

# Course Catalogue

# Cologne – Rotterdam Executive MBA

A world-class MBA that fits your lifestyle and promotes your career. It's on your doorstep.

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# EMBA COURSES

## ADVANCED FINANCE

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### Content

EMBA students must have a good grasp of finance. This course builds upon the foundation laid in the previous accounting and finance courses you have covered. Broadly, the course aims to improve your conceptual understanding of finance, your familiarity with the terminology and strengthen your appreciation between the linkages with other courses – particularly strategic management. From a content perspective, the core theme of the course will be creating, measuring and sustaining corporate value.

### Objectives

- To give you a clear set of conceptual frameworks upon which to base future decisions, which will certainly impact the financial resources of your companies.
- To clarify the linkages between the income statement, cash flow and balance sheet and to highlight the interaction between finance, strategy and governance.
- To strengthen your understanding of the measurement and the creation of value from a practical perspective.

### Lecturer

**Prof. Dr. Dirk Schoenmaker**

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## ADVANCED BUSINESS

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### Electives

- Brand Management (RSM)
- Competitive Strategy and General Management (RSM)
- Consulting (RSM)
- Corporate Governance (RSM)
- Corporate Social Responsibility (RSM)
- Cradle-to-Cradle (RSM)
- Data Sciences and Analytics (UoC)
- Developing Effective Strategies in Practice (RSM)
- Digital Transformation and Innovation (UoC)
- E-Marketing (RSM)
- Energy Analytics for Sustainability (RSM)
- Enhancing Creativity (RSM)
- Entrepreneurial Lab (RSM)
- Entrepreneurship (RSM)
- Financial Analysis and Valuation (RSM)
- Financial Engineering (RSM)
- Innovation Management (RSM)
- International Investment Management (RSM)
- IP as a Strategic Business Tool (RSM)
- Leadership and Communication (RSM)
- Leadership: Organisational Evolution and Crisis (online)
- Managing Knowledge in a Complex Decision-Making Environment (RSM)
- Multinational Business Finance (RSM)
- Negotiations and Conflict Management (RSM)
- Neuromarketing and Consumer Behaviour (RSM)
- Private Equity (RSM)
- Strategic Leadership of Family Firms (RSM)
- Strategy for Low Income Market (RSM)
- Strategic Finance and Value Creation (RSM)
- Strategic Value Management (RSM)
- Sustainable Supply Chain Management (RSM)

Three electives have to be chosen in order to complete the module Advanced Business, enabling you to specialise in fields of your choice. At least one of the electives has to be taken at Rotterdam School of Management (RSM) and at least one at the Business School of the University of Cologne (UoC). A detailed description of the Electives courses is available upon request.

# BUSINESS DECISION METHODS

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## Content

The course highlights the importance of Statistics as a Decision Support System in Management. It introduces basic statistical methods and techniques and emphasizes their application in a wide range of business applications. The course material is presented through lecture sessions which are used to review and explain the relevant statistical methods and techniques and promote discussion about their uses in business practice.

## Objectives

The overall purpose of the course is to promote the integration of quantitative reasoning into a delegate's management decision making process. This is achieved through – acquiring knowledge of basic statistical methods and techniques

- developing an ability to meaningfully interpret their findings in a management context - identifying applications and use of these methods in business practice; and
- developing a critical appreciation of quantitative thinking as a management decision support tool.

## Lecturer

### Dr. Ioannis Fragkos

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The course *Business Decision Methods* comprises a 10 hours online refresher pre-course “Statistics Essentials” as a preparation for the more quantitative part of the course.

# BUSINESS OF SUSTAINABILITY

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## Content

Globalization, increasing competition, tightened regulatory environments, technological leaps, consumer activism, and socio-economic shifts dramatically shape and impact firm strategy, innovation, sustainability agendas, and hence, the competitiveness of the firm. The successful firm, rather than being reactive to these forces, finds creative solutions utilizing its resources, partners and a keen awareness of global trends to maintain a balanced position in a larger ecosystem of stakeholders. In order to achieve this, the firm must first be prepared to abandon legacy systems and thinking, which constrain its ability to innovate; and then embrace 21st century design principles and systems, thinking to enable a sustainable path toward future growth, where growth may be defined as 'the actual experience of having our lives improved' (Beinhocker & Hanauer, 2014). Roger Martin, maintains that "Most companies' top managers will tell you that they have spent the bulk of their time over the last decade on improvement. But it's no longer enough to get better; you have to 'get different'." This course prepares managers in understanding the modern business and how it must prepare and act in order to differentiate from the commoditized models of the past decade.

## Objectives

- To stimulate thinking on accepted models of capitalism and their usefulness to society and engage with 21st century models of growth and competitiveness.
- To broaden your imagination towards Triple Top Line business models.
- To help you understand global supply chain decision making for sustainable outcomes and long term stability and develop an appreciation for shared value, systems thinking and stakeholder engagement.

## Lecturer

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# FINANCIAL MANAGEMENT

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## Content

Finance is the language of business. Understanding the financial statements of a company is a necessary and essential aspect of business management. In this course we explore the ways in which we can measure and then influence financial performance. Financing decisions center on the options available for raising capital such as debt and equity and the resulting cost of capital, as well as the risks and timing of cash flows. Investment decisions require managers to invest in projects or assets that yield a return greater than the cost of capital. The valuation of a business is therefore based on the business's ability to create value in the form of cash flows, based on the investment and financing decisions of its managers. In this module we explore each of these important concepts in depth, utilizing a series of discussions, exercises and interactive case studies.

## Objectives

- To empower you understand, interpret and utilize financial information in order to make effective business decisions that create long term value.
- To understand a number of valuation methodologies, including DCF, EVA, net asset value and multiples.
- To impart the theory relating to the cost of capital and the underlying principles of investment.

## Lecturer

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# HUMAN RESOURCE MANAGEMENT

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## Content

Understanding how individuals and groups behave in organizations, and why they perform in the way they do, is the most challenging issue for managers and professionals. In addition to this issue, the individuals and groups change their mind-set over time (i.e. Generation Y). Human resource management has become the dominant approach in the management of people within organizations, with a set of distinctive assumptions, grounded strongly in certain motivational theories and well supported by research on excellent companies. HRM has been criticized as being faddish and existing only at the level of rhetoric, rather than in the lived experience of employees. This course is designed to take an in-depth, critical examination of HRM, identifying the key strengths and weaknesses of the approach and in doing so, to increase your knowledge of the variety of levers organizations pull to influence behaviour and performance.

## Objectives

- To provide a balance between the theoretical frameworks that underlie contemporary management practice and how managers can actively design and influence processes and structures within organizations.
- To understand how individuals and groups behave in organizations and how the behaviour of one generation can be different from the next (Generation Y).
- To take the analytical framework of vertical and horizontal linkage to examine how HR works effectively and to identify the elements that need to be in place for sustained successes.

## Lecturer

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## INTERNATIONAL STUDY TRIP

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### Content

Part of the Cologne-Rotterdam EMBA curriculum is the participation in two interesting international study trips. While these study trips are a lot of fun, providing you with networking opportunities and taking you to local tourist attractions, there are a number of academic objectives for the international study trips. For one week in each year, you will expand your understanding of business in a significantly different socioeconomic and cultural environment. You will focus on complex issues surrounding business with and within emerging economies. A typical week consists of lectures, in-class discussions and visits to local enterprises for a deep insight into local business and social culture.

During the 3<sup>rd</sup> term, the first study trip will bring together the EMBA students from Cologne with the EMBA students from the Rotterdam School of Management. You can choose among at least 6 destinations, each of them is related to a specific business topic. In previous years, groups have gone to such diverse locations as Brazil, China, Costa Rica, Italy, South Africa, the United Kingdom and the United States.

During the 4<sup>th</sup> term of the study programme, the cohort of the Cologne EMBA students will do a second study trip in an exclusive destination, experiencing a “Leadership Retreat” that will complete the Personal Leadership Development sessions.

### Objectives

- To gain knowledge and experience of most important issues within emerging markets
- To immerse intensely into a different social and economic environment
- To apply acquired skills on consulting projects
- To experience education in a global context
- To get international exposure opportunities
- To gain knowledge, attitudes and skills that allow to work effectively in a variety of international business settings.

### Study trip examples

- London and the International Financial Markets – in collaboration with the Warwick Business School
- Marketing for Fashion and Luxury Goods - hosted by Graduate School of Business, Politecnico di Milano
- Doing Sustainable Business in Latin America: Costa Rica, the Green Economy – hosted by INCAE Business School
- Politics, Business and Global Economy – in collaboration with the McDonough School of Business, Georgetown University
- Global Logistics and Supply Chain Management at Hamburg’s Harbour – in collaboration with Kühne Logistics University
- Doing Business in China – hosted by Tsinghua University, Beijing
- Leadership Retreat in the Bergplaas nature reserve – Catalonia, Spain

## LEADING STRATEGIC BUSINESS CHANGE

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### Content

Now, more than ever before, organizations need to understand and become masters of corporate transformation. The current global and European economic context has forced governments and organizations alike to critically rethink how they operate, and many have embarked on radical transformation programs to align themselves with the realities of the new world they operate in. Current change research suggests that more than 70% of these transformation efforts will fail. As a result, CEO's and leaders of organizations are continuously striving to achieve sustainable change within their organizations as the consequences of failure carry high costs. The effect of failure on the culture and people in the organization is often dire, often finding them in a "valley of despair". CEO's and leaders often ask whether or not there is a way to manage and implement corporate change more effectively, and if there is a way that organizations can harness human capital within the organization to create sustainable change without destroying value? The course seeks to answer these questions and provide students with a thorough understanding of the latest relevant change theories, tools and thought ware to be able to deal with and successfully manage corporate change.

### Objectives

- To deliver a unique strategic learning experience to look at organizational change through a theoretical as well as a practitioner's lens, using case studies and real life examples of large scale transformation and change.
- To offer you an opportunity to co-create the meaning of organizational changes for yourself and apply it to your specific company.
- To show you leading change methodologies and frameworks and critically help you to analyze why transformation efforts succeed or fail.

### Lecturer

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# MANAGEMENT SCIENCE

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## Content

In this Management Science course we explore the skills and techniques which are necessary to make good decisions based on a quantitative analysis. The emphasis is on analytically modelling business problems from marketing, finance, production, logistics and performance measurement. The main objective is to improve managerial decision making in the functional and cross-functional business areas. We introduce a number of modelling concepts that are used behind the screen of many Decision Support Systems, including (integer) linear programming, Monte Carlo simulation and decision trees. We point out how these concepts can be used to model and effectively help to solve a wide range of business problems. Through examples, class discussion, case studies and computer exercises the students become familiar with the concepts, the solution approaches, their limitations and underlying assumptions and practical use. We also teach you to use some Excel-based decision support tools to analyse business problems. Finally, we also pay attention to the psychology of decision making.

## Objectives

- To develop analytical skills to structure and model business decision problems.
- To introduce and extend methodologies and solution techniques for quantitative modelling and interpret solutions.
- To discuss applications in many functional areas (operations and logistics, finance, strategy, marketing etc.).
- To teach you practical skills in solving these problems by hands-on experience with Excel-based decision support tools.

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# MANAGERIAL ACCOUNTING

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## Content

The course is focused on managerial accounting with an emphasis on planning, coordinating, controlling and decision-making. Management accounting's strength is in its flexibility and its specificity to the problem at hand. The underlying theme of "different costs for different purposes" will prevail. In addition, there will be an occasion using accounting data as a means of performance measurement.

## Objectives

- To impart the way of using accounting data for management decision-making.
- To make you a manager with effective decision making skills.
- To show you how to select the appropriate accounting techniques and how to manipulate the data so as to make better decision and to respond more intelligently to the decisions of others.

## Lecturer

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A 10 hours online pre-course "Accounting Essentials" accompanies the course *Managerial Accounting* in order for the participants to refresher or catch up basic knowledge in accounting.

# MANAGERIAL ECONOMICS

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## Content

The economy is the environment of business. One of the prerequisites of doing well in business is to understand the environment that you are operating in. In this context there are a number of forces that act on business. Some are slow and often predictable. Others are sudden and very often unexpected. At the same time, while these forces play themselves out governments are also likely to react with a variety of policy changes. Hence the dual challenge for people in business is not only to position themselves to either take advantage of favourable economic conditions or take defensive action from negative economic shocks but also to anticipate the likely policy response on the part of government. In addition to this there can be quite dramatic differences in the economics experienced in developed economies compared to emerging markets. The course will explore some of these differences.

## Objectives

- To understand the environment, you and your business is acting in.
- To outline the key principles that will be of use to people in their business lives.
- To explore the differences in the economics experienced in developed economies compared to emerging markets.

## Lecturer

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A preparatory 10 hours online pre-course "Microeconomics Essentials" is a mandatory part of the course *Managerial Economics*.

# MARKETING MANAGEMENT

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## Content

Marketing Management teaches you how to grow your firm through marketing leadership. The course will introduce you to the key marketing concepts (branding, sales, market intelligence) and instruments (pricing, promoting, distributing and developing new products). The course introduces you to the strategic perspective of the Chief Marketing Officer (CMO) who's overseeing a firm's product portfolio. Key to developing a strategic market orientation is a broad focus (considering a product portfolio rather than individual brands or products; looking across rather than within markets; broadening your view of competition) and developing a long-term perspective. The most difficult decisions a CMO needs to take are related to resource allocation (between different brands, product lines, markets, marketing instruments etc.) – a major point of focus in this course.

## Objectives

- To improve your understanding of basic marketing concepts, research studies and tools.
- To upgrade your ability to see and sense market changes and market forces and anticipate actions and reactions from customers, competitors and other relevant players.
- To enhance your skills to design, implement, and evaluate marketing strategies.

## Lecturer

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# MASTER'S THESIS

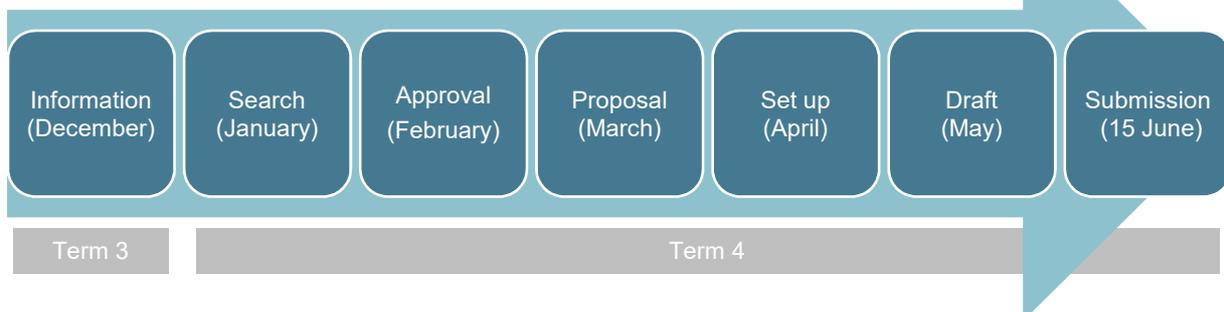
## Content

The goal of the in-company Master's thesis is for you to apply and critically assess the knowledge you have gained across the disciplines taught during the EMBA Programme. You will do so by identifying and addressing a substantial challenge and/or opportunity in an organisation, using the knowledge you have gained during the EMBA program. The chosen topic must be substantial, relevant and complex, to be addressed at (senior) managerial level. It must be feasible for you to provide valuable output in addressing the issue, within the timeline of the project.

To set up the Master's thesis, you will undergo three steps:

- You will first critically appraise the issue. This appraisal refers to understanding the specific organizational issue in more generic terms, and to put them into a context of existing knowledge and practice (i.e. models and theories discussed in class or sourced through the research). The goal is to formulate a solution to the problem in generic, theoretical terms by applying or adopting models.
- The second step is to apply this generic solution to your company to see to what extent the theory is relevant in this instance. For the majority of projects this will require data gathering and analysis such as surveying employees, analysing cases, or investigating historical data. The end result of this step is a set of insights into the applicability of the used theories for the company.
- Finally, you will discuss the recommendations for the company you have studied. More than a summary of findings and solutions, your recommendations put solutions into the broader context of the company and explain how to implement the solutions.

## Timeline



## Coordinator

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# OPERATIONS MANAGEMENT

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## Content

The global environment that characterizes the business world of today has pointed out the importance of developing strategies that go beyond the geographical boundaries of one country. Nowadays, it is not uncommon to see a company that develops a new product in the US, manufactures it in Asia and sells it in Europe. Industry 4.0, the intensification of contemporary automation, data exchange and manufacturing technologies or the increased ecological awareness are only two examples for new trends in supply chain management which may revolutionize the business. The world is becoming a constantly changing “market place” not only for selling but for also for buying. This course will give you a better appreciation of the real drivers behind success or failure of many organizations. To use our usual business school jargons, you’ll learn about the strategic importance of the firm’s supply chain and production systems.

## Objectives

- To introduce the concepts, tools and techniques for managing the operations function of an organization.
- To learn how globalization or later on the Industry 4.0 is affecting production, supply chain, procurement, distribution, R&D and Engineering functions, and the challenges and opportunities faced by managers who must cope with these changes.
- To give you insights about the strategic importance of the firm’s supply chain and production systems.

## Lecturer

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# ORGANIZATIONAL BEHAVIOUR

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## Content

Organizational behaviour is designed to introduce students to key concepts and issues associated with behaviour in work organizations. It focuses initially on aspects of work attitudes, motivation; group and team behaviour and in the second half of the course, on issues of managing and leading, power, corporate culture and structural design.

## Objectives

- To provide insights into participants' own work behaviour, motivations, experience of work groups, teams and organizational environments.
- To acquaint participants with theories, concepts and methods relating to how individuals and groups are affected by organizational contexts, and how choices about ways of organizing affect the functioning and effectiveness of businesses.
- Through cases and classroom experiences, to explore how insight and knowledge can be translated into business problem-solving.

## Lecturer

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# PERSONAL LEADERSHIP DEVELOPMENT

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## Content

The Personal Leadership Development (PLD) course is designed to be an application of theory course which introduces personal development models and tools, builds off of the learning from other courses and incorporates the EMBA participant's on-going work experiences. To this end, focal topics have been selected based on their relevance to the objectives of the EMBA program as a whole and are introduced mindful of the participant's progress within the larger context of the program. The course is designed as a series of workshops conducted by various facilitators, including practical instruments that can help participants become more aware of their competencies and learning potential. The MBA teams will serve as a fundamental basis for reflection and application of the learning throughout the whole course.

## Objectives

The main purpose of the PLD course is to increase the personal effectiveness of the EMBA participant through multiple learning methodologies including personal reflection, psychometric assessment, theoretical discussions, team work, peer feedback and video-taped role-play activities. Peer and team feedback constitute the main pillars of the PLD course: The pre-assigned teams are changed between the first and second terms. At the start of each term, teams will have to prepare their own team charter setting the principles and rules of engagement which should allow teamwork to be more effective. In addition, and in order to facilitate the personal development objectives of working in teams, the EMBA participants are also required to provide the members of their team with honest and constructive feedback. All EMBA participants complete the peer and team feedback process at least twice throughout the program. This process requires each participant to complete an on-line questionnaire for each of his or her teammates, and results in individual reports being created to summarize the overall feedback provided. The students are encouraged to use this tool as a platform for planning and experimenting with personal change/development objectives

## Lecturer

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The PLD course comprises **personal individual coaching sessions** focussing on you as an individual and how your competence, profile and character impacts and interacts with your work context. The coaching sessions take place with professional executive coaches and accompany you throughout the whole EMBA programme. Your personal coach will help you to discover, clarify, and align with what you want to achieve, encourage self-discovery; elicit solutions and strategies generated by yourself; and hold you responsible and accountable in your personal and professional development. This process will help you improve outlook on work and life, while improving your leadership skills and unlocking your potential. Coaching may address specific personal projects, life balance, business successes or general conditions in your life or profession. Other coaching aspects include values clarification, brainstorming, personal strategic planning using a process of examining various modes of operating in life that will help guide you through complex life or work situations.

# STRATEGIC MANAGEMENT

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## Content

This course introduces you to the subject of Strategic Management and takes you on a journey exploring the main elements of the subject and its importance and its role in delivering the purpose of the organization. We will demystify the subject of strategy by adopting a practical, 'hands-on' approach and you will develop greater strategic awareness and confidence to work with complex strategic issues. As a strategist, you will acquire numerous analytical tools and planning frameworks to use in selected case studies, each providing you with an opportunity to resolve an array of strategic dilemmas. The course consists of several interactive classroom sessions, each of which contributes to building a comprehensive understanding of strategic management.

## Objectives

- To energize and inspire you to embrace the subject of strategic management.
- To make you more confident and articulate within 'strategic conversation' in their business.
- To provide you with analytical tools and planning frameworks, which allow you to resolve an array of strategic dilemmas.

## Lecturer

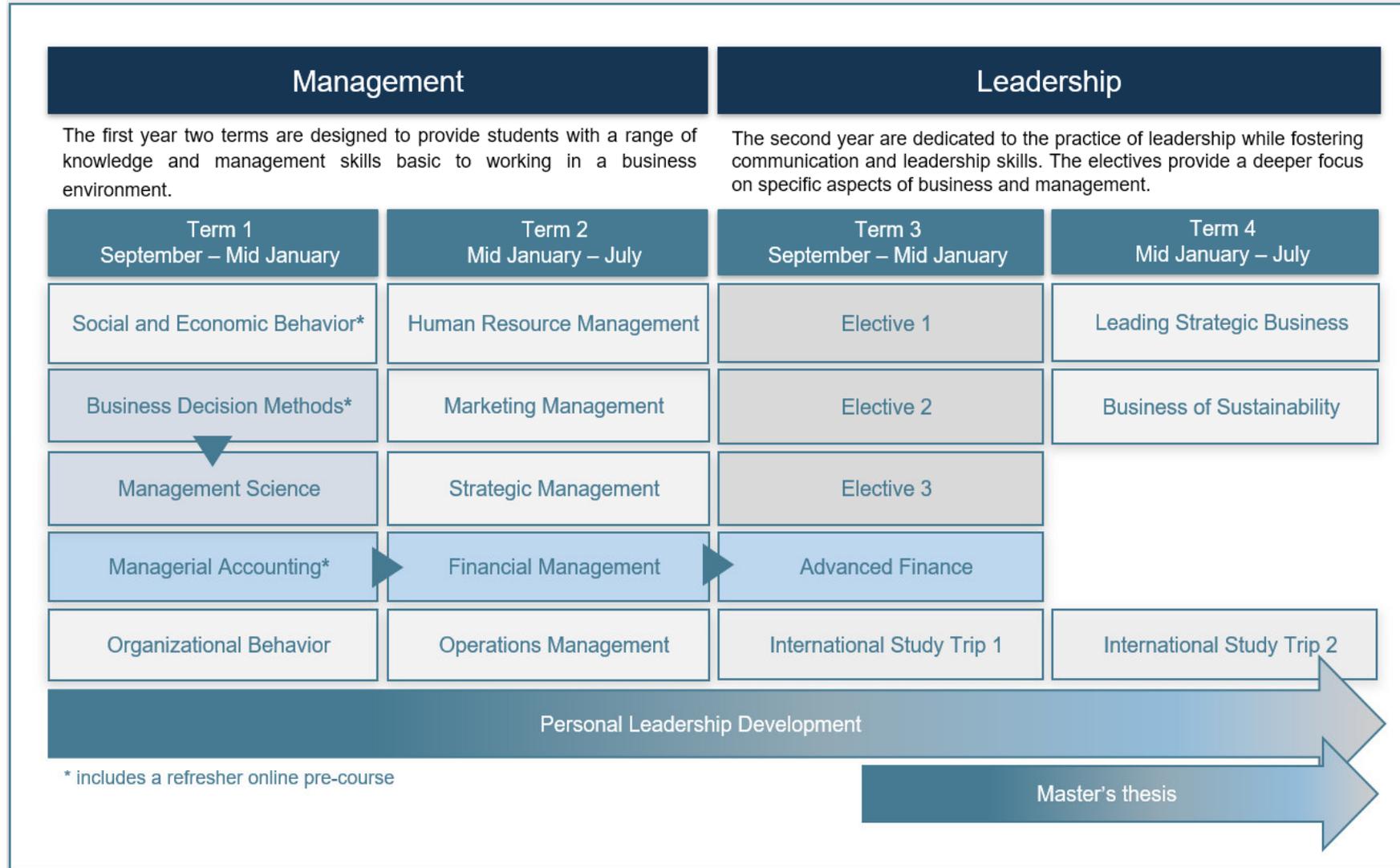
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## CREDIT STRUCTURE

	Modules	Credits
Core modules	<b>Managing People</b>	<b>6</b>
	- Organisational Behaviour	3
	- Human Resource Management	3
	<b>Decision Analysis</b>	<b>6</b>
	- Business Decisions Methods	3
	- Management Science	3
	<b>Finance and Accounting</b>	<b>8</b>
	- Managerial Accounting	4
	- Financial Management	4
	<b>Managerial Economics</b>	<b>5</b>
<b>Strategic Management</b>	<b>5</b>	
<b>Strategic Marketing Management</b>	<b>5</b>	
<b>SCM Operations Management</b>	<b>5</b>	
<b>Advanced Management</b>	<b>9</b>	
	- Business of Sustainability	3
	- Leading Strategic Business Change	3
	- Advanced Finance	3
Electives	<b>Advanced Business</b>	<b>9</b>
	- Elective 1	3
	- Elective 2	3
	- Elective 3	3
PLD	<b>Personal Leadership Development</b>	<b>8</b>
	- Personal Leadership Development 1	4
	- Personal Leadership Development 2	4
Trips	<b>International Study Trips</b>	<b>6</b>
	- International Study Trip 1	3
	- International Study Trip 1	3
Thesis	<b>Master's Thesis (In-Company Project)</b>	<b>18</b>
	- In-company project phase 1	5
	- In-company project phase 2	13
	<b>Total</b>	<b>90</b>

# CURRICULUM OVERVIEW



**Cologne-Rotterdam Executive MBA Programme Course Catalogue**

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