

## Module Handbook Master's Program **Digital Business Modelling and Entrepreneurship** Full-time

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# Module handbook of the HDBW for the study program

Digital Business Modelling and Entrepreneurship

(full-time)

This translation serves to inform our international students. The valid legal reference can be found in the original " Modulhandbuch der HDBW für den Studiengang Digital Business Modelling and Entrepreneurship (Vollzeit)"



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## Glossary

BP	Work placement
BS	Block seminar
ECTS	European Credit Transfer System
BL	Blended learning
GA	Group work
GBWL	Fundamentals of business administration
HA	Termpaper
КО	Colloquium
KR	Short presentation
LN	Proof of performance
LP	Credit point
LVA	Course
LVF	Type of course
MoP	Module examination
mP	Oral examinations
PA	Project work
PL	Practice-orientated courses
PR	Presentation
PZ	Attendance time
R	Unit
S	Seminar
SK	Language courses
SoSe	Summer term
SP	Study Plus
sP	Written examinations
SPJ	Study project
SSt	Self-study
SWS	Semester hours per week
UE	Exercise
VL	Lecture
ECONOMICS	Economics
Winter term	Winter term
WL	Workload



## Introductory information about studying at the HDBW

Objective	Students are able to deal with a topic conceptually comprehensively and in depth and apply the theoretical knowledge gained to a practical problem
Information options	Prospective students can find basic information about the program content, structure, procedure, application and examination matters at www.hdbw-hochschule.de. Subject-specific study counselling, in particular with regard to the content of the degree program and elective options, is provided by the subject advisors of the respective departments.
Study and examination regulations	Knowledge of and compliance with the examination regulations is essential for a successful course of study. Examination regulations are available for download at www.hdbw-hochschule.de.
Program structure Modules Course content Courses	The degree program is designed for a standard period of 3 semesters. Each module consists of one or more courses (lecture, seminar, tutorial, etc.). These include compulsory and compulsory elective courses. Detailed descriptions of the module and course content can be found in the module handbook for the respective degree program. These are available at www.hdbw-hochschule.de. A detailed overview of the program can be found in the study plan at www.hdbw-hochschule.de.
Credit points	The Master's degree program comprises 90 ECTS points. Credit points (CP) are awarded according to the European Credit Transfer System (ECTS) for the workload (WL) associated with each module. In general, 30 hours of work = 1 CP. Each module is completed by a module examination (MoP), which consists of course-related assessments (LN). LN are usually graded. An assessment is deemed to have been passed if it has been graded with at least 4.0. 20 CP are awarded for the final module (15 for the Bachelor's thesis and 5 for the defence). Detailed descriptions of the LN required per module can be found in the module handbook of the respective degree program. Regulations on the forms of examination can be found in the study and examination regulations of the respective degree
Lecture and examination period	program. The lecture period lasts 16 weeks. The winter semester (WiSe) usually starts at the beginning of October. The summer semester (SoSe) usually begins in mid-March in the full-time model and mid-April in the dual time model, which means that the lecture period in the SoSe Dual comprises 12 weeks. The examination period takes place from the 16th to 18th (or the 12th to 14th week of the semester in the dual semester), at the earliest in the last week of lectures (1st examination date). The retake dates take place in the following week. It is also possible to retake examinations during the lecture period.
Recognition periods of study and practical activities	The examination board is responsible for recognising periods of study and practical activities.
Examinations and Repetition of examinations	Students are automatically registered for the examinations of the respective semester. Cancellations must be addressed to the degree program administration. Cancellations are assessed by the Examination Board. Examinations for courses within a module are repeated in accordance with §28 APO.



## Content of the degree program

The Master's degree program is assigned to the "application-oriented" profile type. The program therefore includes the following qualification objectives:

- 1. Students are familiar with the components and dimensions of digital business models.
- 2. Students are familiar with the tools used to set up a company (e.g. business planning, finance, organisation).
- 3. Students are aware of the role of behaviour-oriented principles of successful digital business models and their implementation in core business disciplines (e.g. marketing, value chain management, consumer behaviour)
- 4. Students know the importance of neighbouring disciplines for the development and management of successful digital business models (e.g. IT, law)
- 5. Students have an application-oriented understanding of the aspects listed in 1-4 and are able to implement them independently as an employee in a responsible position in a start-up and/or an existing company.



## Organisation and structure of the degree program

The Master's degree program in Digital Business Modelling and Entrepreneurship comprises 90 ECTS credits with a total workload (WL) of 2700 hours.

The degree program consists of two equally weighted subject blocks, "Digital Business Modelling" and "Entrepreneurship", each worth 35 ECTS. The courses are very application-orientated. All courses follow a clear pattern in their didactic concept:

- 1. In each course, the relevant theoretical and conceptual foundations of the respective subject are taught on the basis of the current state of science and practice.
- 2. Practical course components (e.g. speakers from the field, case study discussions) are used to create an application-orientated basic understanding.
- 3. All courses are interactive and include assessed or unassessed project work components of varying degrees. As this is the philosophy of the entire, application-oriented Master's program and each course, an explicit separation between lectures and exercises was deliberately avoided.
- 4. The involvement of international lecturers, some of whom were already involved in the development of the degree program, ensures that the global nature of digital business models is also reflected in the teaching content.

#### Master's thesis

The program concludes with a Master's thesis, in the course of which students should demonstrate that they are able to deal with a topic in a conceptually comprehensive and indepth manner and apply the theoretical knowledge gained to a practical business issue. The Master's thesis therefore consists of the following three components:

- 1. The independent preparation of a Master's thesis of up to 80 pages.
- 2. The defence and presentation of the results of the Master's thesis with an examination discussion in which the content of the Master's thesis is also linked to other content of the degree program. The duration should not exceed 10 minutes. The total duration of the defence may not exceed 30 minutes.

The following diagram provides an overview of the structure of the degree program:



Vollzeitstudium: Digital Business Modelling and Entrepreneurship (90 ECTS)					
		1. Ser	nester		
Principles of	Principles of Business	Digital Culture, trend	Applied Business Law	Applied Business IT	Strategy and
Entrepreneurship for	Modelling and E-	analysis and creative	for Entrepreneurs (5	for Digital Business	Innovation
Start-ups (5 ECTS/4	Business (5 ECTS/4	combination (5 ECTS/4	ECTS/4 SWS)	Models (5 ECTS/4	Management (5
SWS)	SWS)	SWS)		SWS)	ECTS/4 SWS)
		2. Ser	nester		
Entrepreneurial	Digital Value Chain	Creating an Managing	<b>Business Analytics and</b>	Digital Marketing (5	Product and Service
Finance and Financial	Management - front-	Customer Experience	Data Management (5	ECTS/4 SWS)	Design (5 ECTS/4 SWS)
Planning (5 ECTS/4	end and back-end	(5 ECTS/4 SWS)	ECTS/4 SWS)		
SWS)	considerations (5				
	ECTS/4 SWS)				
3. Semester					
Intrapreneurship and	Management of				
change management	heterogeneous teams				
for Digital Enteprises	over corporate	Masterthesis (20 ECTS)			
(5 ECTS/4 SWS)	lifecycles (5 ECTS/4				
	SWS)				

Digital Business
Entrepreneurship



## Types of courses

#### Lectures\* (VL)

Lectures are used to impart theoretical knowledge, which is usually supplemented by exercises or laboratory lessons. As a rule, they are 2 hours per week per semester. Lecture notes and slides can be downloaded online as PDF documents at the beginning of the semester at <u>www.hdbw-hochschule.de</u> and are available for inspection in the reference library. Lectures usually conclude with a written examination (sP).

#### Seminars\* (S) and block seminars\* (BS)

Seminars are interactive courses in which small groups work together on various topics and teaching content. Components of the collaboration are, for example, exercises, discussions and presentations. Seminars conclude either with the writing of a presentation, the completion of a term paper or a written examination. Active participation is a prerequisite for successful completion of the course. Block seminars use the same teaching methodology as seminars. In contrast to normal seminars, however, block seminars generally comprise a workload of 8 hours and take place every two weeks.

#### Exercises\* (UE)

Exercises mainly serve to support lectures. Depending on the module, they can also be offered without an associated lecture. Theoretical knowledge is repeated and consolidated through exercises. As a rule, they take place in the form of face-to-face lectures and are 2 hours per week per semester, but can also be offered in the form of blended learning. Active participation is a prerequisite for successful completion of the course.

#### Language courses\* (SK)

As the name suggests, language courses are exclusively focussed on the acquisition of a foreign language. The teaching format is similar to that of seminars and is characterised in particular by interactive teaching methods. Performance assessments often take the form of papers or presentations, for example. Language courses can also take place as block courses. The following also applies here: active participation is a prerequisite for passing the module.

#### Practice-oriented courses\* (PL)

Practice-oriented courses serve to acquire subject-specific application knowledge and key qualifications. As a rule, they include the same teaching methods as seminars and tutorials. They can also take the form of excursions, workshops and training sessions.

All course types marked with \* are offered in the didactic concept of blended learning (BL). Blended learning events serve to present and process larger areas of material, which is why they also take place as part of lectures and often as a supplement to exercises. However, they also serve to deepen theoretical content with case studies and exercises. Blended learning events include all teaching methods in the form of both face-to-face and virtual events. The learning management system (LMS) can be used to provide participants with various learning materials such as scripts and tutorials as well as audios and videos. The detailed description of the course and the dates for the face-to-face events are made available at the beginning of



each semester in the LMS and from the relevant student advisory service. The tutors are available to answer questions on content and organisation throughout the semester.

#### Study project (SPJ)

Study projects are courses with an increased workload. They are carried out, for example, as part of a research project or group work and particularly promote the independent application of typical research working methods, which is why they are often used to find topics for final theses. Study projects are realised in the sense of self-study and therefore generally do not require fixed attendance times.

#### Self-study (SSt)

Self-study is used for the independent preparation and follow-up of lectures and is a prerequisite for all modules.

#### Colloquium (KO)

Colloquia generally comprise interactive discussion rounds during which topics are presented and discussed. They always take place as face-to-face events. They often serve to support students in writing their Bachelor's thesis during the final degree program.

#### Learning Management System (LMS)

The learning management system (LMS) is an electronic, web-based system that presents course content in a structured form on a platform and provides teachers and participants with interactive functions for collaborative work. It includes participant administration, document management, performance measurement functions, calendar functions and the option of integrating interactive learning units. Further information on the LMS can be obtained from the student advisory service of the respective faculty.



## Proof of performance

#### Module examination (MoP)

Each module can be made up of one or more courses (LVA). There is one module examination (MoP) per module, which may comprise the components of one or more courses. The MoP can consist of different assessments (LN). These can be of a course-related nature or be completed during the examination period at the end of the semester. The module grade is calculated from the performance achieved in the MoP according to the scheme announced at the beginning of the module. The following forms of examination can be used as LNs as part of the MoP (the prescribed form of examination can be found in the handbook for each module):

#### Written examinations (sP)

Written examinations usually last 60 minutes and take place at the end of the semester. They are usually set and assessed by the lecturers of the relevant courses. For written examinations, students must generally carry their student ID with them, including an official photo ID.

#### Oral examinations (mP)

Oral examinations take place either individually or in groups. Depending on the importance of the examination, they last a minimum of 15 and a maximum of 60 minutes. They usually take place towards the end of the semester.

#### Term paper (HA)

Term papers are written assignments on a topic agreed with the responsible professor. They can be between 5 and 25 DIN A4 pages in length. The maximum processing time for term papers is four weeks. They can usually be completed during the lecture -free period, although it is advisable to complete them during the semester in order to reduce the examination stress at the end of the semester.

#### Unit (R)

Presentations are an oral examination in which a topic previously agreed with the responsible lecturer is presented to fellow students in the course. The content should be scientifically researched. All theses of the presentation should be summarised on a thesis ball for the fellow students. The duration of a presentation is between 20 and 45 minutes, depending on the agreement with the responsible lecturer. Presentations can also be prepared and given in groups. It is usually supplemented by a written elaboration in the form of a term paper.

#### Short presentation (KR)

Short papers differ from presentations only in terms of their length: they last a maximum of 10 minutes. All other aspects are the same.

#### presentation (PR)

Presentations can be carried out either as individual work or in the form of group work. The results of the work are presented to fellow students and the head of the relevant course. In contrast to the presentation, the presentation is more extensive in terms of content, methodology and presentation.



#### Project work (PA)

Project work can be completed as a term paper or as a presentation. The topic of the project work is determined in advance with the responsible lecturer. Project work can be carried out either as an individual assignment or in the form of group work.

### **Literature**

The lecturer of the respective course determines which accompanying literature is required before the start of the semester. This information will be announced at the beginning of the course or via the LMS. Further supporting materials (e.g. scripts, exercises, lecture slides, etc.) will be made available in good time via the LMS and this handbook.



## Module descriptions

Principles of Business Modelling Revenue Model Design			
Module number	DBME1		
Semester	1st semester		
Duration	1 semester		
Person responsible	Prof Dr Steffen Hermann		
for the module			
Lecturer/s	Prof Dr Steffen Hermann		
Frequency of the offer	Every semester		
LVF/SWS	4 SWS: VL (2 SWS) & UE (2 SWS)		
Workload (WL)	150h: 60h BL / 90h SSt		
LP (ECTS)	5		
MoP/LN	sP		
Recommendation for	Formal: none		
participation	Content: Students have a basic knowledge of general business		
	administration and in particular business management.		
Learning outcomes of	Students gain an overview of the key decision-making factors in the		
the module	development of a business model and a revenue model. In particular, they		
	learn to understand that not every business (model) idea that initially		
	appears promising necessarily has entrepreneurial earnings potential. They		
	will therefore recognise the fundamental importance of these two elements		
	for new and existing companies. The course enables students to analyse		
	and evaluate business and revenue models and to optimise or develop them		
	on the basis of existing concepts (e.g. Business Model Canvass).		
Liability	Compulsory		
Module content	The following knowledge and skills are taught as part of the course:		
	- Students understand the core elements of a business model on the basis		
	these models		
	- Students understand the core elements of a revenue model and the		
	fundamental issues involved in its development (e.g. customer relevance,		
	market penetration, competitive considerations) and are able to link these		
	with the considerations of the business plan		
	- Ineir interaction and significance for new and existing companies		
	areas of new and existing companies		
	- Discussion of best practices as well as group and case study work to impart		
	application expertise		
Literature	A final selection of literature will be made by the respective lecturer.		
	Octorwalder A / Pignour V Business Model Concretion (2014)		
	- Gassmann O /Frankenberger K Developing business models: 55		
	innovative concepts with the St. Gallen Business Model Navigator		
	(2013)		
	- Schallmo; D. R. A.; Transform digitally now: How to Successfully		
Other information	Digitally Transform Your Business Model (2016)		
Other Information	vvorking in small groups can make up part of the contact time.		
Prerequisite Award of	Passed MOP.		
LP			



Importance of the	The module grade is the weighted arithmetic mean of the module
grade for the final	performance(s). The overall grade of the Master's examination is the
grade	weighted arithmetic mean of the module grades and the grade of the final
-	examination. The weighting generally corresponds to the proportion of
	ECTS credits in the total number of 90.



Principles of Entrepreneurship for Start-ups				
Module number	DBME2			
Semester	1st semester			
Duration	1 semester			
Person responsible	Prof Dr Jost Jacoby			
for the module				
Lecturer/s	Prof Dr Jost Jacoby			
Frequency of the offer	Every semester			
LVF/SWS	4 SWS: VL (2 SWS) & UE (2 SWS)			
Workload (WL)	150h: 60h BL / 90h SSt			
LP (ECTS)	5			
MoP / LN	PA /PR			
<b>Recommendation for</b>	Formal: none;			
participation	Content: Students have basic knowledge of general business			
	administration and in particular financing, accounting and controlling.			
Learning outcomes of	Students learn the essential approaches and methods of entrepreneurship.			
the module	They are able to implement these in the various fields of work of a holistically			
	understood business planning in such a way that they systematically move			
	from a business idea via the necessary individual steps to a realisable			
	concept.			
Liability	Compulsory			
Module content	The course deals with the basic knowledge and methods in the field of			
	entrepreneurship, in particular:			
	- Classification and delimitation of entrepreneurship			
	- Development of business models			
	- Business planning			
	- Start-up and investment options			
	- Market entry and positioning			
	- Resource procurement and growth			
	- Exit and later stage			
	This content is applied and verified by the students in case studies and			
	exercises.			
	During the course, students develop a business plan, which they gradually			
	develop on the basis of presentations and feedback. Through this project			
	it in practice			
Literature	A final selection of literature will be made by the respective lecturer.			
	- Grichnik, D.; Brettel, M.; Koropp, C.; Mauer, René: Entrepreneurship,			
	Unternehmerisches Denken Entscheiden und Handeln in innovativen			
	und technologieorienten Unternehmungen, Springer, 2015			
	- Pott, O.; Pott, A: Entrepreneursnip, company formation, business plan			
	- Rusniak A : Entrepreneurial Rusiness Modelling Springer 2014			
	- Osterwalder, A.: Pigneur, Y.: Business Model Generation. A Handbook			
	for Visionaries, Game Changers and Challengers Campus, 2011			
Other information	Working in small groups can make up part of the contact time.			
Prerequisite Award of	Passed MoP.			
LP				



Importance of the	The module grade is the weighted arithmetic mean of the module
grade for the final	performance(s). The overall grade of the Master's examination is the
grade	weighted arithmetic mean of the module grades and the grade of the final
-	examination. The weighting generally corresponds to the proportion of
	ECTS credits in the total number of 90.



Digital culture, trend analysis and creative combination			
Module number	DBME3		
Semester	1st semester		
Duration	1 semester		
Person responsible	Prof Dr S. Hermann		
for the module			
Lecturer/s	Prof Tom Fleerackers		
Frequency of the offer	Every semester		
LVF/SWS	4 SWS: VL (2 SWS) & UE (2 SWS)		
Workload (WL)	150h: 60h BL / 90h SSt		
LP (ECTS)	5		
MoP / LN	PA/PR		
Recommendation for	Formal: none;		
participation	Content: none		
Learning outcomes of the module	Digitalisation is not only changing the market-oriented instruments of a company and thus the design elements of business and revenue models, but also the way we live. It is precisely this aspect, i.e. the influence of digitalisation on human life and thought patterns, that is the object of research in a new field of research known as "digital culture" (often also		
	referred to as "digital humanities"). As part of the course, students learn the ability to derive trends for the design of new business models from an understanding of digital culture and to implement them in companies. (Mega) trends can arise from both technological and market-specific developments. Students are able to develop and manage successful business models, which are usually characterised by the fact that they enable the realisation of market-oriented potential based on new technologies through a creative combination of design elements.		
Liability	Compulsory		
Module content	<ul> <li>The following knowledge and skills are taught as part of the course:</li> <li>Conceptual understanding of digital culture at the current state of research at the interface of various research disciplines (e.g. business administration, sociology, psychology, cultural studies)</li> <li>Understanding the associated areas of human thought and behaviour and their implications for the development of business models</li> <li>Teaching of trend research methods and interpretation of existing approaches to (mega) trend research</li> <li>the ability to analyse and interpret such trend research results and to generate approaches for new business models from them</li> <li>Discussion of best practices as well as group and case study work to impart application expertise</li> </ul>		
Literature	A final selection of literature will be made by the respective lecturer.		
	<ul> <li>Shifman, L.; Memes in Digital Culture (2013).</li> <li>Shermon, G.; Digital Cultures: Age of the Intellect (2017).</li> <li>Janidis, F. et al; Digital Humanities - an introduction (2017).</li> <li>Gardiner, E.; The Digital Humanities (2015).</li> <li>Selected current articles</li> </ul>		
Other information	Working in small groups can make up part of the contact time.		
Prerequisite Award of LP	Passed MoP.		



Importance of the	The module grade is the weighted arithmetic mean of the module
grade for the final	performance(s). The overall grade of the Master's examination is the
grade	weighted arithmetic mean of the module grades and the grade of the final
-	examination. The weighting generally corresponds to the proportion of
	ECTS credits in the total number of 90.



Module number         DBME4           Semester         1st semester           Duration         1 semester           Person responsible         Prof Dr J. Jacoby           for the module         Lawyer Michaela Braun           Frequency of the offer         Every semester           LVF / SWS         4 SWS: VL (2 SWS) & UE (2 SWS)           Workload (WL)         150h: 60h BL / 90h SSt           LP (ECTS)         5           MoP / LN         sP           Recommendation for         Formal: none;           participation         Content: Basic knowledge of private law.           Learning outcomes of the module         As part of the course, students learn about the core legal issues relating to business start-ups (especially in digital environments). No expert legal knowledge can or should be acquired within the framework of a single course. However, as part of this course, students learn about and understand the basic legal guidelines for their entrepreneurial activities and are sensitised to the careful handling of these in everyday business life.           Liability         Compulsory           Module content         In the course, basic knowledge and skills on start-up-relevant questions of private law are taught in an application-oriented manner           - Choice of company form and its requirements         - Labour law issues           - Contract law         - Timatis (e.g. data protection, electronic commerce law, contract law f	Applied Business Law for Entrepreneurs			
Semester         1st semester           Duration         1 semester           Person responsible for the module         Prof Dr J. Jacoby           Lecturer/s         Lawyer Michaela Braun           Frequency of the offer         Every semester           LVF / SWS         4 SWS: VL (2 SWS) & UE (2 SWS)           Workload (WL)         150h: 60h BL / 90h SSt           LP (ECTS)         5           MooP / LN         sP           Recommendation for participation         Formal: none; Content: Basic knowledge of private law.           Learning outcomes of the module         As part of the course, students learn about the core legal issues relating to business start-ups (especially in digital environments). No expert legal knowledge can or should be acquired within the framework of a single course. However, as part of this course, students learn about and are sensitised to the careful handling of these in everyday business life.           Liability         Compulsory           Module content         In the course, basic knowledge and skills on start-up-relevant questions of private law are taught in an application-oriented manner - Choice of company form and its requirements - Labour law issues - Contract law           UIF law (e.g. data protection, electronic commerce law, contract law for information technologies)           Differentiation between commercial law and civil law - Legal challenges in international market environments Legal issues in connectionwith modern approaches to business analytics (e.g. big data analy	Module number	DBME4		
Duration         1 semester           Person responsible for the module         Prof Dr J. Jacoby           Lecturer/s         Lawyer Michaela Braun           Frequency of the offer         Every semester           LVF / SWS         4 SWS: VL (2 SWS) & UE (2 SWS)           Workload (WL)         150h: 60h BL / 90h SSt           LP (ECTS)         5           MOP / LN         sP           Recommendation for participation         Formal: none; Content: Basic knowledge of private law.           Learning outcomes of the module         As part of the course, students leam about the core legal issues relating to business start-ups (especially in digital environments). No expert legal knowledge can or should be acquired within the framework of a single course. However, as part of this course, students leam about and understand the basic legal guidelines for their entrepreneurial activities and are sensitised to the careful handling of these in everyday business life.           Liability         Compulsory           Module content         In the course, basic knowledge and skills on start-up-relevant questions of private law are taught in an application-oriented manner - Choice of company form and its requirements - Labour law issues - Contract law           Differentiation between commercial law and civil law         If law (e.g. data protection, electronic commerce law, contract law for information technologies)           Differentiation betwee of an accompanying exercise, these topics are implemented and applied by the students on the basis of use c	Semester	1st semester		
Person responsible for the module         Prof Dr J. Jacoby           Lecturer/s         Lawyer Michaela Braun           Frequency of the offer         Every semester           LVF / SWS         4 SWS: VL (2 SWS) & UE (2 SWS)           Workload (WL)         150h: 60h BL / 90h SSt           LP (ECTS)         5           MoP / LN         sP           Recommendation for participation         Formal: none; Content: Basic knowledge of private law.           Learning outcomes of the module         As part of the course, students learn about the core legal issues relating to business start-ups (especially in digital environments). No expert legal knowledge can or should be acquired within the framework of a single course. However, as part of this course, students learn about and understand the basic legal guidelines for their entrepreneurial activities and are sensitised to the careful handling of these in everyday business life.           Liability         Compulsory           Module content         In the course, basic knowledge and skills on start-up-relevant questions of private law are taught in an application-oriented manner - Choice of company form and its requirements - Labour law issues - Contract law           Bifferentiation between commercial law and civil law         - Uegal challenges in intermational market environments Legal issues in connection with modern approaches to business analytics (e.g. big data analysis)           In the course of an accompanying exercise, these topics are implemented and applied by the students on the basis of use cases, tasks and contribut	Duration	1 semester		
for the module         Lawyer Michaela Braun           Frequency of the offer         Every semester           LVF / SWS         4 SWS: VL (2 SWS) & UE (2 SWS)           Workload (WL)         150h: 60h BL / 90h SSt           LP (ECTS)         5           MOP / LN         sP           Recommendation for participation         Formal: none;           Content: Basic knowledge of private law.         Learning outcomes of the module           As part of the course, students learn about the core legal issues relating to business start-ups (especially in digital environments). No expert legal knowledge can or should be acquired within the framework of a single course. However, as part of this course, students learn about and understand the basic legal guidelines for their entrepreneurial activities and are sensitised to the careful handling of these in everyday business life.           Liability         Compulsory           Module content         In the course, basic knowledge and skills on start-up-relevant questions of private law are taught in an application-oriented manner           Cocitica if aw (e.g. data protection, electronic commerce law, contract law for information technologies)         It law (e.g. data protection, electronic commerce law, contract law for information technologies)           It lay (e.g. data protection, electronic commerces analytics (e.g. big data analysis)         In the course of an accompanying exercise, these topics are implemented and applied by the students on the basis of use cases, tasks and contributions in order to enable them to master these	Person responsible	Prof Dr J. Jacoby		
Lecturer/s         Lawyer Michaela Braun           Frequency of the offer         Every semester           LVF / SWS         4 SWS: VL (2 SWS) & UE (2 SWS)           Workload (WL)         150h: 60h BL / 90h SSt           LP (ECTS)         5           MOP / LN         sP           Recommendation for participation         Formal: none; Content: Basic knowledge of private law.           Learning outcomes of the module         As part of the course, students learn about the core legal issues relating to business start-ups (especially in digital environments). No expert legal knowledge can or should be acquired within the framework of a single course. However, as part of this course, students learn about and understand the basic legal guidelines for their entrepreneurial activities and are sensitised to the careful handling of these in everyday business life.           Liability         Compulsory           Module content         In the course, basic knowledge and skills on start-up-relevant questions of private law are taught in an application-oriented manner - Choice of company form and its requirements - Labour law issues - Contract law           IT law (e.g. data protection, electronic commerce law, contract law for information technologies)           Differentiation between commercial law and civil law           Legal challenges in international market environments Legal issues in connectionwith modern approaches to business analytics (e.g. big data analysis)           In the course of an accompanying exercise, these topics are implemented and applied by the students o	for the module			
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- Brugger, W.; Introduction to Business Law: Short Textbook (2016).		- Brugger, W.; Introduction to Business Law: Short Textbook (2016).		
- Bießmann, P. et al; Practical Handbook on Media, IT and Copyright Law		- Bießmann, P. et al; Practical Handbook on Media, IT and Copyright Law		
(2014). - Hoeren T: Kolany-Raiser B: Big Data between Causality and		(2014). - Hoeren T: Kolany-Raiser B: Big Data between Causality and		
Correlation: Economic and Legal Issues of Digitalisation 4.0 (2016).		Correlation: Economic and Legal Issues of Digitalisation 4.0 (2016).		
Other informationWorking in small groups can make up part of the contact time.	Other information	Working in small groups can make up part of the contact time.		
Prerequisite Award of Passed MoP.	Prerequisite Award of	Passed MoP.		
LP	LP			
Importance of the The module grade is the weighted arithmetic mean of the module	Importance of the	The module grade is the weighted arithmetic mean of the module		
grade for the final performance(s). The overall grade of the Master's examination is the	grade for the final	performance(s). The overall grade of the Master's examination is the		
grade weighted arithmetic mean of the module grades and the grade of the final	grade	weighted arithmetic mean of the module grades and the grade of the final		
examination. The weighting generally corresponds to the proportion of		examination. The weighting generally corresponds to the proportion of ECTS credits in the total number of 90		





Applied Business IT	for Digital Business Models
Module number	DBME5
Semester	1st semester
Duration	1 semester
Person responsible	Prof Dr J. Jacoby
for the module	
Lecturer/s	Prof Dr Dominik Bösl
Frequency of the offer	Every semester
LVF/SWS	4 SWS: VL (2 SWS) & UE (2 SWS)
Workload (WL)	150h: 60h BL / 90h SSt
LP (ECTS)	5
MoP/LN	sP
Recommendation for	Formal: none;
participation	Content: Students have basic knowledge of knowledge and information
	systems and their entrepreneurial application.
Learning outcomes of	Students gain a basic understanding of the structure and use of modem
the module	business IT systems. They learn to collect, model and interpret relevant
	information about IT and business processes in the company using scientific
	methods with the aim of controlling and optimising the IT and process
	landscape.
Liability	Compulsory
Module content	- Introduction Business IT
	- Information systems
	- Planning, development and operation of information systems
	<ul> <li>Requirements management and approaches for system development</li> </ul>
	- System development processes
	- Project management
	- Modelling approaches using the example of UML and ARIS
Literature	• System operation • System operation • System operation • System operation • System operation
Literature	
	- Laudon, K. C., Laudon J. P., Schoder: Wirtschaftsinformatik, Pearson
	Studium, Munich 2016
	<ul> <li>Leimeister, J. M.: Introduction to Information Systems, Springer 2015</li> <li>Gadatsch A: Basic course in husiness process management. Springer</li> </ul>
	2012
Other information	Working in small groups can make up part of the contact time.
Prerequisite Award of	Passed MoP.
LP .	
Importance of the	The module grade is the weighted arithmetic mean of the module
grade for the final	performance(s). The overall grade of the Master's examination is the
grade	weighted arithmetic mean of the module grades and the grade of the final
	ECTS credits in the total number of 90.



Strategy and Innovation Management	
Module number	DBME6
Semester	1st semester
Duration	1 semester
Person responsible	Prof Dr S. Hermann
for the module	
Lecturer/s	Dr. Mark Johnson
Frequency of the offer	Every semester
LVF/SWS	4 SWS: VL (2 SWS) & UE (2 SWS)
Workload (WL)	150h: 60h BL / 90h SSt
LP (ECTS)	5
MoP / LN	sP
Recommendation for	Formal: none;
participation	Content: Students have a basic knowledge of general business
	administration and in particular business management.
Learning outcomes of	In their initial phase, start-ups in particular are often characterised by a
the module	strong focus on the product or service offered, which often has an innovative
	character. This course therefore aims to combine the focus on innovation
	with a long-term, strategic view. The basis is the strategic management
	process as a company's roadmap with innovation management as a
	strategic cross-sectional function. This view of innovation-driven, strategic
	management can therefore also be applied to existing companies
	undergoing a process of change as a result of digitalisation.
Liability	Compulsory
Module content	<ul> <li>During the course, students learn to understand and apply the following knowledge and skills using practical examples:</li> <li>the strategic management process (analysis, strategy, implementation, controlling)</li> </ul>
	<ul> <li>Definition and sources of USP (Unique Selling Proposition)</li> <li>Central determinants of innovation management as an element of strategic corporate management (e.g. resources, competences, competition, strategic goals)</li> <li>Differentiation of central concepts: Invention - innovation - scalable</li> </ul>
	business model
	orientated, disruptive)
	<ul> <li>Discussion of best practices as well as group and case study work to impart application expertise</li> </ul>
Literature	A final selection of literature will be made by the respective lecturer.
	<ul> <li>Hungenberg, H.; Strategisches Management in Unternehmen (2014).</li> <li>Bea, F. X.; Haas, J.; Strategic Management (2016).</li> <li>Vahs, D; Brem, A.; Innovation management: From the idea to successful commercialisation (2015).</li> <li>Dark House Innovation; Digital Innovation Playbook. The indispensable workbook for founders makers and managers (2016).</li> </ul>
	- Christensen, C. M. et al; The Innovators Dilemma: Why Established
Other information	Companies Lose the Competition for Breakthrough Innovations (2011).
	working in small groups can make up part of the contact time.
Prerequisite Award of	



Importance of the	The module grade is the weighted arithmetic mean of the module
grade for the final	performance(s). The overall grade of the Master's examination is the
grade	weighted arithmetic mean of the module grades and the grade of the final
-	examination. The weighting generally corresponds to the proportion of
	ECTS credits in the total number of 90.



Entrepreneurial Finance and Financial Planning	
Module number	DBME7
Semester	2nd semester
Duration	1 semester
Person responsible	Prof Dr Jost Jacoby
for the module	
Lecturer/s	Prof Dr Jost Jacoby
Frequency of the offer	Every semester
LVF/SWS	4 SWS: VL (2 SWS) & UE (2 SWS)
Workload (WL)	150h: 60h BL / 90h SSt
LP (ECTS)	5
MoP / LN	sP
Recommendation for	Formal: successful completion of DMBE2;
participation	Content: Contents of the module DMBE2
Learning outcomes of	The start-up of technology-orientated companies forms the reference
the module	framework for understanding the essential elements of corporate financing
	and the financial planning and management of companies and for testing
	them in an application-oriented manner.
Liability	Compulsory
Module content	Building on the course "Principles of Entrepreneurship for Start-ups", this
	course provides knowledge on the following topics
	- Sources of financing (founders/venture capital/banks/promotion)
	<ul> <li>Financing contracts and their main instruments</li> </ul>
	- Financing, cash flow and balance sheet planning Financial
	management and optimisation
	- Company valuation
	- Sensitivity and risk analysis
	- IPO and liade sale
	by the students on the basis of use cases, tasks and contributions.
Literature	A final selection of literature will be made by the respective lecturer.
	- Bösch, M.: Finanzwirtschaft, Vahlen, 2013
	- Nagi, A.: The business plan, creating business plans professionally Springer 2015
	- Schwetie G · Vaseghi S · The Business Plan How to win you
	Investors', Confidence, Springer, 2007
	- Grichnik, D.; Brettel, M.; Koropp, C.; Mauer, René Entrepreneurship,
	Entrepreneurial thinking, decision-making and action in innovative and
	technology-orientated companies, Springer, 2015
	<ul> <li>Brealev R., Myers S., Allen F. : Pinciples of Corporate Finance, McGraw</li> </ul>
	Hill, 2014
	- Tse, T.: Corporate Finance, The Basics, Taylor & Francis 2017
	- Smith R. : Entrepreneurial Finance, Standford Books, 2019
	- Lerner, J.: Venture Capital, Private Equity and the Financing of
	Entrepreneursnip, Wiley 2012     Abrams, R. Successful Business Plan, Secrets & Strategies, Planning
	Shop. 2010
	- Barringer, B.: Preparing Effective Business Plans, Pearson 2015
	- Berry, T.: Hurdle, the Book on Business Planning, Palo Alto Software,
	Inc, 2006



	- Evans, V.: (Financial Times Essential Guide to) Writing a Business
	Plan, FT Press, 2010
	- Finch, B.: How to write a Business Plan, Kogan Page, 2019
	- Pinson, L.: Anatomy of a Business Plan, Out of Your Mind & Into
	The Marketplace, 2013
	- Shelton, H.: The secrets to writing a successful business plan,
	Summit Valley, 2014
	- Bauerle, J: Accounting Quick Start Guide, ClydeBank, 2018
	<ul> <li>Piper, M.: Accounting made simple, Simple Subjects 2010</li> </ul>
	<ul> <li>Piper, M.: Corporate finance made simple, Simple Subjects 2020</li> </ul>
Other information	Working in small groups can make up part of the contact time.
Prerequisite Award of	Passed MoP.
LP	
Importance of the	The module grade is the weighted arithmetic mean of the module
grade for the final	performance(s). The overall grade of the Master's examination is the
grade	weighted arithmetic mean of the module grades and the grade of the final
	examination. The weighting generally corresponds to the proportion of
	ECTS credits in the total number of 90.



Digital Value Chain	Management - front-end and back-end considerations
Module number	DBME8
Semester	2nd semester
Duration	1 semester
Person responsible	Prof Dr J. Jacoby
for the module	
Lecturer/s	Prof. Wolfgang Decker
Frequency of the offer	Every semester
LVF/SWS	4 SWS: VL (2 SWS) & UE (2 SWS)
Workload (WL)	150h: 60h BL / 90h SSt
LP (ECTS)	5
MoP/LN	sP
Recommendation for	Formal: successful completion of DMBE1;
participation	Content: Contents of the module DMBE1
Learning outcomes of	Digital business models also have a value chain. This can include the
the module	integration of digital ordering processes and physical deliveries, or
	completely digital relationships between companies and customers. In any
	case a distinction must be made between a customer-oriented front end
	and a processing-oriented back end. As part of the course students learn
	about and understand the relevant considerations. In the area of the front-
	end the main issues are user experience and usability. At the back end
	issues such as payment systems order processing, data security, process
	efficiency, etc. are particularly relevant. This also raises the question of the
	integration of potentially parallel digital and physical value chains in the
	sense of an omni/multichannel approach. The course also provides a basic
	understanding of the digitalisation of production processes in the sense of
	a digital factory and the associated need to synchronics and integrate
	information overtame (IT) with physical process flows (OT). As part of the
	acurso, students learn to understand this complex interdependence and to
	design implement and control (digital) value shaina
LidDilly Modulo content	Un this source, students learn to understand and practically apply the
wodule content	following knowledge and skills:
	<ul> <li>Conceptual understanding of different value chains (digital physical</li> </ul>
	omni/multichannel)
	- Understanding of the interface function of value chain management
	with areas such as IT, digital marketing, digital business model design
	- Understanding of core issues of front-end management of digital value
	chains (e.g. usability, user experience) and customer-specific
	expectations
	chains (e.g. payment systems order processing data security
	process efficiency)
	- Definition of suitable KPIs to measure, analyse and optimise the
	efficiency of digital value chains
	- Digital factory outlook: shop floor optimisation, industrial analytics,
	IT/OT integration
	<ul> <li>Discussion of best practices as well as group and case study work to import application expertise.</li> </ul>
Literature	A final selection of literature will be made by the respective lecturer
	A mai selection of merature will be made by the respective lecturer.



	<ul> <li>Cordon, C; Garcia-Milà, P.; Ferreiro Vilarino, T.; Caballero, P.; Strategy is Digital: How Companies Can Use Big Data in the Value Chain (2016).</li> <li>Meier, A.; eBusiness &amp; eCommerce: Managing the Digital Value Chain (2010).</li> </ul>
	<ul> <li>Weninger, R.; Digital Roadmap - Manage your way to digital success (2016).</li> <li>Bousonville, T., Logistics 4.0: The digital transformation of the value chain (2016).</li> </ul>
Other information	Working in small groups can make up part of the contact time.
Prerequisite Award of LP	Passed MoP.
Importance of the grade for the final grade	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade of the Master's examination is the weighted arithmetic mean of the module grades and the grade of the final examination. The weighting generally corresponds to the proportion of ECTS credits in the total number of 90.



Creating and Managing Customer Experience	
Module number	DBME9
Semester	2nd semester
Duration	1 semester
Person responsible	Prof Dr. S. Hermann
for the module	
Lecturer/s	Prof Dr. S. Hermann
Frequency of the offer	Every semester
LVF/SWS	4 SWS: VL (2 SWS) & UE (2 SWS)
Workload (WL)	150h: 60h BL / 90h SSt
LP (ECTS)	5
MoP/LN	РА
Recommendation for	Formal: successful completion of DMBE3;
participation	Content: Contents of the module DMBE3
Learning outcomes of	In times when products and services are harmonising in terms of their
the module	functionalities and benefits, the relationship with the customer is becoming
	an increasingly important competitive factor. The so-called "customer
	experience", i.e. the experience that a customer has in contact with a
	product, a service and a company, is decisive for the relationship with the
	customer. This aspect is not only limited to digital contacts, but the
	development and management of "customer experiences" is of central
	importance, especially in the context of digital business models, due to the
	lack of personal contact between customers and companies. As part of this
	course, students learn about the basic elements of customer relationship
	management and, using practical examples, understand how to apply them.
Liability	Compulsory
Liability Module content	Compulsory Building on the content of the course "Digital Culture, trend analysis and
Liability Module content	Compulsory Building on the content of the course "Digital Culture, trend analysis and creative combination", the following knowledge and skills are taught in this
Liability Module content	Compulsory Building on the content of the course "Digital Culture, trend analysis and creative combination", the following knowledge and skills are taught in this course: - Basics of relationship marketing as a strategic marketing approach
Liability Module content	Compulsory Building on the content of the course "Digital Culture, trend analysis and creative combination", the following knowledge and skills are taught in this course: - Basics of relationship marketing as a strategic marketing approach and differentiation from the classic, operative and transaction-
Liability Module content	Compulsory Building on the content of the course "Digital Culture, trend analysis and creative combination", the following knowledge and skills are taught in this course: - Basics of relationship marketing as a strategic marketing approach and differentiation from the classic, operative and transaction- orientated marketing view
Liability Module content	<ul> <li>Compulsory</li> <li>Building on the content of the course "Digital Culture, trend analysis and creative combination", the following knowledge and skills are taught in this course: <ul> <li>Basics of relationship marketing as a strategic marketing approach and differentiation from the classic, operative and transaction-orientated marketing view</li> <li>Analytical-conceptual understanding of elements of the customer</li> </ul></li></ul>
Liability Module content	<ul> <li>Compulsory</li> <li>Building on the content of the course "Digital Culture, trend analysis and creative combination", the following knowledge and skills are taught in this course: <ul> <li>Basics of relationship marketing as a strategic marketing approach and differentiation from the classic, operative and transaction-orientated marketing view</li> <li>Analytical-conceptual understanding of elements of the customer experience and their significance for different customer segments</li> </ul> </li> </ul>
Liability Module content	<ul> <li>Compulsory</li> <li>Building on the content of the course "Digital Culture, trend analysis and creative combination", the following knowledge and skills are taught in this course: <ul> <li>Basics of relationship marketing as a strategic marketing approach and differentiation from the classic, operative and transaction-orientated marketing view</li> <li>Analytical-conceptual understanding of elements of the customer experience and their significance for different customer segments</li> <li>Requirements for the "customer-enthusiastic" design of websites and marketing approach and big approach and their significance for different customer segments</li> </ul> </li> </ul>
Liability Module content	<ul> <li>Compulsory</li> <li>Building on the content of the course "Digital Culture, trend analysis and creative combination", the following knowledge and skills are taught in this course: <ul> <li>Basics of relationship marketing as a strategic marketing approach and differentiation from the classic, operative and transaction-orientated marketing view</li> <li>Analytical-conceptual understanding of elements of the customer experience and their significance for different customer segments</li> <li>Requirements for the "customer-enthusiastic" design of websites and mobile apps (e.g. user-friendliness, speed, individuality, costs)</li> </ul> </li> </ul>
Liability Module content	<ul> <li>Compulsory</li> <li>Building on the content of the course "Digital Culture, trend analysis and creative combination", the following knowledge and skills are taught in this course: <ul> <li>Basics of relationship marketing as a strategic marketing approach and differentiation from the classic, operative and transaction-orientated marketing view</li> <li>Analytical-conceptual understanding of elements of the customer experience and their significance for different customer segments</li> <li>Requirements for the "customer-enthusiastic" design of websites and mobile apps (e.g. user-friendliness, speed, individuality, costs)</li> <li>Contexts of concepts such as user experience design, human-centred design and design thinking for the development of products and</li> </ul> </li> </ul>
Liability Module content	<ul> <li>Compulsory</li> <li>Building on the content of the course "Digital Culture, trend analysis and creative combination", the following knowledge and skills are taught in this course: <ul> <li>Basics of relationship marketing as a strategic marketing approach and differentiation from the classic, operative and transaction-orientated marketing view</li> <li>Analytical-conceptual understanding of elements of the customer experience and their significance for different customer segments</li> <li>Requirements for the "customer-enthusiastic" design of websites and mobile apps (e.g. user-friendliness, speed, individuality, costs)</li> <li>Contexts of concepts such as user experience design, human-centred design and design thinking for the development of products and services</li> </ul> </li> </ul>
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Liability Module content	<ul> <li>Compulsory</li> <li>Building on the content of the course "Digital Culture, trend analysis and creative combination", the following knowledge and skills are taught in this course: <ul> <li>Basics of relationship marketing as a strategic marketing approach and differentiation from the classic, operative and transaction-orientated marketing view</li> <li>Analytical-conceptual understanding of elements of the customer experience and their significance for different customer segments</li> <li>Requirements for the "customer-enthusiastic" design of websites and mobile apps (e.g. user-friendliness, speed, individuality, costs)</li> <li>Contexts of concepts such as user experience design, human-centred design and design thinking for the development of products and services</li> <li>Discussion of best practices as well as group and case study work to impart application expertise</li> </ul> </li> <li>A final selection of literature will be made by the respective lecturer.</li> <li>Pepper, D./Rogers, M.: Managing Customer Experience and Relationships: A Strategic Framework, 3rd edition 2016.</li> </ul>
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Liability Module content	<ul> <li>Compulsory</li> <li>Building on the content of the course "Digital Culture, trend analysis and creative combination", the following knowledge and skills are taught in this course: <ul> <li>Basics of relationship marketing as a strategic marketing approach and differentiation from the classic, operative and transaction-orientated marketing view</li> <li>Analytical-conceptual understanding of elements of the customer experience and their significance for different customer segments</li> <li>Requirements for the "customer-enthusiastic" design of websites and mobile apps (e.g. user-friendliness, speed, individuality, costs)</li> <li>Contexts of concepts such as user experience design, human-centred design and design thinking for the development of products and services</li> <li>Discussion of best practices as well as group and case study work to impart application expertise</li> </ul> </li> <li>A final selection of literature will be made by the respective lecturer.</li> <li>Pepper, D./Rogers, M.: Managing Customer Experience and Relationships: A Strategic Framework, 3rd edition 2016.</li> <li>Bruhn, M.; Relationship Marketing: The Management of Customer Relationships (2016).</li> <li>Richter, M.; Flückiger, M.D.; Usability and UX compact: Products for people (2016).</li> <li>Van de Sand, F.; User Experience Identity: Using neuropsychology to provide the section of the sect</li></ul>
Liability Module content	<ul> <li>Compulsory</li> <li>Building on the content of the course "Digital Culture, trend analysis and creative combination", the following knowledge and skills are taught in this course: <ul> <li>Basics of relationship marketing as a strategic marketing approach and differentiation from the classic, operative and transaction-orientated marketing view</li> <li>Analytical-conceptual understanding of elements of the customer experience and their significance for different customer segments</li> <li>Requirements for the "customer-enthusiastic" design of websites and mobile apps (e.g. user-friendliness, speed, individuality, costs)</li> <li>Contexts of concepts such as user experience design, human-centred design and design thinking for the development of products and services</li> <li>Discussion of best practices as well as group and case study work to impart application expertise</li> </ul> </li> <li>A final selection of literature will be made by the respective lecturer.</li> <li>Pepper, D./Rogers, M.: Managing Customer Experience and Relationships: A Strategic Framework, 3rd edition 2016.</li> <li>Bruhn, M.; Relationship Marketing: The Management of Customer Relationships (2016).</li> <li>Richter, M.; Flückiger, M.D.; Usability and UX compact: Products for people (2016).</li> <li>Van de Sand, F.; User Experience Identity: Using neuropsychology to tum digital products into brand ambassadors (2017).</li> </ul>



Prerequisite Award of	Passed MoP.
LP	
Importance of the grade for the final grade	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade of the Master's examination is the weighted arithmetic mean of the module grades and the grade of the final examination. The weighting generally corresponds to the proportion of ECTS credits in the total number of 90.



Business Analytics and Data Management	
Module number	DBME10
Semester	2nd semester
Duration	1 semester
Person responsible	Prof Dr Jost Jacoby
for the module	
Lecturer/s	Prof Dr Wolfgang Decker
Frequency of the offer	Every semester
LVF/SWS	4 SWS: VL (2 SWS) & UE (2 SWS)
Workload (WL)	150h: 60h BL / 90h SSt
LP (ECTS)	5
MoP / LN	sP
<b>Recommendation for</b>	Formal: successful completion of DMBE5;
participation	Content: Contents of the module DMBE5
Learning outcomes of	Students have in-depth knowledge of the concept and approaches of
the module	business analytics and the methods of data management. They develop an
	understanding of which problems can be tackled, which means are available
	to solve them and how these can be selected, managed and their results
	evaluated.
Liability	Compulsory
Module content	As part of the course, students acquire the ability to understand the
	following content and to apply and implement it in practice within the
	framework of (digital) business models.
	Basics
	<ul> <li>Business analytics term and integrated overall approach</li> </ul>
	- Integration into corporate goals and functions (management,
	controlling, IT)
	Data Basics
	- Databases, uala provision and modelling
	<ul> <li>Modelling: ODS extension, multidimensional data (Star Schema,</li> </ul>
	Snowflake)
	Information generation and distribution
	<ul> <li>Information generation: analysis systems (OLAP, reporting)</li> </ul>
	- Information distribution
	Development and operation of business analytics solutions
	- Sequential and iterative process models
	- Macro level
	- Micro level
	- Quality assurance
	- Operation Practical applications - Case Study
Literature	A final selection of literature will be made by the respective lecturer.
	- Kemper, Hans-Georg; Mehanna, Walid; Unger, Carsten: Business
	Intelligence - Fundamentals and Practical Applications: An introduction
	to n-based management support, database design and MySQL IN
	- Marco Emrich, Webmasters Press, G. Vossen Data models, database
	languages and database management systems.
	- Addison-Wesley. Th. Härder, E. Rahm: Datenbanksysteme: Konzepte
	und Techniken der Implementierung. Springer.



	<ul> <li>A. Heuer, G. Saake: Databases - Concepts and Languages. MITP- Verlag, Bonn.</li> <li>Han, Jiawei; Pei, Jian; Kamber, Micheline (2011-06-09). Data Mining: Concepts and Techniques</li> </ul>
Other information	Working in small groups can make up part of the contact time.
Prerequisite Award of	Passed MoP.
LP	
Importance of the	The module grade is the weighted arithmetic mean of the module
grade for the final	performance(s). The overall grade of the Master's examination is the
grade	weighted arithmetic mean of the module grades and the grade of the final
	examination. The weighting generally corresponds to the proportion of
	ECIS credits in the total number of 90.



Digital Marketing	
Module number	DBME11
Semester	2nd semester
Duration	1 semester
Person responsible	Prof Dr S. Hermann
for the module	
Lecturer/s	Prof Dr. S. Hermann
Frequency of the offer	Every semester
LVF/SWS	4 SWS: VL (2 SWS) & UE (2 SWS)
Workload (WL)	150h: 60h BL / 90h SSt
LP (ECTS)	5
MoP / LN	НА
Recommendation for	Formal: none;
participation	<b>Content:</b> Students have basic knowledge of operational and strategic marketing.
Learning outcomes of	In marketing, ongoing digitalisation is not only leading to fundamental
the module	changes in strategy and business model design, but also to an expanded
	view of the instruments of operational marketing. In particular, digital
	marketing is creating completely new opportunities for communication with
	customers and distribution. As part of the course, the individual elements of
	strategic marketing approaches are examined conceptually and scrutinised
	with regard to the changes affecting them as a result of digitalisation. This
	enables students to practically implement the elements of digital marketing
Lichility	as part of their business model development.
Modulo contont	Computed by the second application skills are taught as part of the
	course:
	- Conceptual understanding of the strategic marketing approach and its
	components (analysis, strategy, implementation, controlling)
	- The impact of digitalisation on analysis (i.e. new analysis techniques
	such as big data analysis, new areas of analysis such as technology,
	- The influence of digitalisation on strategy (i.e. in particular the link
	between corporate strategy, marketing strategy and business model
	development)
	- The influence of dibitalisation on operational marketing (especially
	social media, etc.) and distribution (digital sales channels and the
	integration of digital components into "classic" distribution channels in
	B2B and B2C).
	- Influence of digitalisation on marketing controlling (e.g. derivation of
	Suitable KPIs related to digital elements of marketing)
	impart application expertise
Literature	A final selection of literature will be made by the respective lecturer.
	- Kyan, D., Understanding Digital Marketing (2008).
	Tactics with Values (2014)
	- Lammenett, E.; Online-Marketing-Konzeption - 2017: Der Weg zum
	optimalen Online-Marketing-Konzept (2017).
	- Holzapfel, F.; Holzapfel, A.; Petifourt, S.; Dörfker, P.; Digital Marketing
	EVOLUTION: WER KLASSISCH WIRDT, STIRDT (2016).



	<ul> <li>Kleine Wieskamp, P.; Storytelling: Digital - Multimedial - Social (2016).</li> <li>Hassler, M.; Digital and Web Analytics: Evaluating metrics, understanding visitor behaviour, optimising websites (2016).</li> </ul>
Other information	Working in small groups can make up part of the contact time.
Prerequisite Award of	Passed MoP.
LP	
Importance of the grade for the final grade	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade of the Master's examination is the weighted arithmetic mean of the module grades and the grade of the final examination. The weighting generally corresponds to the proportion of ECTS credits in the total number of 90.



Product and Service	e Design
Module number	DBME12
Semester	2nd semester
Duration	1 semester
Person responsible	Prof Dr S. Hermann
for the module	
Lecturer/s	Dr. Florian Steiner
Frequency of the offer	Every semester
LVF/SWS	4 SWS: VL (2 SWS) & UE (2 SWS)
Workload (WL)	150h: 60h BL / 90h SSt
LP (ECTS)	5
MoP/LN	PA
Recommendation for	Formal: successful completion of DMBE6;
participation	Content: Contents of the module DMBE6
Learning outcomes of	Building on the knowledge gained in the course "Strategy and Innovation
the module	Management", students learn about approaches to product and service
	development in this course. The course is very project- and application-
	orientated so that students can get to know and try out approaches to
	product and service development and thus apply the tools they have learned
	and understood in business practice.
Liability	Compulsory
Module content	The following knowledge and application skills are taught as part of the
	course:
	<ul> <li>Conceptual understanding of the "user-centred design lifecycle" model</li> <li>is relation to the closed area of the design lifecycle.</li> </ul>
	In relation to the development of products and services with the key
	<ul> <li>Analysis: Structured recording of customer types and requirements</li> </ul>
	their decision-making and usage behaviour, etc.
	- Design: Design rules, ergonomic guidelines, developments in the field
	of design, derivations from the analysed user behaviour, integration of
	modern interaction concepts (touch, gestures & voice control,)
	- Validate: Measurement and assessment of the individually perceived
	- Develop: Effective communication with developers and other parties
	involved in the development process of products and services
	- Consideration of the "Design Thinking" approach as an innovative,
	collaborative approach to the development of products and services
	- Implementation of these concepts by means of project-like group work
Litoraturo	to acquire application expertise in these areas
	A mai selection of merature will be made by the respective recturer.
	- Osterwalder, A.; Pigneur, Y.; Bernarda, G.; Smith, A.; Wegberg, T.A.;
	Value Proposition Design: Develop products and services that your
	customers really want (2015).
	- Uebernickel, F; Brenner, W.; Naef, T.; Pukall, B.; Schindholzer, B.;
	Design minking: the Hanubook (2015). Patton Lillser Story Mapping, Understanding user needs bottor as
	the key to successful products (2015).
	- Eberhard-Yom, M.; Medienkompetenz: Usability als Effolgsfaktor:
	Grundregeln, User Centered Design, Umsetzung (2010).
Other information	Working in small groups can make up part of the contact time.
Prerequisite Award of	Passed MoP.
LP	



Importance of the	The module grade is the weighted arithmetic mean of the module
grade for the final	performance(s). The overall grade of the Master's examination is the
grade	weighted arithmetic mean of the module grades and the grade of the final
-	examination. The weighting generally corresponds to the proportion of
	ECTS credits in the total number of 90.



Intrapreneurship and Change management for Digital Enterprises	
Module number	DMBE13
Semester	3rd semester
Duration	1 semester
Person responsible	Prof Dr J. Jaocby
for the module	
Lecturer/s	Prof Dr Stefan Lackner
Frequency of the offer	Every semester
LVF/SWS	4 SWS: VL (2 SWS) & UE (2 SWS)
Workload (WL)	150h: 60h BL / 90h SSt
LP (ECTS)	5
MoP/LN	sP
Recommendation for	Formal: DMBE6;
participation	<b>Content:</b> Students have successfully completed DMBE6 and have basic applied knowledge in the field of business organisation and personnel management.
Learning outcomes of the module	Digitalisation not only affects start-ups, but also existing companies. As part of the so-called "digital transformation", existing business models are being digitalised or new, additional digital channels are being created in the sense of a multi- or omni-channel business model. These processes within a company are referred to as "intrapreneurship". However, this means profound change for companies and therefore a change management issue.
	Dealing with this requires knowledge of change management tools, which are critical to the success of the change process. As part of this course, students learn to understand these organisational aspects and to analyse them in a business context and align the organisation accordingly.
Liability	Compulsory
Module content	<ul> <li>Building on the content of the course "Strategy and Innovation Management", the following knowledge and skills are taught in this course:</li> <li>Conceptual foundations of "intrapreneurship", i.e. the transfer of typical management approaches from start-ups to existing companies</li> <li>Interdisciplinary (i.e. management, psychology, IT) view of change processes and the associated challenges in companies</li> <li>Corporate culture and speed of action as key dimensions of change in digital transformation</li> <li>Application-oriented action concepts of change management</li> <li>Discussion of best practices as well as group and case study work to impart application expertise</li> </ul>
Literature	A final selection of literature will be made by the respective lecturer.
	<ul> <li>Reiter, T.; Revolution dank Innovation: Mit Corporate Entrepreneurship zurück an die Spitze, (2016).</li> <li>Lauer, T.; Change Management: Fundamentals and Success Factors (2014).</li> <li>Schallmo, D.; Rusnjak, A.; Anzengruber, J.; Werani, T.; Jünger; M.; Digital Transformation of Business Models: Fundamentals, Instruments and Best Practices (2016).</li> <li>Matzler, K.; Bailom, F.; von den Eichen, S. F.; Anschober, M.; Digital Transformation of Business Models: Fundamentals, tools and best practices (2016).</li> <li>Gassmann, O.; Sutter, P.; Shaping digital transformation in the company: Business models Success factors Case studies Instructions for action (2016).</li> </ul>



	- Businessnews Publichsinh; Summary: Reengineering the Corporation: Review and Analysis of Hammer and Champy's Book (2016).
Other information	Working in small groups can make up part of the contact time.
Prerequisite Award of	Passed MoP.
LP	
Importance of the grade for the final grade	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade of the Master's examination is the weighted arithmetic mean of the module grades and the grade of the final examination. The weighting generally corresponds to the proportion of ECTS credits in the total number of 90.



Management of hete	erogeneous teams over corporate lifecycles
Module number	DMBE14
Semester	3rd semester
Duration	1 semester
Person responsible	Prof Dr J. Jacoby
for the module	
Lecturer/s	Prof Dr J. Jacoby
Frequency of the offer	Every semester
LVF/SWS	4 SWS: VL (2 SWS) & UE (2 SWS)
Workload (WL)	150h: 60h BL / 90h SSt
LP (ECTS)	5
MoP / LN	sP
Recommendation for	Formal: DMBE2;
participation	<b>Content:</b> Students have successfully completed DMBE2 and have basic applied knowledge in the field of business organisation and personnel management.
Learning outcomes of	Students understand the challenges associated with leadership in dynamic,
the module	technology-orientated companies. They know the key approaches that can
	be used at the personal and group level, in organisational structures and
	processes and in the strategy and culture of the company and are able to
	apply these in practice in growing organisations, i.e. in particular in the
	context of early-stage management of start-ups.
Liability	Compulsory
Module content	Areas of tension in leadership in innovative companies
	<ul> <li>Increasing networking of divergent expense</li> <li>Potential for a high degree of autonomy while maintaining the need for</li> </ul>
	coordination
	- Dynamic change in the size and composition of organisations
	- Digitalisation of service processes
	- Mobilisation of spatial and temporal work structures
	- Changing priorities in the life cycle (start-up / growth / scaling)
	- Current organisational and leadership concepts are presented and
	their advantages and disadvantages compared to traditional
	management methods are examined
	- Corporate culture, management style and motivation
	<ul> <li>Delegation, incentivisation, feedback and development</li> <li>Teamwork and group dynamics</li> </ul>
	<ul> <li>Drganisational structure coordination and permeability</li> </ul>
	- Agile organisation, prototyping and collaboration
	- Innovative approaches
	The topics are dealt within an application-orientated combination of knowledge trapefor, testing (group and individual appignments) and
	discussion/seminar
Literature	A final selection of literature will be made by the respective lecturer.
	<ul> <li>Noé, M.; Teamwork Practice Book, Tasks Processes Methods Hanser, 2012</li> </ul>
	- Stöwe C · Kromosemito I · Fritz A · From colleague to supervisor
	Springer 2014
	- Kaehle, B.: Complementary leadership, Springer 2014
	- Furtner, U.; Baldegya, U.: Self Leadership and Leadership, Springer
	2013



	- Hollmann, S.: Sustainable Leadership
	- Laloux, F.; Appert, E.: Reinventing Organisations, Vahlen, 2016
	Robertson, B.: Holacracy, a revolutionary management system
	Vahlen, 2016
	- Hofert, S: Agile leadership, Springer, 2016
Other information	Working in small groups can make up part of the contact time.
Prerequisite Award of	Passed MoP.
LP	
Importance of the	The module grade is the weighted arithmetic mean of the module
grade for the final	performance(s). The overall grade of the Master's examination is the
grade	weighted arithmetic mean of the module grades and the grade of the final
	examination. The weighting generally corresponds to the proportion of
	ECTS credits in the total number of 90.



Master's thesis	
Module number	DBMEMT
Subject area	Final module
Semester	3rd semester
Duration	1 semester
Person responsible	Prof Dr J. Jacoby
for the module	
Lecturer/s	N.N.
Frequency of the offer	Every semester
LVF/SWS	SSt & KO
Workload (WL)	600 h
LP (ECTS)	20
	(18 CP: Bachelor's thesis; 2 CP: defence)
МоР	HA & mP
<b>Recommendation for</b>	
participation	
Learning outcomes of	As part of the Master's thesis, students should demonstrate that they are
the module	able to
	- to treat a topic conceptually comprehensively and in depth
	problem.
Liability	Compulsory
Contents	The preparation of the Master's thesis consists of two components
	1. The independent preparation of a master's thesis of at least 70 pages.
	2. The defence and presentation of the results of the Master's thesis with
	an examination discussion in which the content of the Master's thesis is
	also linked to other content of the degree program. The derence and presentation of the results of the Master's thesis should not exceed 15
	minutes. The total duration of the defence may not exceed 30 minutes
Other information	The Master's thesis can be written in German or English.
Prerequisite Award of	Passed Master's thesis and defence.
credit points	
Importance of the	In this case, the assessment of the Master's thesis is given a weighting of
grade for the final	90% and the assessment of the defence (KO) of the thesis is given a
grade	weighting of 10% in the module grade.



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