered in Semester	Wintersemester 2025/26
Module duration	1 Semester
Occurrence frequency	Regular
Module occurrence	In der Regel jedes Semester
Language	Englisch
Recommended for international students	Yes
Can be attended with different study programme	Yes

Curricular relevance (according to examination regulations)

Study Subject: M.A. - BWL Lehre NB - Betriebswirtschaftslehre für Nicht-Betriebswirt*innen
Module type: Wahlmodul
Semester: 3

Study Subject: M.A. - DBM - Digital Business Management (Aufnahme ab WiSe 25/26)
Module type: Wahlmodul
Semester: 2

Study Subject: M.A. - DBM - Digital Business Management (Aufnahme bis SoSe 25)
Module type: Wahlmodul
Semester: 2

Study Subject: M.Sc. - WING - Wirtschaftsingenieurwesen (Aufnahme ab WiSe 25_26)
Module type: Pflichtmodul
Semester: 3

Qualification outcome

Areas of Competence: Knowledge and Understanding; Use, application and generation of knowledge; Communication and cooperation; Scientific self-understanding / professionalism.

- Students know basic concepts, theories and instruments of Innovation Management.
- Students can name the advantages and disadvantages of these concepts.
- Students know how to systematically solve complex innovation management tasks.
- Students know how to read and work with scientific articles.
- Students can present Innovation Management topics and relate them to the overall content of the class.

- Students can link the concepts, theories and instruments of Innovation Management to real cases and reflect on how specific theoretical approaches and concepts explain what can be observed in companies.
- Students can connect their prior knowledge (from other modules or previous study-/work-experience) to tasks in this module and possibly combine this knowledge with the newly learned innovation concepts for problem solving.

- Students can describe and explain innovation management concepts and theories to experts and non-experts.
- Students can defend their ideas in groups but also show empathy for other opinions.
- Students are open to work in teams in changing rolls, including taking over leadership.
- Students are open to exchange ideas and to develop new solutions for complex innovation tasks with other experts.

Self competence:
- Students can work independently on innovation management problems.
- Students can reflect on their individual learning to gain experience for future learning experiences.

Systemic competence:
- Students can reflect on their learning and apply their learning results to real environments.
- Students can place their newly acquired knowledge in a wider (societal, political, economic) context.

Content information

Content	The content of the module can change slightly from semester to semester, depending on current topics in the area of innovation management.
	• Institutional perspectives in relation to innovation management, and competitiveness
	• Exploring linkages between innovation, entrepreneurship, strategy, and competitiveness
	• Definition of the notion 'Innovation' as well as theoretical concepts and theories in Innovation Management (linear models, dominant design, open innovation, disruptive innovation etc.).
	• The role of governmental support in innovation processes, intellectual property rights as well as knowledge management.
	• Necessary analyses and information collection for strategic innovation decisions (external as well as internal analyses / potential opportunities and threats for innovation processes (e.g., scanning for emerging technologies, identifying lead users, etc.) as well as strengths and weaknesses (e.g., core competencies, innovation culture, etc.)).
	• Specific aspects of Innovation Management are discussed (e.g., new product development, the management of research & development, agile innovation, strategic alliances and networks, technology transfer, etc.).
	The course content will be complemented with student presentations. Possible topics for the presentations include: Innovation through Design Thinking, Blue Ocean Strategy, Stage-Gate Models, Technology Roadmaps, Digitalization and innovation processes, Business Model Innovation, Fuzzy Front End, Innovation Performance Measurements, LeanStartup, Frugal / reverse innovation, etc.
	#innovation #innovationmanagement #businessmodel #businessmodelinnovation #agile #agileinnovation #designthinking #ideamanagement #leanstartup #stagegate #technology #newproduct #newproductdevelopment #r&d #researchanddevelopment #leaduser #jobtobedone #openinnovation #disruption #intellectualpropertyrights #frugalinnovation #culture

Literature	• Slides • Parts of the following books: Trott, P. (2020), Innovation Management and New Product Development, 7th Edition, Harlow / UK. Hauschildt, J., Salomo, S., Schultz, C., Kock, A. (2023), Innovationsmanagement, 7.vollständig aktualisierte und überarbeite Auflage, München. Tidd, J., Bessant, J. (2020) Managing Innovation, Integrating Technological, Market, and Organizational Change, 7th Edition, Wiley, UK. • Various articles (listed in LMS) • Students will be provided with further literature suggestions for their presentation topics in class.

Teaching formats of the courses

Teaching format	SWS
Lehrvortrag	4

Workload

Number of SWS	4 SWS
Credits	5,00 Credits
Contact hours	48 Hours
Self study	102 Hours

Module Examination

Examination prerequisites according to exam regulations	None
MSCWING-IM - Portfolioprüfung	Method of Examination: Portfolioprüfung Weighting: 50% wird angerechnet gem. § 11 Satz 2 PVO: No Graded: Yes
MSCWING-IM - Klausur	Method of Examination: Klausur Duration: 60 Minutes Weighting: 50% wird angerechnet gem. § 11 Satz 2 PVO: No Graded: Yes

Miscellaneous

Recommended Prerequisites	Englischkenntnisse

MSCWING-UF3 - Management 3

MSCWING-UF3 - Management 3 - Innovation Management

General information

Module Code	MSCWING-UF3
Unique Identifier	Mgmt3InnovMg-01-MA-M
Module Leader(s)	Prof. Dr. Bochert, Saskia (saskia.bochert@haw-kiel.de)
Lecturer(s)	Prof. Dr. Bochert, Saskia (saskia.bochert@haw-kiel.de)
Offered in Semester	Wintersemester 2025/26
Module duration	1 Semester
Occurrence frequency	Regular
Module occurrence	In der Regel jedes Semester
Language	Englisch
Recommended for international students	Yes
Can be attended with different study programme	No

Curricular relevance (according to examination regulations)

Study Subject: M.Sc. - WIW - Wirtschaftsingenieurwesen (Aufnahme bis SoSe 25)
Module type: Pflichtmodul
Semester: 3

Qualification outcome

Areas of Competence: Knowledge and Understanding; Use, application and generation of knowledge; Communication and cooperation; Scientific self-understanding / professionalism.

- Students know basic concepts, theories and instruments of Innovation Management.
- Students can name the advantages and disadvantages of these concepts.
- Students know how to systematically solve complex innovation management tasks.
- Students know how to read and work with scientific articles.
- Students can present Innovation Management topics and relate them to the overall content of the class.

- Students can link the concepts, theories and instruments of Innovation Management to real cases and reflect on how specific theoretical approaches and concepts explain what can be observed in companies.
- Students can connect their prior knowledge (from other modules or previous study-/work-experience) to tasks in this module and possibly combine this knowledge with the newly learned innovation concepts for problem solving.

- Students can describe and explain innovation management concepts and theories to experts and non-experts.
- Students can defend their ideas in groups but also show empathy for other opinions.
- Students are open to work in teams in changing rolls, including taking over leadership.
- Students are open to exchange ideas and to develop new solutions for complex innovation tasks with other experts.

Self competence:
• 	 Students can work independently on innovation management problems.
• 	 Students can reflect on their individual learning to gain experience for future learning experiences.

Systemic competence:
• 	 Students can reflect on their learning and apply their learning results to real environments.
• 	 Students can place their newly acquired knowledge in a wider (societal, political, economic) context.

Content information

Content	The content of the module can change slightly from semester to semester, depending on current topics in the area of innovation management.
	• Institutional perspectives in relation to innovation management, and competitiveness • Exploring linkages between innovation, entrepreneurship, strategy, and competitiveness • Definition of the notion 'Innovation' as well as theoretical concepts and theories in Innovation Management (linear models, dominant design, open innovation, disruptive innovation etc.). • The role of governmental support in innovation processes, intellectual property rights as well as knowledge management. • Necessary analyses and information collection for strategic innovation decisions (external as well as internal analyses / potential opportunities and threats for innovation processes (e.g., scanning for emerging technologies, identifying lead users, etc.) as well as strengths and weaknesses (e.g., core competencies, innovation culture, etc.)). • Specific aspects of Innovation Management are discussed (e.g., new product development, the management of research & development, agile innovation, strategic alliances and networks, technology transfer, etc.). The course content will be complemented with student presentations. Possible topics for the presentations include: Innovation through Design Thinking, Blue Ocean Strategy, Stage-Gate Models, Technology Roadmaps, Digitalization and innovation processes, Business Model Innovation, Fuzzy Front End, Innovation Performance Measurements, LeanStartup, Frugal / reverse innovation, etc. #innovation #innovationmanagement #businessmodel #businessmodelinnovation #agile #agileinnovation #designthinking #ideamanagement #leanstartup #stagegate #technology #newproduct #newproductdevelopment #r&d #researchanddevelopment #leaduser #jobtobedone #openinnovation #disruption #intellectualpropertyrights #frugalinnovation #culture

Literature	• Slides • Parts of the following books: Trott, P. (2020), Innovation Management and New Product Development, 7th Edition, Harlow / UK. Hauschildt, J., Salomo, S., Schultz, C., Kock, A. (2023), Innovationsmanagement, 7.vollständig aktualisierte und überarbeite Auflage, München. Tidd, J., Bessant, J. (2020) Managing Innovation, Integrating Technological, Market, and Organizational Change, 7th Edition, Wiley, UK. • Various articles (listed in LMS) • Students will be provided with further literature suggestions for their presentation topics in class.

Teaching formats of the courses

Teaching format	SWS
Lehrvortrag	4

Workload

Number of SWS	4 SWS
Credits	5,00 Credits
Contact hours	48 Hours
Self study	102 Hours

Module Examination

Examination prerequisites according to exam regulations	None
MSCWING-UF3 - Portfolioprüfung	Method of Examination: Portfolioprüfung Weighting: 50% wird angerechnet gem. § 11 Satz 2 PVO: No Graded: Yes
MSCWING-UF3 - Klausur	Method of Examination: Klausur Duration: 60 Minutes Weighting: 50% wird angerechnet gem. § 11 Satz 2 PVO: No Graded: Yes

Miscellaneous

Recommended Prerequisites	Englischkenntnisse

STRAT-e - Strategisches Management engl.

STRAT-e - Strategic Management

General information	
Module Code	STRAT-e
Unique Identifier	StratMgmtB-01-BA-M
Module Leader(s)	Prof. Dr. Gulev, Rune Ellemose (rune.e.gulev@haw-kiel.de)
Lecturer(s)	Prof. Dr. Gulev, Rune Ellemose (rune.e.gulev@haw-kiel.de)
Offered in Semester	Wintersemester 2025/26
Module duration	1 Semester
Occurrence frequency	Regular
Module occurrence	In der Regel jedes Semester
Language	Englisch
Recommended for international students	Yes
Can be attended with different study programme	Yes

Curricular relevance (according to examination regulations)
Study Subject: B.A. - BWL BA - Betriebswirtschaftslehre Module type: Pflichtmodul Semester: 2
Study Subject: B.Eng. - Wing - Wirtschaftsingenieurwesen - Elektrotechnik (PO 2017, V1) Module type: Wahlmodul Semester: 6
Study Subject: B.Sc. - WINF 7 Sem. - Wirtschaftsinformatik (7 Sem.) Module type: Wahlmodul Semester: 5, 7

Qualification outcome
Areas of Competence: Knowledge and Understanding; Use, application and generation of knowledge; Communication and cooperation; Scientific self-understanding / professionalism.

After successful completion of the course, the student will be able to:

- Envision and competently work with the entire strategic management process
- Conduct highly proficient internal and external environment analyses and be able to present these via very structured and organized methods
- Confidently work with the tools of the strategic management process including PEST analysis, Porter 5 Forces analysis, Competitor profile analysis and mapping, Internal audits, Resource based view analysis, industry concentration analysis, etc.
- Understand the intricacies of mission and vision statements
- Learn how to analyse company strategies in conjunction with contemporary market developments
- Recognise the urgency of innovative behaviour for companies operating in developed markets
- Learn, via the tools of strategic analysis, how to evaluate strategic options and how to develop an effective strategic plan
- Discuss and work with various motivational methods of strategy implementation
- Create planned direction for strategic alliances
- Create coordinated governance systems for diversified companies
- Competently evaluate strategic performance and take corrective actions if needed
- Make a connection between a coherent strategic management plan and its marketing implications

After successful completion of the course, the student will be able to:

- Provide precise and valid strategic direction for companies
- Envision holistic management practices and be able to implement them at a strategic level
- Quickly identify current business affairs and their strategic repercussions
- Coordinate a unified business portfolio assessment
- Act as professional consultants for companies seeking strategic recommendations
- Present key findings in well-ordered overview form for management presentation
- Provide rational judgements and assessments of companies in domestic and international markets
- Assess leading edge technologies for companies operating within regulatory and environmental constraints
- Relating the PLC to innovative behaviour within companies

After successful completion of the course, the student will be able to:

- Present and confidently portray a strategic management plan for top executives that is consistent, logical, resilient and defendable at each level of analysis
- Talk competently regarding the strategic management process and the options companies can/should pursue
- Cut-to-the-core of complicated business plans revealing actual strategic intensions vs. codified management speak
- Work with company managers around the globe to facilitate optimal business outcomes
- Pursue and express strategic directions that act in the best interest of companies and their wealth gains

After successful completion of the course, the student will be able to:

- Critically reflect upon strategic business plans and their positive/negative ramifications on domestic and foreign environments
- Understand when company betterment is in the interest of societal gains vs. societal losses
- Have a firm understanding of why companies behave in the manner they do, and how they can achieve optimal outcomes

Content information

Content	Content pivots around but is not limited to: Strategy Formulation • Strategic analysis in a globalized context • Competitive advantage and societal impacts • Vision and mission statements • Tools of external environmental analysis: Pest and Porter • Economies of scale as entry and exit barriers • Tools of internal environmental analyses: Resource based view and Internal audits • ROI and future value calculations • Calculating Herfindahl-Hirschman-Index • Strategies in action with cases • Tools of strategic analysis: SWOT Matrix, SPACE Matrix, BCG Matrix, Grand Strategy Matrix • Creating External and Internal Factor Evaluations Strategy Implementation • Management and operational issues • Establishing new annual objectives in tune with motivation • Managing conflict • Downsizing • Linking pay to performance • Strategy and structure • Cultures fit with structure and strategy • Cases of good and poor strategic structure-culture fit • Organizing corporate diversification • Agency conflicts • Organizing strategic alliances • Misrepresentation in alliances Strategy Evaluation • Developing a strategy evaluation framework • Balanced scorecard Aligning marketing ways with strategic assessment: • Manipulating customer needs • Irrationality of Price and Promotion • Examples of effective marketing today • Penetrating through the "cheese bell" • Questioning subliminal marketing #strategischeanalyse #externemarktbewertung #internebewertung #herfindahlhirschmanindex #swotmatrix #bcgmatrix# grandstrategymatrix #spacematrix #competitormapping #downsizing #pest #porter5forces #resourcebaseview #internesaudit #strategieformulierung #strategieimplementierung #strategiebewertung #visionstatement #leitbild #preisstrategien #unterschwelligesmarketing #strategicanalysis #externalmarketevaluation #internalevaluation #internalaudit #strategyformulation #strategyimplementation #strategyevaluation #missionstatement #pricingstrategies #subliminalmarketing

Literature	Recommended readings: • Strategic Management and Competitive Advantage, Concepts and Cases (2015, 5th ed.) by Barney and Hesterly. Pearson. (ISBN # 978-0-13-312740-9) • Strategic Management: Concepts and Cases: Competitiveness and Globalization (2016, 12th ed.) by Michael A. Hitt and R. Duane Ireland. Cengage. (ISBN # 978-1-305-50214-7) • Broedner, P. (2007) 'From Taylorism to competence-based production', AI & Society, Vol. 21, No. 4, pp.497–514. • Nadeau, J. and Casselman, R.M. (2008) 'Competitive advantage with new product development: implications for life cycle theory', Journal of Strategic Marketing, Vol. 16, No. 5, pp.401–411. • Nyland, C. and Heenan, T. (2005) 'Mary van Kleeck, Taylorism and the control of management knowledge', Management Decision, Vol. 43, No. 10, pp.1358–1374. • Sasagawa, M., Kajiyama, T. and Ouchi, N. (2014) 'A study of pricing strategy in platform business: a multi-agent simulation approach', International Journal of Technology Marketing, Vol. 9, No. 4, pp.421–435. • Tushman, M.A. and O'Reilly, C.A. (2002) Winning through Innovation: A Practical Guide to Leading Organizational Change and Renewal, Harvard Business School Press, Cambridge, MA. • Gulev, R. E. (2016). Connecting Culture to Creativity and Innovation: how trust and other forms of corporate culture influence innovative behaviour. International Journal of Sustainable Economy, 8(4): 342 - 356.

Teaching formats of the courses

Teaching format	SWS
Seminar	4

Workload

Number of SWS	4 SWS
Credits	5,00 Credits
Contact hours	48 Hours
Self study	102 Hours

Module Examination

Examination prerequisites according to exam regulations	None
STRAT-e - Portfolioprüfung	Method of Examination: Portfolioprüfung Weighting: 100% wird angerechnet gem. § 11 Satz 2 PVO: No Graded: Yes Remark: There are several graded assignments to be delivered: Short Project Assignment: 5% Mid Term Assignment: 10% Presentation: 10% Final Assignment: 75%

VBWL.01 - Cross Cultural Business Management

General information

Module Code	VBWL.01
Unique Identifier	XCultBusMgmt-01-BA-M
Module Leader(s)	Prof. Dr. Gulev, Rune Ellemose (rune.e.gulev@haw-kiel.de)
Lecturer(s)	Prof. Dr. Gulev, Rune Ellemose (rune.e.gulev@haw-kiel.de)
Offered in Semester	Wintersemester 2025/26
Module duration	1 Semester
Occurrence frequency	Regular
Module occurrence	In der Regel jedes Semester
Language	Englisch
Recommended for international students	Yes
Can be attended with different study programme	Yes

Curricular relevance (according to examination regulations)

Study Subject: B.A. - BWL - Betriebswirtschaftslehre (letzte Aufnahme SoSe 2024) Module type: Wahlmodul Semester: 4, 5, 7
Study Subject: B.A. - BWL BA - Betriebswirtschaftslehre Module type: Wahlmodul Semester: 5, 7
Study Subject: B.A. - BWL BA - Betriebswirtschaftslehre Study Focus: Vertiefende BWL Module type: Verpfl. Wahlmodul, PVO §3 Semester: 5, 7
Study Subject: B.Sc. - WINF - Wirtschaftsinformatik (6 Sem.) Module type: Wahlmodul Semester: 5
Study Subject: B.Sc. - WINF 7 Sem. - Wirtschaftsinformatik (7 Sem.) Module type: Wahlmodul Semester: 5, 7

Qualification outcome

Areas of Competence: Knowledge and Understanding; Use, application and generation of knowledge; Communication and cooperation; Scientific self-understanding / professionalism.

After successful completion of the course, the student will be able to:

• Be familiar with modern cultural discourse and work with complex multidimensional cultural models
• Understand and explain cultures influence on a diverse set of business aspects including, but not limited to: HRM, Strategy and Structure, Motivation, Negotiations, Communication, Marketing, Expatriate Utilization and Subcultures
• Work with culturally based scientific articles that elucidate variances in business methods as a result of cultural biases
• Quickly identify and process behavioural norms triggered by cultural variances and associate meaning to these norms so to avoid disorientation
• Create novel cultural dimensions that allow for deeper examination and understanding of specific value-based scenarios around the world
• Obtain a holistic impression of the strengths and weaknesses that the science of cultural studies harbours and be able to provide discussion points for overcoming/working with the weaknesses and tapping into the strengths

After successful completion of the course, the student will be able to:

• Be competent and comfortable in multicultural environments
• Be able to quickly identify different behavioural norms and attribute these to cultural variances and their deeper contextual meaning
• Avoid getting disillusioned by unfamiliar foreign behaviour
• Be a leader and proactive element in foreign business settings where multi-diversity thrives.
• Avoid ethnocentric behavioural tendencies and draw benefits from polycentric performance
• Conduct cultural research at a high academic level leading to innovative findings

After successful completion of the course, the student will be able to:

• Present and confidently portray complex ideas related to cross cultural business environments
• Communicate effectively with a large number of foreign cultures
• Thrive in multicultural environments and become a proactive partner in achieving optimal outcomes in difficult situations
•

Adapt a natural leadership style in multifarious settings
• Participate in high-level discussions concerning cultural business alterations

After successful completion of the course, the student will be able to:

• Conduct correlation tests between multiple data sets and be able to explain the findings in laymen as well as professional terms
• Perform independent studies that scrutinize complex cultural phenomenon
• Confidently discuss cultural business matters with other professionals within the field
• Make intelligent and culturally sensitive decisions that seek win/win outcomes and bridge cultural gaps
• Be well versed in multiculturalism and being sensitive to equal opportunities for minorities and subcultures

Content information

Content	Course content deals with but is not limited to:
	• Categorizing cultures • Bridging the cultural gap • Culture's influence on strategy, structure, control • Culture's influence on leadership, management and IHRM • Culture's influence on motivation and communication • Culture's influence on negotiation tactics • Gender Equality • Subcultures • Expatriate utilization • Creating novel cultural dimensions #kulturdimensionen #kulturenkategorisieren #kultur #hofstede #hall #trompenaars #meyer #organisationsstruktur #führung #managementkultur #ihrm #motivation #kommunikation #verhandlungen #geschlechtergleichheit #subkulturen #expatriates #kulturforschung #kulturschock #kulturanpassung #culturaldimensions #categorizingcultures #culture #organizationalstructure #leadership #managementculture #ihrm #motivation #communication #negotiation #genderequality #subcultures #expatriates #cultureresearch #cultureshock #culturaladjustment
Literature	Recommended readings: • Gardner, W.L., Gabriel, T. and Lee, A. (1999) ''I' value freedom but 'we' value relationships: self-construal priming mirrors', Psychological Science, Vol. 10, No. 4, pp.321–326. • Gonacalo, J.A. and Staw, B.M. (2006) 'Individualism – collectivism and group creativity', Organizational Behavior and Human Decision Processes, Vol. 100, No. 1, pp.96–109. • Gulev, R. E. (2017). Multicultural Management - A collection of country profiles for higher cultural competence. Laboe: ABP. • Gulev, R.E. (2009) 'Cultural repercussions: an analysis of management behaviour through the lens of European cultural variations', Industrial Management and Data Systems, Vol. 109, No. 6, pp.793–808. • Hofstede, G. and Hofstede, G.J. (2005) Cultures and Organizations: Software of the Mind, 2nd ed., McGraw-Hill, New York, NY. • House, R.J., Hanges, P.J., Javidan, M., Dorfman, P. and Gupta, V. (2005) Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies, Sage, London. • Trompenaars, F. (2007) Riding the Whirlwind; Connecting People and Organizations in A Culture of Innovation, The Infinite Ideas Company Ltd., Oxford, UK.

Teaching formats of the courses

Teaching format	SWS
Seminar	4

Workload

Number of SWS	4 SWS
Credits	5,00 Credits
Contact hours	48 Hours
Self study	102 Hours

Module Examination

Examination prerequisites according to exam regulations	None
VBWL.01 – Portfolioprüfung	Method of Examination: Portfolioprüfung Weighting: 100% wird angerechnet gem. § 11 Satz 2 PVO: No Graded: Yes Remark: Final grade consists of: 1. An in-class assignment with presentation (20%) and 2. Final assignment (80%)

Miscellaneous

Recommended Prerequisites	To have read and understood at least two of the books/articles from the recommended literature list.

General information

Module Code	WA-e
Unique Identifier	SciResAcadWr-01-BA-M
Module Leader(s)	Prof. Dr. Dressler, Matthias (matthias.dressler@haw-kiel.de)
Lecturer(s)	Prof. Dr. Dressler, Matthias (matthias.dressler@haw-kiel.de)
Offered in Semester	Wintersemester 2025/26
Module duration	1 Semester
Occurrence frequency	Regular
Module occurrence	In der Regel im Wintersemester
Language	Englisch
Recommended for international students	Yes
Can be attended with different study programme	No

Curricular relevance (according to examination regulations)

Study Subject: B.A. - BWL BA - Betriebswirtschaftslehre
Module type: Pflichtmodul
Semester: 4

Qualification outcome

Areas of Competence: Knowledge and Understanding; Use, application and generation of knowledge; Communication and cooperation; Scientific self-understanding / professionalism.

Absolvent*innen verstehen die besonderen Eigenheiten des wissenschaftlichen Arbeitens. Sie können qualitative Forschung von quantitativer Forschung unterscheiden und kennen die jeweiligen Methoden und Denkansätze sowie deren unterschiedliche Ziele und Vorgehensweisen. Sie verstehen auch das mögliche Zusammenspiel von quantitativen und qualitativen Ansätzen (Triangulation).

Absolvent*innen sind in der Lage zu erkennen, ob es sich um eine qualitative oder quantitative Forschungsfrage handelt und können danach das geeignete Forschungsdesign und das passende wissenschaftliche Instrumentarium auswählen. Sie können zu jedem beliebigen Forschungsthema einen wissenschaftlichen Prozess entwickeln und diesen selbstständig durchführen. Außerdem sind sie in der Lage ihren Lern- und Arbeitsprozess zu reflektieren und daraus Schussfolgerungen für ihre Handlungsweisen ziehen.

Absolvent*innen können in Unterrichtsbeiträgen, Vorträgen und Präsentationen komplexe fachbezogene Probleme erläutern, theoretisch und methodisch fundierte Argumentationen für eigene Lösungsvorschläge aufbauen sowie hochschulöffentlich und vor Laien diese vorstellen und argumentativ vertreten.

Absolvent*innen reflektieren eigenes fachbezogenes Handeln und eigene Kompetenzen mit theoretischem und methodischem Wissen auf der Grundlage bestimmter praktischer oder wissenschaftlicher Fragestellungen. Sie können Aufgabenstellungen selbstständig bearbeiten.

Content information

Content	1. Formulating a research problem 2. Conceptualising a research design 3. Constructing an instrument for data collection 4. Selecting a sample 5. Writing a research proposal 6. Collecting data 7. Processing and displaying data 8. Writing a research report #problemformulation #scientificgap #variableidentification #researchdesign #qualitativeresearch #quantitativeresearch #tringangulation #theory #valueoftheories #theoreticalfoundation #hypothesis #model #hypothecticalconstruct #measurablevariables #population #sampling #representative #quotasampling #randomsampling datacollection #scaling #statementing #quotation #citation #secondaryliteratureanalysis #primerydata #secondarydata #exploratory #descriptive #experimental #paperstructure #sourceselection #peerreviewed #monograhy #fieldexperiment #laboratoryexperiment#hiddenobservation #paticipativeobservation #pitch #elevatorpitch #validity #reliability #significance #significancelevel #SPSS #maxqda #atlas.ti #jamovi #zotero #tables #graphs #presentationrules #consultations #depthinterviews #laddering #projectiontechnique #wordassociation #cartoontest #focusgroups #publishing #journalranking
Literature	Learning Manual FH Kiel: Theory of Science and Application Advice and assistance for the preparation of a paper / seminar paper or thesis Research Methodology, Ranjit Kumar A step-by-step guide for beginners

Teaching formats of the courses

Teaching format	SWS
Lehrvortrag + Übung	4

Workload

Number of SWS	4 SWS
Credits	5,00 Credits
Contact hours	48 Hours
Self study	102 Hours

Module Examination

Examination prerequisites according to exam regulations	None
WA-e - Portfolioprüfung	Method of Examination: Portfolioprüfung Weighting: 100% wird angerechnet gem. § 11 Satz 2 PVO: No Graded: Yes

WBC.MSMB - Managing Sustainability for Modern Businesses

General information

Module Code	WBC.MSMB
Unique Identifier	MgmtSustainM-01-BA-M
Module Leader(s)	Prof. Dr. Gulev, Rune Ellemose (rune.e.gulev@haw-kiel.de)
Lecturer(s)	Prof. Dr. Gulev, Rune Ellemose (rune.e.gulev@haw-kiel.de)
Offered in Semester	Wintersemester 2025/26
Module duration	1 Semester
Occurrence frequency	Regular
Module occurrence	In der Regel jedes Semester
Language	Englisch
Recommended for international students	Yes
Can be attended with different study programme	Yes

Curricular relevance (according to examination regulations)

Study Subject: B.A. - BWL - Betriebswirtschaftslehre (letzte Aufnahme SoSe 2024) Module type: Wahlmodul Semester: 4, 5, 7
Study Subject: B.A. - BWL BA - Betriebswirtschaftslehre Module type: Wahlmodul Semester: 7
Study Subject: B.A. - BWL Online - Betriebswirtschaftslehre Online Module type: Wahlmodul Semester: 5
Study Subject: B.A. - BWL Online TZ - Betriebswirtschaftslehre Online Teilzeit Module type: Wahlmodul Semester: 10, 9
Study Subject: B.Eng. - IVE - Internationales Vertriebs- und Einkaufsingenieurwesen Module type: Wahlmodul Semester: 1, 2, 3, 4, 5, 6
Study Subject: B.Eng. - MB - Maschinenbau Module type: Wahlmodul Semester: 1, 2, 3, 4, 5, 6
Study Subject: B.Sc. - WINF 7 Sem. - Wirtschaftsinformatik (7 Sem.) Module type: Wahlmodul Semester: 5, 7
Study Subject: B.Sc. - WINF Online - Wirtschaftsinformatik Online Module type: Wahlmodul Semester: 5

Qualification outcome

Areas of Competence: Knowledge and Understanding; Use, application and generation of knowledge; Communication and cooperation; Scientific self-understanding / professionalism.

The course demands that students think critically about current business methods and how sustainability can be achieved/maintained within capitalistic markets. After successful completion of the course, the student will be able to:

- Confidently discuss main literary advancements within the field and their meanings for the pursuit of sustainable agendas
- Understand the main intricacies of our environmental limitations and how human activity since the industrial revolution has placed strains on many environmental resources
- Identify the pressures faced by society and the planet, including the causes of climate change, water management, and other global problems, as well as their potential economic, social and environmental impacts
- Visualize a transition from Cradle-to-grave linear thinking to cradle-to-cradle circular economies
- Explain in detail the intricacies of the German recycling programs and wind-energy programs, with their inherent strengths and weaknesses
- Propose agendas for sustainable work environments with a focus on international social sustainability with migration patterns as well as domestic social sustainability with regard to improving organizational working milieus
- Reconcile a profit driven business incentive with sustainable agendas
- Understand the ways that the private sector is addressing sustainability related issues including CSR management and reporting, global frameworks for sustainability and different codes of conduct.
- Understand technology innovation and how to manage it properly to reduce risks in each stage of the process (from idea conception to mass implementation in a global society)
- Understand and assess the potential for key technologies in order to identify potential opportunities for investing in new innovations
- Identify the main features of different technologies in order to evaluate their economic and social value (this includes carbon mitigation and adaptation technologies)

After successful completion of the course, the student will be able to:

- Motivate and conduct policy change within organizations allowing profit-seeking entities to pursue greater financial value through the implementation of sustainable agendas.
- Display competencies that focus on how management and business can interact positively with communities and the environment in ethically sound ways.
- Discuss how social and corporate needs become opportunities, how these opportunities become innovation drivers and how innovation creates economic and sustainable development.
- Identify and support the birth of new technologies that can aid in the pursuit of sustainable agendas
- Interact in a modern organization so as to act as a change agent for greater sustainable agendas using a specific assortment of assessment tools gauging sustainability readiness
- Make smart decision uniting profit motives with sustainable agendas

After successful completion of the course, the student will be able to:

•   Present and discuss complicated issues relating to sustainable agendas
•   Represent a variety of viewpoints concerning the pursuit of sustainability for businesses and the controversy that is link to it.
•   Propose thoughts about further developments and be able to engage in dialogue with actors that are likely to oppose your solutions
•   Create an action plan for companies to engage in greater sustainable agendas with specific tasks and engagements that encourage greater involvement for company employees
•   Express and overcome sustainability blunders that hinder progressivity within companies
•   Present future agendas concerning sustainable actions with a plan for who needs to do what

After successful completion of the course, the student will be able to:

•   Independently propose thoughts about sustainable agendas that are profitable for companies to pursue
•   Reflect upon the motivators behind the pursuit of sustainable agendas and the hindrances that traditionalists fear
•   Envision a larger win/win scenario for regions, countries, continents and the world by uniting efforts and avoiding protectionist and minimalistic short term thinking
•   Possess a holistic understanding of how business, the profit motive and sustainable actions can harmonize without detriment to peripheral actors

Content information

Content	Special emphasis is placed on 3 core subjects:
	• Human Resource sustainability • Environmental sustainability • Economic sustainability This includes but is not limited to: • Population growth and natural limitations • Demographic changes • Wealth distribution and the double divide • Greenhouse gases and climate change • Assessments of scientific data, e.g. Keeling Curve • Political and Business responses to climate change • Energy use and limited resources • The materials economy • The cycle of distrust and its potential dangers • Worker mobility and ethical issues • Assessment of migration patterns • Labour specialization and its positive/negative consequences • Scientific Management • The new international division of labour • Country competitiveness levels correlated to work ways • Natural Capitalism • Renewables and profit making • Leading change towards sustainability • Implementing sustainability into organizations • Linking attitudes and values to sustainable behavior • The psychology of honest behavior and its interrelation to sustainability • Overcoming blockages to thinking sustainably #bevölkerungswachstum #demografie #vermögensverteilung #doppelteaufteilung #treibhausgase #klimawandel #keelingkurve #materialwirtschaft #misstrauenszyklus #arbeitnehmermobilität #wirtschaftsethik #migrationsmuster #wissenschaftsmanagement #arbeitsteilung #landeswettbewerbsfähigkeit #naturkapitalismus #erneuerbareenergien #nachhaltigkeit #wandelleitung #nachhaltigkeitimplementierung #7nachhaltigkeitsfehler #ökologisierung #blockade #wenigeristmehr #populationgrowth #demographics #wealthdistribution #doubledivide #greenhousegases #climatechange #materialseconomy #cycleofdistrust #workermobility #businessethics #migrationpatterns #scientificmanagement #divisionoflabour #countrycompetitiveness #naturalcapitalism #renewableenergy #sustainability #leadingchange #implementingsustainability #naturalstep #7sustainabilityblunders #greening #blockage #lessismore

Literature	Recommended readings:
	• Hawken, P. (2005). The Ecology of Commerce; a Declaration of Sustainability. HarperCollins, New York. • Ehrenfeld, J. R. (2008). Sustainability by Design; a subversive strategy for transforming our consumption culture. Yale University Press, London. • Hawken, P., Lovins, A. B. & Lovins, L. H. (2010). Natural Capitalism; the next industrial revolution. Earthscan, London. • Chichilnisky, G. (2011) 'What is sustainability?', International Journal of Sustainable Economy, Vol. 3, No. 2, pp.125–140. • Coco, G. and Ferri, G. (2010) 'From shareholders to stakeholders finance: a more sustainable lending model', International Journal of Sustainable Economy, Vol. 2, No. 3, pp.352–364. • Hsu, T. (2010) 'Corporate eco-managers turning companies green', San Francisco Chronicle, 2 January, p.2. • Leszczynska, A. (2011) 'Cultural conditions of sustainable development of organizations', International Journal of Sustainable Economy, Vol. 3, No. 3, pp.341–360. • Navarro, M. (2010) 'Sustainable cultures: a step beyond anthropology', New York Times, 3 January. • Pfeffer, J. (2010) 'Building sustainable organizations: the human factor', Academy of Management Perspectives, Vol. 2, pp.34–45.

Teaching formats of the courses

Teaching format	SWS
Seminar	4

Workload

Number of SWS	4 SWS
Credits	5,00 Credits
Contact hours	48 Hours
Self study	102 Hours

Module Examination

Examination prerequisites according to exam regulations	None
WBC.MSMB – Portfolioprüfung	Method of Examination: Portfolioprüfung Weighting: 100% wird angerechnet gem. § 11 Satz 2 PVO: No Graded: Yes Remark: The final grade consists of 1 large assignment and presentation to be completed throughout the semester (25%) and a final assignment (75%) at the end of the semester.

Miscellaneous

Recommended Prerequisites	To have read and understood at least two of the books/articles from the recommended literature list.