

## Module Description

Area	Name of Module	Module Number
<b>Compulsory Components</b>		
	Pre-Module	EMBA-CORE-0
	Leading the Organization	EMBA-CORE-1
	Market Impact	EMBA-CORE-2
	Financial Performance	EMBA-CORE-4
	Developing Strategic Foresight	EMBA-CORE-5
	Business Functions	EMBA-CORE-6
	Creative Transformation	EMBA-CORE-7
	International Module I (Kellogg)	EMBA-CORE-8
	International Module II (Kellogg)	EMBA-CORE-9
	Local Electives	EMBA ADVANCED 2
	International Module III (Exploring New Horizons)	EMBA ADVANCED 3
	WHU Capstone Week	EMBA ADVANCED 4
	International Module IV (Global Elective)	EMBA ADVANCED 5.1
	International Module V (Global Elective)	EMBA ADVANCED 5.2
	European Electives	EMBA ADVANCED 6
	Master Thesis	EMBA-THESIS

### Hinweis

*Dieses EMBA-Handbuch wird zur Erfüllung formaler Informationspflichten veröffentlicht. Die enthaltenen Angaben sind primär administrativer und regulatorischer Natur.*

*Für umfassende und aktuelle Informationen zum Programm verweisen wir auf unsere offizielle Website:*

*<https://kellogg.whu.edu/de/>*

### Notice

*This EMBA Handbook is published to fulfill formal information requirements. The information contained herein is primarily administrative and regulatory in nature.*

*For comprehensive and up-to-date information about the program, please refer to our official website:*

*<https://kellogg.whu.edu/en>*

Module Number	<b>EMBA-CORE-0</b>
Name of Module	<b>Pre-Module</b>
Area	Compulsory Components
Courses of the Module	EMBA-QUANT-001 - Quantitative Methods

**Core Data**

Type of Module	Core Module
ECTS-Credits	5
Module Frequency	once per year
Module Duration	Self-paced online learning plus 2 in-class days
Language	English
Person responsible for the Module	Mr Prof. Dr. Jürgen Weigand

**Workload and its composition**

Self-Study	110
Contact Time	14
Examination	1
Total Workload...h	125

**Regulatory Information**

Prerequisites	A-level knowledge of Mathematics and Statistics
Examination Methods	Written examination
Weighting for the Final Grade	Equal to the ECTS-credits allocated for the module

**Concept of the Module**

Module Contents	The module introduces the basic tools of Mathematics, Statistics, and Economics which are needed during the EMBA program and are relevant for managers. In Mathematics emphasis is put on calculus, in Statistics basic descriptive methods (e.g. median, mean) are presented, and in Economics static optimization methods are applied to maximize profits and minimize costs.
Teaching and Learning Methods	Self-paced, individualized online learning, progress measured by milestones, supported by online feedback of course instructor; in-class recapitulation of core principles and tools.
Literature	Online course package includes self-learning instructions, required and complementary content and exercises, solutions, and milestones. In-class course package includes description of and content for class sessions as well as sample exams.

Module Number	<b>EMBA-CORE-1</b>
Name of Module	<b>Leading the Organization</b>
Area	Compulsory Components
Courses of the Module	EMBA-MGMT-560 - Leadership in Organizations EMBA-MGMT-564 - Sustainable Business

**Core Data**

Type of Module	Core Module
ECTS-Credits	5
Module Frequency	once per year
Module Duration	6 days
Language	English
Person responsible for the Module	Mr Prof. Dr. Yuval Kalish

**Workload and its composition**

Self-Study	83
Contact Time	40
Examination	2
Total Workload...h	125

**Regulatory Information**

Prerequisites	Participants receive course packages including readings prior to the module (online and hard-copies).
Examination Methods	Written examination, Written work, Oral Participation
Weighting for the Final Grade	Equal to the ECTS-credits allocated for the module.

**Concept of the Module**

Module Contents	This first module of the EMBA program sets the stage by focusing on the manager or leader as a decision maker in an organization. Decisionmakers in the real world typically face incomplete information and uncertainty. The course "Decision Making under Uncertainty" introduces participants to scientific concepts and tools (e.g. probability theory) to deal with uncertainty, information problems and mental biases (mind traps). The course "Leadership in Organizations" addresses the three dimensions of leadership: leading others, being led by others, and leading oneself in the context of a business organization. It addresses among others the design of appropriate organizational structures and processes, decision delegation, dealing with the human factor and human resources, team effectiveness and self leadership. The participants gain a broader and integrated view of leadership, decision making and decision implementation in the business organization.
Teaching and Learning Methods	Lectures, in-class group activities, group and individual assignments, class participation, individual reflections, individual final exam.
Literature	Course packages include course description, scheduling of classes and graded assignments, any pre- and required readings, e.g. textbooks, articles, cases (provided online and hard-copy).

**Learning Goals and Objectives**

<p>Learning Goals and Objectives</p>	<p>Students will be high-performing executives across diverse settings and cultures.                  Students develop effective strategies tailored to the given cultural context.                  Students adjust their leadership approach to lead a diverse group towards a shared goal.                  Students will have advanced general management know-how.                  Students develop effective managerial solutions.                  Students identify corporate challenges and derive potential courses of action.                  Students understand and apply analytical principles and tools to analyze business scenarios.                  Students will be self-reflective and responsible executives.                  Students examine their experiences of success and setbacks to evolve as a leader.                  Students are aware of their responsibility as a leader.                  Students articulate a compelling vision that unites their teams and drive performance.</p> <p>18</p>
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Module Number	<b>EMBA-CORE-2</b>
Name of Module	<b>Market Impact</b>
Area	Compulsory Components
Courses of the Module	EMBA-ECON-560 - Managerial Economics EMBA-MKT-560 - Marketing Management

**Core Data**

Type of Module	Core Module
ECTS-Credits	5
Module Frequency	once per year
Module Duration	6 days
Language	English
Person responsible for the Module	Mr Prof. Dr. Jürgen Weigand

**Workload and its composition**

Self-Study	83
Contact Time	40
Examination	2
Total Workload...h	125

**Regulatory Information**

Prerequisites	The Pre-Module "Quantitative Methods" as well as the courses of Module 1 should have been completed successfully.
Examination Methods	Written examination, Presentation / Seminar Papers, Oral Participation
Weighting for the Final Grade	Equal to the ECTS-credits allocated for the module

**Concept of the Module**

Module Contents	In this module the interface of the business organization to the market is analyzed from two perspectives. The course "Managerial Economics" builds on basic economic principles introduced in the Pre-Module and helps the participant to develop an understanding of how markets function, how competition shapes market structures and market outcomes, how the firm can create value and establish a viable market positions in different market environments, and how technological change disrupts markets and industries. The course "Marketing Management" focuses on the demand side of a goods market, and introduces tools to gain and sustain customers, from the classical Four Ps to the disruptive changes brought about by digitalization, e-commerce, and omni-channel marketing.
Teaching and Learning Methods	Lectures, guest speakers, in-class group activities, group and individual assignments, project work, and cases.

Literature	<p>The course and the lecture slides will go relatively closely along the lines of</p> <ul style="list-style-type: none"> <li>• Jost, Peter-J. (2014). The Economics of Motivation and Organization: An Introduction. Edward Elgar Publishing.</li> <li>• Jost, Peter-J. (2014). The Economics of Organization and Coordination. Edward Elgar Publishing.</li> <li>• Belleflamme, P., &amp; Peitz, M. (2010). Industrial Organization: Markets and Strategies. 2nd edition. Cambridge University Press.</li> </ul> <p>This is the main text you can access for further reading. It will be supplemented with chapters from</p> <ul style="list-style-type: none"> <li>• Pepall, L., Richards, D., &amp; Norman, G. (2014). Industrial Organization. Contemporary Theory and Empirical Applications. 5th edition. John Wiley &amp; Sons.</li> <li>• Vohra, R.V. (2020). Prices and Quantities. Cambridge University Press.</li> </ul> <p>Course packages include course description, scheduling of classes and graded assignments, any pre- and required readings, e.g. textbooks, articles, cases (online and hard-copies).</p>
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**Learning Goals and Objectives**

Learning Goals and Objectives	<p>Students will have advanced general management know-how.                  Students develop effective managerial solutions.                  Students identify corporate challenges and derive potential courses of action.                  Students understand and apply analytical principles and tools to analyze business scenarios.                  Students will be high-performing executives across diverse settings and cultures.                  Students develop effective strategies tailored to the given cultural context.                  Students interpret business challenges in a global context.</p>
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Module Number	<b>EMBA-CORE-4</b>
Name of Module	<b>Financial Performance</b>
Area	Compulsory Components
Courses of the Module	EMBA-ACCT-560 - International Financial Reporting & Analysis EMBA-FIN-560 - Managerial Finance

**Core Data**

Type of Module	Core Module
ECTS-Credits	5
Module Frequency	once per year
Module Duration	6 days
Language	English
Person responsible for the Module	Mr Prof. Dr. Jürgen Weigand

**Workload and its composition**

Self-Study	83
Contact Time	40
Examination	2
Total Workload...h	125

**Regulatory Information**

Prerequisites	The Pre-Module "Quantitative Methods" as well as the courses of Module 2 should have been completed successfully.
Examination Methods	Written examination, Presentation / Seminar Papers, Oral Participation
Weighting for the Final Grade	Equal to the ECTS-credits allocated for the module

**Concept of the Module**

Module Contents	In this module the interface of the business organization to the market is analyzed from two perspectives. First, the course "Managerial Finance" examines the functioning of financial markets and explains the basics of how the costs of financing a company by equity and/or debt (WACC). Further, fundamental concepts, such as the NPV, to evaluate investment projects are introduced and applied. The course "International Financial Reporting & Analysis" introduces participants to measuring and reporting the financial performance of a company. Participants learn to read financial statements, calculate and interpret financial performance measure, and draw conclusions as to whether a company's past and current allocation of tangible and intangible assets has been profitable.
Teaching and Learning Methods	Lectures, guest speakers, in-class group activities, group and individual assignments, project work, and cases.
Literature	The lectures, articles and relevant financial statements will be provided on Moodle. As a reference book, I recommend 'Understanding Financial Accounting: A guide for non-specialists' by Winfield, Graham and Miller (2021, Oxford University Press)

**Learning Goals and Objectives**

Learning Goals and Objectives	Students will be high-performing executives across diverse settings and cultures. Students interpret business challenges in a global context. Students will have advanced general management know-how. Students develop effective managerial solutions. Students identify corporate challenges and derive potential courses of action. Students understand and apply analytical principles and tools to analyze business scenarios.
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Module Number	<b>EMBA-CORE-5</b>
Name of Module	<b>Developing Strategic Foresight</b>
Area	Compulsory Components
Courses of the Module	EMBA-ECON-561 - Business Strategies EMBA-QUANT-562 - Making Sense of Data

**Core Data**

Type of Module	Core Module
ECTS-Credits	5
Module Frequency	once per year
Module Duration	6 days
Language	English
Person responsible for the Module	Mr Prof. Dr. Jürgen Weigand

**Workload and its composition**

Self-Study	83
Contact Time	40
Examination	2
Total Workload...h	125

**Regulatory Information**

Prerequisites	For the course "Making Sense of Data", the course "Decision Making under Uncertainty" should have been completed successfully.
Examination Methods	Written examination, Oral Participation
Weighting for the Final Grade	Equal to the ECTS-credits allocated for the module

**Concept of the Module**

Module Contents	Strategic leadership of an organization, be it for-profit or for-benefit, requires the leader to develop an idea of how the future might look like and how the organization can be viable in that future. The course "Business Strategies" takes a close-up view on business strategy, encompassing corporate and competitive strategies, to compete successfully in ever-changing market environments under the permanent threat of disruption. Data and their interpretation have become increasingly important to develop strategic foresight. The course "Making Sense of Data" helps participants to understand what (big) data may reveal and what not.
Teaching and Learning Methods	Lectures, guest speakers, in-class group activities, group and individual assignments, project work, and cases.
Literature	Course packages include course description, scheduling of classes and graded assignments, any pre- and required readings, e.g. textbooks, articles, cases (online and hard-copies).

**Learning Goals and Objectives**

Learning Goals and Objectives	<p>Students will be innovators and change agents.</p> <p>Students nurture a culture of creativity and exchange of new ideas within their organizations</p> <p>Students will be high-performing executives across diverse settings and cultures.</p> <p>Students interpret business challenges in a global context.</p> <p>Students will have advanced general management know-how.</p> <p>Students develop effective managerial solutions.</p> <p>Students identify corporate challenges and derive potential courses of action.</p> <p>Students understand and apply analytical principles and tools to analyze business scenarios.</p>
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Module Number	<b>EMBA-CORE-6</b>
Name of Module	<b>Business Functions</b>
Area	Compulsory Components
Courses of the Module	EMBA-FIN-561 - Corporate Finance EMBA-SCM-560 - Operations Management

#### Core Data

Type of Module	Core Module
ECTS-Credits	5
Module Frequency	once per year
Module Duration	6 days
Language	English
Person responsible for the Module	Mr Prof. Dr. Jürgen Weigand

#### Workload and its composition

Self-Study	83
Contact Time	40
Examination	2
Total Workload...h	125

#### Regulatory Information

Prerequisites	The Pre-Module "Quantitative Methods" and the course "Managerial Finance" should have been completed successfully.
Examination Methods	Written examination, Presentation / Seminar Papers, Oral Participation
Weighting for the Final Grade	Equal to the ECTS-credits allocated for the module

#### Concept of the Module

Module Contents	This module introduces participants to two classical functions within a business organization: financing the organization and efficiently producing goods (products and/or services). The course "Corporate Finance" deals with the capital structure of the firm, in particular analyzing and discussing the optimal mix of equity and debt. As a natural consequence of capital structure decisions corporate governance issues arise and thus will be examined in this course as well. The course "Operations Management" focuses on the production side of a firm: How can the firm's goods be produced at the lowest possible cost? How to design, organize and manage the inflows and outflows of the production process? Participants develop an understanding of the complexity of business operations and how analytical tools can be applied for improving efficiency.
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Teaching and Learning Methods	This module introduces participants to two classical functions within a business organization: financing the organization and efficiently producing goods (products and/or services). The course "Corporate Finance" deals with the capital structure of the firm, in particular analyzing and discussing the optimal mix of equity and debt. As a natural consequence of capital structure decisions corporate governance issues arise and thus will be examined in this course as well. The course "Operations Management" focuses on the production side of a firm: How can the firm's goods be produced at the lowest possible cost? How to design, organize and manage the inflows and outflows of the production process? Participants develop an understanding of the complexity of business operations and how analytical tools can be applied for improving efficiency.
Literature	Course packages include course description, scheduling of classes and graded assignments, any pre- and required readings, e.g. textbooks, articles, cases (online and hard-copies).

**Learning Goals and Objectives**

Learning Goals and Objectives	Students will have advanced general management know-how. Students develop effective managerial solutions. Students identify corporate challenges and derive potential courses of action. Students understand and apply analytical principles and tools to analyze business scenarios. Students will be high-performing executives across diverse settings and cultures. Students interpret business challenges in a global context.
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Module Number	<b>EMBA-CORE-7</b>
Name of Module	<b>Creative Transformation</b>
Area	Compulsory Components
Courses of the Module	EMBA-EAI-685 - Strategic Innovation & Corporate Renewal EMBA-EAI-561 - Generative AI for Business Applications

**Core Data**

Type of Module	Core Module
ECTS-Credits	5
Module Frequency	once per year
Module Duration	6 days
Language	English
Person responsible for the Module	Mr Prof. Dr. Jürgen Weigand

**Workload and its composition**

Self-Study	83
Contact Time	40
Examination	2
Total Workload...h	125

**Regulatory Information**

Prerequisites	
Examination Methods	Written examination, Presentation / Seminar Papers, Oral Participation
Weighting for the Final Grade	Equal to the ECTS-credits allocated for the module

**Concept of the Module**

Module Contents	This module focuses on the Schumpeterian dimension of business and business organizations: entrepreneurship and innovation. The course "Foundations of Entrepreneurship" introduces to concepts and tools of entrepreneurial thinking and teaches how to turn a business idea into a business plan which can be presented to potential investors. The perspective taken is mainly the one of a start-up venture. The complementary course "Strategic Innovation & Corporate Renewal" takes the corporate perspective and examines how corporations can install a sense and spirit of innovation in the organization, use innovation for corporate renewal or creative self-destruction, and manage innovation strategically.
Teaching and Learning Methods	Lectures, guest speakers, in-class group activities, group and individual assignments, project work, and cases
Literature	Course packages include course description, scheduling of classes and graded assignments, any pre- and required readings, e.g. textbooks, articles, cases (online and hard-copies). Course packages include course description, scheduling of classes and graded assignments, any pre- and required readings, e.g. textbooks, articles, cases (online and hard-copies).

**Learning Goals and Objectives**

Learning Goals and Objectives	Students will be innovators and change agents. Students exhibit an entrepreneurial mindset. Students nurture a culture of creativity and exchange of new ideas within their organizations Students will have advanced general management know-how. Students develop effective managerial solutions. Students identify corporate challenges and derive potential courses of action. Students understand and apply analytical principles and tools to analyze business scenarios.
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Module Number	<b>EMBA-CORE-8</b>
Name of Module	<b>International Module I (Kellogg)</b>
Area	Compulsory Components
Courses of the Module	EMBA-MGMT-562 - Negotiation Strategies EMBA-MGMT-563 - Strategic Crisis Management

**Core Data**

Type of Module	Core Module
ECTS-Credits	5
Module Frequency	once per year
Module Duration	6 days
Language	English
Person responsible for the Module	Mr Prof. Dr. Jürgen Weigand

**Workload and its composition**

Self-Study	83
Contact Time	40
Examination	2
Total Workload...h	125

**Regulatory Information**

Prerequisites	Course packages including pre-readings (articles, cases). pre-class onlinetutorial.
Examination Methods	Written examination, Oral Participation
Weighting for the Final Grade	Equal to the ECTS-credits allocated for the module

**Concept of the Module**

Module Contents	In the International Module II participants from all Kellogg partner programs (WHU, Hongkong HKUST, Beijing University, Toronto Schulich, Tel Aviv) and Kellogg EMBA programs (Evanston, Miami) come together for an intensive program. Courses are delivered by Kellogg faculty with the aim to harness the wide cultural diversity of the participants and hone their inter-cultural competencies in the courses "Negotiations Strategies" and "Strategic Crisis Management"
Teaching and Learning Methods	Lectures, guest speakers, in-class group activities, group and individual assignments, project work, and cases.
Literature	Course packages include course description, scheduling of classes and graded assignments, any pre- and required readings, e.g. textbooks, articles, cases (online and hard-copies). Course packages include course description, scheduling of classes and graded assignments, any pre- and required readings, e.g. textbooks, articles, cases (online and hard-copies).

**Learning Goals and Objectives**

Learning Goals and Objectives	<p>Students will be high-performing executives across diverse settings and cultures.</p> <p>Students develop effective strategies tailored to the given cultural context.</p> <p>Students adjust their leadership approach to lead a diverse group towards a shared goal.</p> <p>Students interpret business challenges in a global context.</p> <p>Students will have advanced general management know-how.</p> <p>Students develop effective managerial solutions.</p> <p>Students identify corporate challenges and derive potential courses of action.</p> <p>Students understand and apply analytical principles and tools to analyze business scenarios.</p>
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Module Number	<b>EMBA-CORE-9</b>
Name of Module	<b>International Module II (Kellogg)</b>
Area	Compulsory Components
Courses of the Module	EMBA-SCM-561 - Strategic Decisions in Operations EMBA-MKT-562 - Marketing Analytics

**Core Data**

Type of Module	Core Module
ECTS-Credits	5
Module Frequency	once per year
Module Duration	5 days
Language	English
Person responsible for the Module	Mr Prof. Dr. Jürgen Weigand

**Workload and its composition**

Total Workload...h	125
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**Regulatory Information**

Prerequisites	Course packages including pre-readings (articles, cases), pre-class online tutorial.
Examination Methods	Written examination, Written work
Weighting for the Final Grade	Equal to the ECTS-credits allocated for the module.

**Concept of the Module**

Module Contents	In the International Module II, participants from all Kellogg partner programs (WHU, Hongkong HKUST, Beijing University, Toronto Schulich, Tel Aviv) come together for an intensive program. Courses are delivered by Kellogg faculty with the aim to provide a strategic perspective on the core business functions Operations and Marketing Analytics.
Teaching and Learning Methods	Lectures, guest speakers, in-class group activities, group and individual assignments, project work, and cases.
Literature	Course packages include course description, scheduling of classes and graded assignments, any pre- and required readings, e.g. textbooks, articles, cases (online and hard-copies).

**Learning Goals and Objectives**

Learning Goals and Objectives	Students will be high-performing executives across diverse settings and cultures. Students develop effective strategies tailored to the given cultural context. Students interpret business challenges in a global context. Students will have advanced general management know-how. Students develop effective managerial solutions. Students identify corporate challenges and derive potential courses of action. Students understand and apply analytical principles and tools to analyze business scenarios.
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Module Number	<b>EMBA ADVANCED 2</b>
Name of Module	<b>International Module II (Kellogg)</b>
Area	Compulsory Components
Courses of the Module	Sprint- Agile Business Model Development ; Marketing Strategy ; Ethics and Executive Leadership

**Core Data**

Type of Module	Core Module
ECTS-Credits	5
Module Frequency	once per year
Module Duration	6 days
Language	English
Person responsible for the Module	Mr Prof. Dr. Jürgen Weigand

**Workload and its composition**

Self-Study	83
Contact Time	40
Examination	2
Total Workload...h	125

**Regulatory Information**

Prerequisites	Local Elective 1 : The Advanced Themes course "Foundations of Entrepreneurship" should have been completed successfully  Local Elective 2: The core courses "Marketing Management" and "Leadership in Organizations" should have been completed successfully.
Examination Methods	Written examination, Presentation / Seminar Papers, Oral Participation
Weighting for the Final Grade	Equal to the ECTS-credits allocated for the module

**Concept of the Module**

Module Contents	Local Elective 1: The course "Sprint: Agile Business Model Development" builds on "Foundations of Entrepreneurship" and provides experiential learning by having participants conceive of a new product or business model, design and prototype it, and put it to a market test in a contest.  Local Elective 2 : This module deepens the knowledge of participants as regards to Marketing and Leadership. The course "Marketing Strategy" analyzes the role of Marketing as an integral element of a firm's overall business strategy which aims to position the company and its products in the marketplace. The accompanying "Ethics & Executive Leadership" course revisits established leadership concepts and analyzes tough managerial decision situations and leadership dilemmata in order to develop a practical approach to integrating ethical value-based thinking in decision making.
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Teaching and Learning Methods	Lectures, guest speakers, in-class group activities, group and individual assignments, project work, and cases.
Literature	Course packages include course description, scheduling of classes and graded assignments, any pre- and required readings, e.g. textbooks, articles, cases (online and hard-copies).

**Learning Goals and Objectives**

Learning Goals and Objectives	<p>Students will have advanced general management know-how.</p> <p>Students develop effective managerial solutions.</p> <p>Students identify corporate challenges and derive potential courses of action.</p> <p>Students will be innovators and change agents.</p> <p>Students exhibit an entrepreneurial mindset.</p> <p>Students nurture a culture of creativity and exchange of new ideas within their organizations</p> <p>Students will be high-performing executives across diverse settings and cultures.</p> <p>Students adjust their leadership approach to lead a diverse group towards a shared goal.</p> <p>Students will be self-reflective and responsible executives.</p> <p>Students are aware of their responsibility as a leader.</p> <p>Students articulate a compelling vision that unites their teams and drive performance.</p>
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Module Number	<b>EMBA ADVANCED 3</b>
Name of Module	<b>International Module III (Exploring New Horizons)</b>
Area	Compulsory Components
Courses of the Module	Field Trips

**Core Data**

Type of Module	Core Module
ECTS-Credits	5
Module Frequency	once per year
Module Duration	self-paced online element (within 6 months prior to field trip), one-week field trip
Language	English
Person responsible for the Module	Mr Prof. Dr. Jürgen Weigand

**Workload and its composition**

Total Workload...h	125h
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**Regulatory Information**

Prerequisites	No prerequisites, familiarity with the themes of Module 3 (Macroeconomics, Doing Business in Developing Countries) is recommended, as is general knowledge about the to-date global political and economic situation.
Examination Methods	Written work, Presentation / Seminar Papers, Oral Participation
Weighting for the Final Grade	Equal to the ECTS-credits allocated for the module

**Concept of the Module**

Module Contents	This module introduces participants to a particular country or global region with the aim to develop an understanding of its political, economic, and socio-cultural environment for doing business. The module consists of two parts. Part 1 is designed as an online self-learning course which integrates existing knowledge on global macroeconomics and globalizing markets and provides frameworks and tools for strategic analysis. Part 2 is the field trip which allows participants to gain on-the-ground experience of the respective country or region. This experience may include e.g. visits to companies and NGOs, fire-chat talks with business and other leaders, as well as group or individual experiential learning elements. Participants can choose from a set of different destinations. This set of destinations is subject to change depending on current topical relevancy of countries or regions.
Teaching and Learning Methods	Short video lectures, online discussions, group and individual written assignments, and group presentations to be assigned at the start of the course.
Literature	The relevant literature will be outlined in the course description and will be provided in the course pack.

**Learning Goals and Objectives**

Learning Goals and Objectives	Students will be high-performing executives across diverse settings and cultures. Students develop effective strategies tailored to the given cultural context. Students adjust their leadership approach to lead a diverse group towards a shared goal. Students interpret business challenges in a global context.
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**WHU - Module Description**  
**Kellogg-WHU Executive MBA - EMBAPO 2024 AJ2026 KW28**  
 Version from: October 2025

Module Number	<b>EMBA ADVANCED 4</b>
Name of Module	<b>WHU Capstone Week</b>
Area	Compulsory Components
Courses of the Module	EMBA-ACCT-680 - Management Accounting EMBA-MGMT-761 - Capstone Business Simulation

**Core Data**

Type of Module	Core Module
ECTS-Credits	5
Module Frequency	once per year
Module Duration	6 days
Language	English
Person responsible for the Module	Mr Prof. Dr. Jürgen Weigand

**Workload and its composition**

Self-Study	83
Contact Time	40
Examination	2
Total Workload...h	125

**Regulatory Information**

Prerequisites	Participants receive a detailed manual on the business simulation which has to be worked through prior to the module. For the Leadership part the course package includes pre-readings (articles, cases).
Examination Methods	Written work, Presentation / Seminar Papers, Business Simulation, Oral Participation
Weighting for the Final Grade	Equal to the ECTS-credits allocated for the module

**Concept of the Module**

Module Contents	<p>The focus of the Capstone module is on recapping and synthesizing concepts, frameworks and tools for the general management and leadership of companies. The module consists of an experiential learning part, a business simulation, and a course on the ethical dimension of leadership. The objective of the business simulation is to put the acquired management and team leadership skills of participants to the test in a competitive environment. Participants are assigned to teams who will run competing firms in simulated product market. Each Executive Team will have to formulate, present, and execute their corporate and competitive strategies. In an increasingly complex market setting of competitive strategic interaction, strategic and tactical decisions will have to be taken with respect to typical business functions, such as purchasing, production, marketing &amp; sales, finance, human resources, and R&amp;D while stakeholder influences have to be anticipated and managed.</p> <p>The course "Management Accounting" introduces participants to cost accounting as well as to performance measurement and evaluation. The main objective is to elaborate and highlight the strategic role of this function for the organization's executive leadership as a planning and decision support.</p>
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Teaching and Learning Methods	Lectures, guest speakers, in-class group activities, group and individual assignments, project work, and cases.
Literature	Course packages include course description, scheduling of classes and graded assignments, any pre- and required readings, e.g. textbooks, articles, cases (online and hard-copies).

**Learning Goals and Objectives**

Learning Goals and Objectives	<p>Students will be self-reflective and responsible executives.</p> <p>Students articulate a compelling vision that unites their teams and drive performance.</p> <p>Students will be high-performing executives across diverse settings and cultures.</p> <p>Students adjust their leadership approach to lead a diverse group towards a shared goal.</p> <p>Students interpret business challenges in a global context.</p> <p>Students will be innovators and change agents.</p> <p>Students exhibit an entrepreneurial mindset.</p> <p>Students nurture a culture of creativity and exchange of new ideas within their organizations</p> <p>Students will have advanced general management know-how.</p> <p>Students develop effective managerial solutions.</p> <p>Students identify corporate challenges and derive potential courses of action.</p> <p>Students understand and apply analytical principles and tools to analyze business scenarios.</p>
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Module Number	<b>EMBA ADVANCED 5.1</b>
Name of Module	<b>International Module IV (Global Elective)</b>
Area	Compulsory Components
Courses of the Module	Different Global Electives Portfolio released every year

**Core Data**

Type of Module	Core Module
ECTS-Credits	5
Module Frequency	once per year
Module Duration	6 days
Language	English
Person responsible for the Module	Mr Prof. Dr. Jürgen Weigand

**Workload and its composition**

Self-Study	83
Contact Time	40
Examination	2
Total Workload...h	125

**Regulatory Information**

Prerequisites	Participants receive prior to the module course packages which includerequired pre-readings (articles, cases).
Examination Methods	Written examination, Oral Participation
Weighting for the Final Grade	Equal to the ECTS-credits allocated for the module

**Concept of the Module**

Module Contents	WHU participants have to choose one International Elective Module at one of the Kellogg EMBA partner programs (Hongkong HKUST, BeijingUniversity, Toronto Schulich, Tel Aviv Recanati, and Kellogg EMBA Evanston, Miami). The local network partner selects and delivers the set of electives. There is a wide range of advanced course offerings deepening or broadening general management know-how. Courses focus on en-vogue themes like "Discovering Mergers & Acquisition" and "Digital Strategy"(Toronto Schulich), culture-specific topics like "Marketing in China"(Shanghai Guanghua) and "Deal Making in China and Asia" (Hongkong HKUST), functional depth like "Investment banks, Hedge Funds and Private Equity" (Kellogg Miami) or "Product Management for Technology Companies" (Recanati Tel Aviv), or general know-how such as "Visualization for Persuasion" (Kellogg Evanston).
Teaching and Learning Methods	Lectures, guest speakers, in-class group activities, group and individualassignments, project work, and cases.
Literature	Course packages include course description, scheduling of classes andgraded assignments, any pre- and required readings, e.g. textbooks,articles, cases (online and hard-copies).

Module Number	<b>EMBA ADVANCED 5.2</b>
Name of Module	<b>International Module V (Global Elective)</b>
Area	Compulsory Components
Courses of the Module	Different Global Electives Portfolio released every year

**Core Data**

Type of Module	Core Module
ECTS-Credits	5
Module Frequency	once per year
Module Duration	6 days
Language	English
Person responsible for the Module	Mr Prof. Dr. Jürgen Weigand

**Workload and its composition**

Total Workload...h	125
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**Regulatory Information**

Prerequisites	Participants receive prior to the module course packages which include required pre-readings (articles, cases).
Examination Methods	Written examination, Oral Participation
Weighting for the Final Grade	Equal to the ECTS-credits allocated for the module

**Concept of the Module**

Module Contents	<p>WHU participants have to choose one International Elective Module at one of the Kellogg EMBA partner programs (Hongkong HKUST, Beijing University, Toronto Schulich, Tel Aviv Recanati, and Kellogg EMBA Evanston, Miami). The local network partner selects and delivers the set of electives. There is a wide range of advanced course offerings deepening or broadening general management know-how. Courses focus on en-vogue themes like "Discovering Mergers &amp; Acquisition" and "Digital Strategy"(Toronto Schulich), culture-specific topics like "Marketing in China" (Shanghai Guanghua) and "Deal Making in China and Asia" (Hongkong HKUST), functional depth like "Investment banks, Hedge Funds and Private Equity" (Kellogg Miami) or "Product Management for Technology Companies" (Recanati Tel Aviv), or general know-how such as "Visualization for Persuasion" (Kellogg Evanston).</p>
Teaching and Learning Methods	Lectures, guest speakers, in-class group activities, group and individual assignments, project work, and cases.
Literature	Course packages include course description, scheduling of classes and graded assignments, any pre- and required readings, e.g. textbooks, articles, cases (online and hard-copies).

Module Number	<b>EMBA ADVANCED 6</b>
Name of Module	<b>European Electives</b>
Area	Compulsory Components
Courses of the Module	varies from time to time

**Core Data**

Type of Module	Core Module
ECTS-Credits	5
Module Frequency	once per year
Module Duration	6 days
Language	English
Person responsible for the Module	Mr Prof. Dr. Jürgen Weigand

**Workload and its composition**

Self-Study	83
Contact Time	40
Examination	2
Total Workload...h	125

**Regulatory Information**

Prerequisites	Participants receive prior to the module course packages which include pre-readings (articles, cases).
Examination Methods	Written examination, Oral Participation
Weighting for the Final Grade	Equal to the ECTS-credits allocated for the module

**Concept of the Module**

Module Contents	In the International Module at WHU participants from all Kellogg partner programs (WHU, Hongkong HKUST, Beijing University, Toronto Schulich, Tel Aviv) and Kellogg EMBA programs (Evanston, Miami) come together for an intensive program of elective courses. The program offers a choice of six courses relevant to current topics (focus on the European market). Participants have to select one course per set. Courses are delivered by WHU faculty with the aim to broaden and deepen the participants' knowledge of the European market environment, its supply and demand side determinants, and government policies.
Teaching and Learning Methods	Lectures, guest speakers, in-class group activities, group and individual assignments, project work, and cases
Literature	Course packages include course description, scheduling of classes and graded assignments, any pre- and required readings, e.g. textbooks, articles, cases (online and hard-copies).

Module Number	<b>EMBA-THESIS</b>
Name of Module	<b>Master Thesis</b>
Area	Compulsory Components
Courses of the Module	EMBA-GEN-660 - EMBA Thesis

**Core Data**

Type of Module	Core Module
ECTS-Credits	15
Module Frequency	once per year
Module Duration	12 weeks
Language	English
Person responsible for the Module	Mr Prof. Dr. Jürgen Weigand

**Workload and its composition**

Self-Study	375
Contact Time	0
Examination	0
Total Workload...h	375

**Regulatory Information**

Prerequisites	Core courses need to be completed
Examination Methods	Written examination
Weighting for the Final Grade	Equal to the ECTS-credits allocated for the module

**Concept of the Module**

Module Contents	The master thesis is an independent study paper of pre-defined scope and length. The participant is expected to apply scientific methods to research the chosen topic and build on theories, conceptual frameworks and analytical tools conveyed in the EMBA program. The theme of the thesis can be either academically oriented, a company-based (job-related), or a business plan for an intended startup or corporate venture.
Teaching and Learning Methods	Self-guided research with initial support by supervisors as regards the delineation of the topic, its focus, scope, and structure.
Literature	Supervisors may give literature recommendations during initial conversations on the theme.

**Learning Goals and Objectives**

Learning Goals and Objectives	Students will have advanced general management know-how. Students develop effective managerial solutions. Students identify corporate challenges and derive potential courses of action. Students understand and apply analytical principles and tools to analyze business scenarios. Students will be innovators and change agents. Students exhibit an entrepreneurial mindset. Students nurture a culture of creativity and exchange of new ideas within their organizations Students will be high-performing executives across diverse settings and cultures. Students develop effective strategies tailored to the given cultural context. Students interpret business challenges in a global context.
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