Specialization Track	Code.module	Module	Semester	Module short description
Data Analytics	IS507E_MSC	Programming for Data Analytics	FALL	This module covers Python programming for data analytics, including descriptive, predictive, and prescriptive analytics. Students learn fundamental methods and techniques to analyze and solve business problems using data.
	QM501E_MSC	Business Analytics	FALL	This module offers an overview of essential topics for the "Data and Business Analytics" programme. It equips students with tools and techniques for efficient data analysis and informed business decision-making.
	QM506E_MSC	Data Management	FALL	This module emphasizes the importance of efficient data collection, storage, and retrieval for businesses. Its purpose is to introduce students to database design and management.
	QM502E_MSC	Statistical Modeling for Business	SPRING	This module focuses on collecting, analyzing, and interpreting numerical data for business purposes. It emphasizes the role of modeling Business Statistics in managerial decisions, with practical applications using problematic situations. Students apply their knowledge to real business problems, supported by computer simulations (SPSS, R, or Matlab). The module highlights the importance of Statistics in modern managerial practice and its impact on career prospects and business performance.
	QM512E_MSC	Time Series Analysis	SPRING	This module focuses on analyzing time series data using mathematical and statistical tools. Students are expected to have basic knowledge of R and Python. The techniques covered are essential for various fields, including financial data, supply chain, and retail.
	QM524E_MSC	Optimization and Simulation	SPRING	This module introduces key concepts of operations research, focusing on linear programming, integer programming, network flow models, and discrete event simulation. It covers the formulation and solving of optimization problems using the Simplex algorithm and branch-and-bound techniques for integer constraints. Students learn to optimize resource flow in networks and apply discrete event simulation to analyze system performance, equipping them with practical skills for various optimization challenges.

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Finance	EC511E_MSC	Financial Econmetrics	FALL	In this module, students explore statistical methods for financial data analysis. Topics include regression techniques, factor analysis, forecasting, hypothesis testing, serial correlation analysis, volatility analysis, and an examination of cryptocurrencies. Practical exercises using tools like R and SPSS reinforce these concepts with real-world financial data.
	FI545E_MSC	Coding and Data Science for Accounting & Finance	FALL	This module aims to equip accounting and finance professionals with essential skills for working with new data forms and implementing their knowledge using Python. Starting from the basics of Python coding, the course progresses to advanced data science topics, including machine learning. By the end of the module, students will be well-prepared to actively engage with the opportunities arising from technological advancements in the finance industry.
	FI546E_MSC	Quantitative Finance	FALL	This module aims to introduce the main capital markets, including equities, fixed-income, and derivative securities. It emphasizes their functioning and importance. The course will cover theoretical and empirical techniques commonly used in financial market analysis, along with their application to real financial data.
	EC501E_MSC	Applied Economics	SPRING	This module addresses the need for international financial managers to enhance profitability and analyze business opportunities. It covers applied microeconomics, encouraging students to consider empirical challenges and underlying models.
	FI542E_MSC	Exchange Markets	SPRING	This module explores the financial management aspects of leading multinational companies. It offers an integrated introduction to modern international finance, emphasizing foreign exchange markets, exchange rate determination, and factors affecting exchange rates (such as inflation rates and interest rates). Additionally, it addresses currency derivatives.
	QM512E_MSC	Time Series Analysis	SPRING	This module focuses on time series analysis, which involves collections of measurements taken at different points in time. The objective is to provide mathematical and statistical tools for analyzing such data. Participants are expected to have basic knowledge of R and Python. These techniques find applications in various fields, including financial data, supply chain management, and retail.

Specialization Track	Code.module	Module	Semester	Module short description
Luxury Marketing	MK532E_MSC	Contemporary Brand Management	FALL	The overall objective of the module is to assess the significance of branding within the marketing mix and thus develop branding strategies in order to build brand equity. This will enable students to acquire the skills and competences to evaluate brand management best practices.
	MK535E_MSC	Marketing of Innovation	FALL	This module emphasizes the role of innovations in maintaining competitive advantage for companies. It equips students with frameworks, models, and theories to analyze marketing innovation offerings, including products and services. Participants learn to sense opportunities for new products/business models in emerging markets, address established product line renovations, and commercialize innovations across company sizes. The module aims to maximize value for innovative products and services through case studies and discussions.
	MK545E_MSC	Development and Marketing of New Products for Sustainability	FALL	The module focuses on the development of sustainable new products or services, from concept to launch, particularly for luxury brands in the global market. It aims to equip students with skills to provide solutions to current societal and environmental challenges. Students are expected to design and develop a contemporary new product project, incorporating relevant concepts, theories, methods, and analytical tools applicable to their specific project and professional practices.
	MK504E_MSC	Consumer Behaviour in a Sustainable Environment	SPRING	This module examines consumer behavior, a critical area in marketing that influences not only business strategies but also political and regulatory frameworks. It explores the complex and sometimes irrational nature of consumer decision-making by integrating insights from psychology and sociology. The course will provide an in-depth study of how consumers think, feel, and choose among options, focusing on both internal and external factors that influence their behavior. Special emphasis will be placed on understanding the elements that promote sustainable consumption.
	MK539E_MSc	Luxury Marketing Strategy	SPRING	This module explores the dynamic luxury industry, which has seen profound changes and robust sales growth since 2022. It equips students with an understanding of the thriving luxury market and offers new perspectives for engaging affluent consumers. Participants will learn about the evolution of the luxury sector, identify the elements that define a luxury brand, and acquire skills in luxury brand management, covering fundamental concepts and frameworks. The course encourages the development of creative and innovative marketing strategies aimed at achieving brand excellence and influence in the luxury segment. Through practical business cases, students will gain hands-on experience and valuable insights from industry leaders.
	ST507E_MSC	Contemporary Trends in the Luxury Industry	SPRING	This module provides a comprehensive overview of the luxury industry, covering its key characteristics and historical development. It highlights trends from the past two decades, including emerging micro-trends and potential future trends that are just beginning to surface. Additionally, the course examines the significant impact of COVID-19 on the luxury market's structure in both the short and medium term. Students will acquire the knowledge and skills needed to develop, implement, and follow through on innovative strategic and marketing plans tailored to the rapidly evolving luxury sector.

Specialization Track	Code.module	Module	Semester	Module short description
Marketing	MK532E_MSC	Contemporary Brand Management	FALL	This module aims to explore the critical role of branding within the marketing mix and to develop effective branding strategies that enhance brand equity. It equips students with the necessary skills and competencies to assess and implement best practices in brand management.
	MK535E_MSC	Marketing of Innovation	FALL	This module offers a thorough understanding of innovation from a marketing perspective and provides students with essential frameworks, models, and theories for analyzing and implementing marketing strategies for innovative products and services. Students will learn to identify opportunities for new products, services, and business models in emerging markets, as well as strategies for updating existing product lines in mature markets.
	MK546E_MSC	Omni-channel Consumer Behaviour	FALL	This module explores the impact of the Internet and digital technologies on consumer behavior and consumption patterns. It highlights the necessity for companies to adapt to the omni-channel consumer by integrating both online and offline marketing strategies. Students will examine various factors that influence consumer behavior and decision-making in different marketing channels, with the goal of optimizing consumer experiences through a comprehensive approach.
	MK544E_MSC	B2B Marketing	SPRING	This module examines the development and execution of B2B marketing strategies, focusing on the unique needs of organizations rather than individual consumers. It addresses current challenges faced by B2B marketers, including the integration of digital technologies like AI, sustainability issues, changing organizational behaviors due to economic shifts, and supply chain disruptions. The module incorporates recent scholarly and professional insights, utilizes B2B-specific marketing tools and frameworks, discusses real-world case studies, and provides practical tasks for crafting and applying B2B marketing strategies and tactics.
	MK549E_MSC	Integrating Online and Offline Marketing Communications	SPRING	This module explores modern and advanced Integrated Marketing Communication (IMC) strategies, with a strong focus on digital marketing. It covers a range of evolved IMC practices, such as advertising, promotions, and social media, along with newer forms like content creation and gamification, all from a strategic angle. Additionally, the module examines how modern consumer profiling aligns with Industry 4.0 and the pivotal role of social media in transforming marketing communications.
	MK558E_MSC	Digital Marketing and Branding	SPRING	This module focuses on digital marketing, presenting it as a key growth driver in the modern marketing landscape. It aims to educate students on how the internet and other digital media have revolutionized aspects of marketing, including branding. The course is designed to deepen students' understanding of digital marketing concepts, techniques, and best practices, enabling them to develop effective digital marketing and branding strategies while supporting various digital marketing processes.

Specialization Track	Code.module	Module	Semester	Module short description
Negotiation	GO519E_MSC	Digital Tools for Influence and Lobbying	FALL	This module explores the impact of digital transformation on diplomacy and political communication. It emphasizes the growing influence of social media, lobbying, and advocacy as core methods of persuasion. However, this shift away from traditional diplomatic elements presents challenges, including uncontrolled public discourse, fake news, and political polarization. Mastering the process of lobbying and influence becomes crucial in this evolving landscape.
	MK512E_MSC	Global Marketing Strategy	FALL	This module explores strategic formulation and implementation across various organizations, including companies, governments, associations, cooperatives, and partnerships. It introduces a conceptual framework that students apply to real-world cases, strategic problems, and projects to deepen their understanding of strategy in diverse settings.
	NG505E_MSC	International Negotiation & Business Development	FALL	This module provides students with practical negotiation simulations, focusing on developing a modern negotiation mindset using current techniques to maximize deal-making likelihood, enhance value creation, reduce costs, and expedite agreement processes. It also examines negotiation strategies, instructing on the use of collaborative platforms for data sharing, building online relationships, and utilizing big data in proposals. The module aims to prepare a new generation of negotiators proficient in leveraging artificial intelligence to boost their competitiveness.
	LW514E_MSC	Managing Risks and International Business Law	SPRING	This module focuses on key aspects of International and EU business law, offering students an introduction to a broad spectrum of legal challenges related to international trade, European Union law, and comparative law. Starting with an overview of different legal systems and the foundations of International and European institutions, the module progresses to examine legal matters pertinent to international business. Practical and theoretical knowledge is imparted through the analysis of real and hypothetical cases.
	NG504E_MSC	Sales Strategy and Management	SPRING	This module aims to provide comprehensive practical and theoretical training in sales techniques, focusing on personal selling, account relationship management, sales force organization, and sales management. It also covers the unique aspects of international selling, equipping students with the skills necessary to navigate and succeed in global markets.
	SC504E_MSc	International Sourcing and Procurement	SPRING	Designed for students whose career interests might be directed towards purchasing and procurement management, this module explains why those jobs are strategic for companies, how to choose the best purchasing strategy per category and to implement it.

Specialization Track	Code.module	Module	Semester	Module short description
Supply Chain	CR514E_MSC	Sustainable Supply Chain & Green Logistics	FALL	This module aims to deepen students' understanding of sustainability in supply chains, focusing on the challenges of developing sustainable supply networks. It provides guidance on managing the complexities of logistics and operations with social and environmental considerations. Students will also learn to use assessment tools like carbon footprint and life-cycle analysis, gaining practical skills for sustainable supply chain management.
	QM501E_MSC	Business Analytics	FALL	This module provides an overview of the main topics that are necessary for "Data and Business Analytics" programme. It covers descriptive, predictive and prescriptive analytics to provide students with tools and techniques to support efficient data analysis and effective business-related decision-making.
	SC531E_MSC	Supply Chain Analytics & Digitalization	FALL	The purpose of this module is to present the basics of analytics to support managerial decisions in supply chains. The module contains introductory topics on analytics and decision analysis, as well as case studies in supply chain management.
	SC505E_MSC	Coordination in Supply Chain Management	SPRING	This module aims to develop analytical skills for designing and coordinating supply chains to achieve optimal outcomes. By the end of the learning experience, students will be able to evaluate supply network design and performance across various business contexts. Key areas include logistics, supply chain integration, risk pooling, procurement, product and process design, and international supply chain management.
	SC519E_MSC	Quality Management & Lean Supply Chain	SPRING	This module focuses on integrating quality management, lean principles, and supply chain management to enhance business performance. It covers theories from renowned quality experts along with practical applications of essential quality tools for lean supply chains. Additionally, the module deals with fundamental concepts of lean and supply chain management, supported by current research and practices. The ultimate goal is to achieve total quality management and customer satisfaction by effectively managing a lean supply chain.
	SC530E_MSC	Procurement & Inventory Management	SPRING	This module prepares students for careers in consulting, production, or operations management within manufacturing or distribution firms. It covers supply chain management concepts as competitive tools, focusing on demand forecasting, inventory management for known and unknown demand, and associated costs, with an emphasis on practical application in business scenarios.

Specialization Track	Code.module	Module	Semester	Module short description
Sustainable Management	CR514E_MSC	Sustainable Supply Chain & Green Logistics	FALL	This module provides students with an understanding of sustainability in supply chains, addressing the challenges of designing sustainable supply networks. It equips students with skills to manage logistics and operations considering social and environmental factors and covers assessment tools like carbon footprint and life-cycle analysis.
	CR524E_MSC	Corporate Sustainability Data Analysis and Reporting	FALL	This module enhances students' understanding of establishing standard reporting practices and evaluating sustainability efforts. It emphasizes the importance of environmental and societal responsibility in a changing regulatory landscape. Students will learn about sustainability reporting standards, principles, and methodologies for assessing and reporting sustainability management performance according to global standards.
	MK535E_MSC	Marketing of Innovation	FALL	This module emphasizes the role of innovations in maintaining competitive advantage for companies. It equips students with frameworks, models, and theories to analyze marketing innovation offerings, including products and services. Participants learn to sense opportunities for new products/business models in emerging markets, address established product line renovations, and commercialize innovations across company sizes. The module aims to maximize value for innovative products and services through case studies and discussions.
	CR512E_MSC	Managing Sustainable Projects	SPRING	This module equips students with tools and skills for executing structured projects within organizations, focusing on developing a strategic perspective rooted in management principles. Topics include the importance of projects, project life cycles, the role of project managers, team and resource management, and managing complexity and information.
	CR522E_MSC	Principles of Sustainable Finance	SPRING	This module focuses on integrating environmental and social aspects alongside economic performance to drive sustainable development. It covers traditional financial tools, their transformation toward sustainability, and emphasizes the institutional framework of sustainable finance and key stakeholders involved.
	CR523E_MSC	Creative Leadership for Sustainable Organizational Change	SPRING	This module develops creative leadership skills for sustainability professionals to facilitate organizational change. It addresses the shortcomings of traditional leadership and introduces alternative approaches like collective and grassroots leadership. The course aims to improve communication and persuasion to foster stakeholder support for sustainable practices. Techniques include creative problem solving, dialoguing, appreciative inquiry, action learning, and essential leadership skills such as persuasion, influencing, negotiation, and conflict resolution.