

Module handbook  
Study program  
**Business Administration (MBA)**  
Full-time and part-time

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As of: July 2025

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# HDBW Module Handbook for the degree program

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*Business Administration (MBA)*  
*(full-time and part-time)*

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## Glossary

BP	Internship
BS	Block seminar
ECTS	European Credit Transfer System
BL	Blended Learning
GA	Group work
GBWL	Fundamentals of Business Administration
HA	Term paper
KO	Colloquium
KR	Short presentation
LN	Performance record
LP	Credit point
LVA	Course
LVF	Course type
MoP	Module examination
mP	Oral examinations
PA	Project work
PL	Practice-oriented courses
PR	Presentation
PZ	Attendance time
R	Presentation
S	Seminar
SK	Language courses
SoSe	Summer semester
SP	Study Plus
sP	Written examinations
SPJ	Study project
SSt	Self-study
SWS	Semester hours per week
UE	Exercise
VL	Lecture
VWL	Economics
WiSe	Winter semester
WL	Workload

## Introductory information about studying at HDBW

Objective	Students will be able to deal with a topic conceptually in a comprehensive and in-depth manner and apply the theoretical knowledge gained to practical questions.
Information	Prospective students can find basic information about course content, course structure, application procedures, and examination requirements at <a href="http://www.hdbw-hochschule.de">www.hdbw-hochschule.de</a> . Academic advising, particularly with regard to course content and elective options, is provided by the academic advisors in the respective departments.
Study and Examination regulations	Knowledge of and compliance with the examination regulations are essential for successful completion of the program. Examination regulations are available for download at <a href="http://www.hdbw-hochschule.de">www.hdbw-hochschule.de</a> .
Study structure Modules Course content Courses	The program is designed for a standard period of study ( ) of three semesters. Each module consists of one or more courses (lectures, seminars, exercises, etc.). These include compulsory and elective courses. Detailed descriptions of the module and course contents can be found in the module handbook for the respective degree program. These are available at <a href="http://www.hdbw-hochschule.de">www.hdbw-hochschule.de</a> . A detailed overview of the course of study can be found in the study plan at <a href="http://www.hdbw-hochschule.de">www.hdbw-hochschule.de</a> .
Credit points	<p>The MBA program comprises 60 ECTS credits. Credit points (LP) are awarded for the workload associated with each module (Workload / WL) in accordance with the European Credit Transfer System (ECTS). As a general rule, 30 hours of WL = 1 LP. Each module is completed with a module examination (MoP), which consists of coursework (LN). LN are usually graded. A performance is considered passed if it has been graded with at least a 4.0.</p> <p>15 LP are awarded for the final module.</p> <p>Detailed descriptions of the LN required for each module can be found in the module handbook for the respective degree program. Regulations on the types of examinations can be found in the study and examination regulations for the respective degree program.</p>
Lecture and examination period	<p>The lecture period comprises 16 weeks. The winter semester ( , WiSe) usually begins at the beginning of October. The summer semester ( , SoSe) usually begins in mid-March.</p> <p>The examination period takes place from the 16th to the 18th week of the lecture period (1st examination date). The resit examination period takes place in the last two weeks of the semester break (2nd examination date).</p>
Credit transfer for periods of study and practical activities	The examination board is responsible for crediting study periods and practical activities.
Exams and Exams	Students are automatically registered for the examinations of the respective semester. Withdrawals must be submitted to the program administration. Justifications will be assessed by the examination board. Examination performances for LVA within a module can be repeated twice. Repeat examinations must take place at the next possible date.

## **Content of the program**

The MBA program is classified as "application-oriented." Therefore, the program includes the following qualification objectives:

1. Students acquire generalist knowledge in interdisciplinary areas of business administration and thus gain a broad understanding of business management contexts.
2. Students are familiar with essential management and leadership concepts. They learn to communicate empathetically and effectively in teams, improve self-reflection and resilience, and acquire leadership qualities.
3. Students will become aware of international and intercultural contexts.
4. Students understand the importance of related disciplines for corporate management.
5. Students have an application-oriented understanding of these topics and are fundamentally capable of applying them independently in a management position.

## Structure of the program

The MBA program comprises 60 ECTS credits with a total workload (WL) of 1800 hours. In the full-time program, these are divided into two semesters of 30 ECTS each. In the part-time program, there are four semesters, with 15 ECTS credits awarded in each semester.

In terms of content, the six courses in the first semester (or the first and third semesters for part-time students) are the same for all participants. The second semester (or the second and fourth semesters for part-time students) includes a compulsory elective block focusing either on general management or industrial management, and the final MBA thesis.

The courses are very application-oriented. All courses follow a clear didactic pattern:

1. In each course, the relevant theoretical and conceptual foundations of the respective subject are first taught based on the current state of science and practice.
2. Practical course components (e.g., guest speakers from industry, case study discussions) are used to create an application-oriented basic understanding.
3. All courses are interactive and include graded or ungraded project work components of varying scope. As this is the philosophy of the entire application-oriented master's program and each course, a conscious decision was made not to make an explicit distinction between lectures and exercises.

### **MBA thesis**

The program concludes with an MBA thesis in which students demonstrate their ability to deal with a topic in a comprehensive and in-depth manner and to apply the theoretical knowledge gained to a practical business problem. The MBA thesis therefore consists of the following components:

1. An introductory seminar on the preparation of an academic paper
2. The independent writing of a thesis of at least 40 but no more than 70 pages. The content may be
  - an academic paper
  - the preparation of a business plan or
  - an industrial project
3. The defense and presentation of the results of the paper in an oral examination, in which the content of the paper is also placed in the context of other course content. The defense should not exceed 10 minutes. The total duration of the defense may not exceed 30 minutes.

The following figures provide an overview of the structure of the program.

## Overview of the full-time MBA program

### Master of Business Administration, MBA, 60 ECTS Full Time

1. Semester					
Strategic Management and Business Functions	Marketing in the Digital Age	International Business and Global Markets	Accounting and Finance Management	Leadership and Change Management	Business Culture and Managemt. Competences, Excursion (optional)
5 ECTS, 4 SWS	5 ECTS, 4 SWS	5 ECTS, 4 SWS	5 ECTS, 4 SWS	5 ECTS, 4 SWS	5 ECTS, 4 SWS

### 2. Semester: One of Two Options

2. Semester - General Management			
Business IT and Digital Innovation	Business Planning and Entrepreneurship	Business Law for Entrepreneurs	MBA Thesis + Defense - Introduction: Scientific Writing and Project Work - Scientific Paper or - Business Plan or - Industry Project
5 ECTS, 4 SWS	5 ECTS, 4 SWS	5 ECTS, 4 SWS	15 ECTS

2. Semester - Industrial Management			
Supply Chain and Sustainability Management	Industrial Engineering and Operations Management	Digital Transformation and AI	MBA Thesis + Defense - Introduction: Scientific Writing and Project Work - Scientific Paper or - Business Plan or - Industry Project
5 ECTS, 4 SWS	5 ECTS, 4 SWS	5 ECTS, 4 SWS	15 ECTS

Overview of the part-time MBA program

Master of Business Administration, MBA, 60 ECTS Part Time					
1. Semester					
Strategic Management and Business Functions 5 ECTS, 4 SWS	Marketing in the Digital Age 5 ECTS, 4 SWS	International Business and Global Markets 5 ECTS, 4 SWS			
2. Semester - General Management			2. Semester - Industrial Management		
Business IT and Digital Innovation 5 ECTS, 4 SWS	Business Law for Entrepreneurs 5 ECTS, 4 SWS	Business Planning and Entrepreneurship 5 ECTS, 4 SWS	Supply Chain and Sustainability Management 5 ECTS, 4 SWS	Industrial Engineering and Operations Management 5 ECTS, 4 SWS	Digital Transformation and AI 5 ECTS, 4 SWS
3. Semester					
Accounting and Finance Management 5 ECTS, 4 SWS	Leadership and Change Management 5 ECTS, 4 SWS	Business Culture and Managemt. Competences, Excursion (optional) 5 ECTS, 4 SWS			
4. Semester					
MBA Thesis + Defense - Introduction: Scientific Writing and Project Work - Scientific Paper or - Business Plan or - Industry Project 15 ECTS					

Module overview of the **Business Administration (MBA) full-time/part-time** program at the **Bavarian University of Applied Sciences – HDBW**

MoNr.	Module mit Lehrveranstaltungen	LVF	V	SWS	MoP	LP*	SEM VZ	SEM TZ
<b>MBA1</b>	<b>Strategic Management and Business Functions / Strategisches Management und Betriebliche Funktionen</b>				PA 15-30 S. u. PR 10-20 min. u. (sP 60-120 min. od. mP 10-20 min.)	5	1	1
MBA1	Strategic Management and Business Functions / Strategisches Management und Betriebliche Funktionen	VL/UE	P	4				
<b>MBA2</b>	<b>Marketing in the Digital Age / Marketing im Digitalen Zeitalter</b>				PA 15-30 S. u. PR 10-20 min. u. (sP 60-120 min. od. mP 10-20min.)	5	1	1
MBA2	Marketing in the Digital Age / Marketing im Digitalen Zeitalter	VL/UE	P	4				
<b>MBA3</b>	<b>International Business and Global Markets / Internationale Wirtschaft und Globale Märkte</b>				PA 15-30 S. u. PR 10-20 min. u. (sP 60-120 min. od. mP 10-20min.)	5	1	1
MBA3	Interantional Business and Global Markets / Internationale Wirtschaft und Globale Märkte	VL/UE	P	4				
<b>MBA4</b>	<b>Accounting and Finance Management / Rechnungswesen und Finanzmanagement</b>				PA 15-30 S. u. PR 10-20 min. u. (sP 60-120 min. od. mP 10-20 min.)	5	1	3
MBA4	Accounting and Finance Management / Rechnungswesen und Finanzmanagement	VL/UE	P	4				
<b>MBA5</b>	<b>Leadership and Change Management / Führung und Veränderungsmanagement</b>				PR 10-20 min. u. (sP 60-120 min. od. mP 10-20 min.)	5	1	3
MBA5	Leadership and Change Management / Führung und Veränderungsmanagement	VL/UE	P	4				
<b>MBA6</b>	<b>Business Culture and Management Competences Businesskultur und Managementkompetenzen</b>				PR 10-20 min. u. (sP 60-120 min. od. mP 10-20 min.)	5	1	3
MBA6	Business Culture and Management Competences Businesskultur und Managementkompetenzen	VL/UE	P	4				
<b>MBA-WPB</b>	<b>Wahlpflichtblock</b>							
	Spezialisierungsfach 1	WP				5	2	2
	Spezialisierungsfach 2					5	2	2
Spezialisierungsfach 3	5					2	2	
<b>MBAT</b>	<b>MBA Thesis MBA Abschlussarbeit</b>				PA 40-70 S. u. PR 15-25 min.	15	2	4
MBAT	MBA Thesis MBA Abschlussarbeit	SSt.	P	450 h				

## Elective modules for the Business Administration (MBA) program

### Module overview Elective block **MBA-GM General Management**

<b>MBAGM1</b>	<b>Business IT and Digital Innovation / IT Management und Digitale Innovation</b>				PA 20-40 S. oder (PR 10-20 min. u. sP 60-120 min.)	5	2	2
MBAGM1	Business IT and Digital Innovation / IT Management und Digitale Innovation	VL/UE	P	4				
<b>MBAGM2</b>	<b>Business Law for Entrepreneurs / Wirtschaftsrecht für Unternehmer</b>				PA 15-30 S. u. PR 10-20 min. u. (sP 60 - 120 min. od. mP 10-20 min.)	5	2	2
MBAGM2	Business Law for Entrepreneurs / Wirtschaftsrecht für Unternehmer	VL/UE	P	4				
<b>MBAGM3</b>	<b>Business Planning and Entrepreneurship / Businesspläne und Entrepreneurship</b>				PA 15-30 S. u. PR 10-20 min. u. (sP 60 - 120 min. od. mP 10-20 min.)	5	2	2
MBAGM3	Business Planning and Entrepreneurship / Businesspläne und Entrepreneurship	VL/UE	P	4				

### Module overview of the **MBA-IM Industrial Management** elective block

<b>MBAIM1</b>	<b>Supply Chain and Sustainability Management / Supply Chain und Nachhaltigkeits-Management</b>				PA 15-30 S. u. PR 10-20 min. u. (sP 60-120 min. od. mP 10-20 min.)	5	2	2
MBAIM1	Supply Chain and Sustainability Management Internationale Lieferketten und Nachhaltigkeit	VL/UE	P	4				
<b>MBAIM2</b>	<b>Industrial Engineering and Operations Management Industrial Engineering und Operations-Management</b>				PA 20-40 S. u. PR 15 -30 min.	5	2	2
MBAIM2	Industrial Engineering and Operations Management Industrial Engineering und Operations-Management	VL/UE	P	4				
<b>MBAIM3</b>	<b>Digital Transformation and AI Digitale Transformation und Künstliche Intelligenz</b>				PA 15-30 S. u. PR 10-20 min. u. (sP 60-120 min. od. mP 10-20 min.)	5	2	2
MBAIM3	Digital Transformation and AI Digitale Transformation und Künstliche Intelligenz	VL/UE	P	4				

\* Credit points (LP) are awarded according to the European Credit Transfer System (ECTS).

## Course types

### **s\* (VL)**

Lectures serve to impart theoretical knowledge, which is usually supplemented by exercises or laboratory instruction. They generally comprise two hours per week during the semester. The corresponding lecture notes and slides can be downloaded as PDF documents at the beginning of the semester at [www.hdbw-hochschule.de](http://www.hdbw-hochschule.de) and are available for inspection in the handouts. Lectures usually conclude with a written exam (sP).

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

Seminars are interactive courses in which various topics and course content are worked on together in small groups. Components of the collaboration include exercises, discussions, and presentations. Seminars conclude with either the writing of a paper, the completion of a term paper, or an exam. Active participation is required for successful completion of the course. Block seminars use the same teaching methods as seminars. Unlike normal seminars, however, block seminars usually involve a workload of 8 hours and take place every two weeks.

### **Exercises\* ( , UE)**

Exercises mainly serve to support lectures. Depending on the module, they may also be offered without a corresponding lecture. During the exercises, theoretical knowledge is repeated and consolidated through practical tasks. They usually take place in person and have a semester workload of 2 hours per week, but can also be offered in the form of blended learning. Active participation is required to successfully complete the course.

### **Language courses\* (SK)**

As the name suggests, language courses are exclusively focused on the acquisition of a foreign language. The teaching format is similar to that of seminars and is characterized in particular by interactive teaching methods. Performance assessments are often in the form of presentations or papers. Language courses can also take place as block courses. Active participation is also required to pass the module.

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

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

All course types marked with an asterisk (\*) are offered in the blended learning (BL) teaching concept. Blended learning courses are designed to present and cover larger areas of material, which is why they are also part of lectures and often supplement exercises. However, they also serve to deepen theoretical content with case studies and exercises ( ). Blended learning courses encompass all teaching methods in both face-to-face and virtual formats. Various learning materials such as scripts and tutorials as well as audio and video files can be made available to participants via the learning management system (LMS). A detailed description of the course schedule and the dates for the face-to-face events will be provided at the beginning

of each semester in the LMS and by the relevant academic advisor. Tutors are available throughout the semester to answer questions about content and organization.

### **Study project (SPJ)**

Study projects are courses that require a higher level of work. They are carried out, for example, as part of a research project or group work and promote the independent application of research-typical working methods, which is why they often serve as a basis for finding topics for final theses. Study projects are implemented in the form of self-study and therefore do not usually require fixed attendance times.

### **Self-study (SSt)**

Self-study serves the purpose of independent preparation and follow-up work for LVA and is required for all modules.

### **Colloquium (KO)**

Colloquia usually consist of interactive discussion rounds in which topics are presented and discussed. They always take place as face-to-face events. They often serve as support during the final stage of the program for the preparation of the bachelor's thesis.

### **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 management, document management, performance measurement functions, calendar functions, and the option of integrating interactive learning units. Further information on the LMS is available from the student advisory service of the respective department.

## Performance assessments

### **Module examination ( , MoP)**

Each module can consist of one or more courses (LVA). One module examination (MoP) is held per module, which may comprise the components of one or more LVA. The MoP can consist of different performance assessments (LN). These can be course-related or taken during the examination period at the end of the semester. The module grade is calculated based on the performance achieved in the MoP according to the scheme announced at the beginning of the module. The following types of examinations can occur as LN within the MoP (the prescribed type of examination can be found in the corresponding modules in the handbook):

### **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 corresponding courses. For written examinations, students must generally bring their student ID card and official photo ID with them.

### **Oral examinations (mP)**

Oral examinations take place either in individual interviews or in groups. Depending on the importance of the examination, they last between 15 and 60 minutes. They usually take place towards the end of the semester.

### **Term paper (Hausarbeit, HA)**

Term papers are written assignments on a topic agreed upon with the professor responsible. They can be between 5 and 25 DIN A4 pages in length. The deadline for term papers is four weeks. They can usually be completed during the lecture-free period, although it is recommended that they be completed during the semester to reduce exam stress at the end of the semester.

### **al presentation (R)**

Presentations are oral exams in which a topic agreed upon in advance with the instructor is presented to fellow students in the course. The content should be scientifically researched. All theses of the presentation should be summarized on a thesis sheet for the other students. The duration of a presentation is between 20 and 45 minutes, depending on the agreement with the responsible instructor. Presentations can also be prepared and given in groups. They are usually supplemented by a written paper in the form of a term paper.

### **Short presentation ( , KR)**

Short presentations differ from presentations only in terms of their length: they last no longer than 10 minutes. All other aspects are the same.

### **s (PR)**

Presentations can be given either individually or in groups. The results of the work are presented to fellow students and the instructor of the corresponding course. Unlike reports, presentations are 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 instructor. Project work can be completed either as an individual assignment or as group work.

## **Literature**

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

## Module descriptions

<b>Strategic Management and Business Functions</b>	
<b>Module</b>	MBA1
<b>Semester</b>	1
<b>Duration</b>	1 semester
<b>Module</b>	Prof. Dr. Christian Schmitt
<b>Lecturer</b>	Prof. Dr. Christian Schmitt
<b>Frequency</b>	Every semester
<b>LVF / SWS</b>	4 SWS: VL (2 SWS) & UE (2 SWS)
<b>Workload (WL)</b>	150 hours: 60 hours BL / 90 hours SSt
<b>LP (ECTS)</b>	5
<b>MoP / LN</b>	PA 10-20 pages and PR 10-20 minutes and SP 60-90 minutes
<b>Recommended</b>	<b>Formal:</b> none <b>Content:</b> none
<b>Learning outcomes of the module</b>	<p>Specialist</p> <p>Students develop an in-depth understanding of strategic analysis, planning, and implementation, as well as the interdependencies between different business areas.</p> <p>Analytical</p> <p>They acquire the ability to apply strategic analysis tools (including SWOT, PESTEL, Porter's Five Forces) and the competence to evaluate competitive strategies.</p> <p>Management</p> <p>You will also learn to make strategic decisions in a dynamic and global environment.</p> <p>Scientific thinking</p> <p>You will acquire the ability to critically reflect on management concepts, strategies, and their effects.</p> <p>Responsible action</p> <p>With an understanding of the ethical aspects of strategic management and an awareness of the importance of sustainability and corporate social responsibility, you will acquire the ability to take stakeholder interests into account in strategic decisions.</p> <p>Intercultural competence</p> <p>Together with an understanding of cultural differences and the ability to work in international teams, students acquire the competence to adapt business strategies to different cultural contexts.</p>
<b>Commitment</b>	Commitment
<b>Module content</b>	<p><b>Introduction to strategic management</b></p> <ul style="list-style-type: none"> <li>▪ Definition and significance of strategic management.</li> <li>▪ The strategic management process.</li> <li>▪ Relationship between corporate strategy and operational efficiency.</li> </ul>

	<p><b>Core functions of a company</b></p> <ul style="list-style-type: none"> <li>▪ <b>Research &amp; Development (R&amp;D)</b> <ul style="list-style-type: none"> <li>- Innovation management: development of new products and technologies.</li> <li>- Intellectual property protection: patents and copyrights.</li> </ul> </li> <li>▪ <b>Marketing / Sales &amp; Digitalization</b> <ul style="list-style-type: none"> <li>- Digital marketing strategies: social media, SEO, e-commerce.</li> <li>- Customer relationship management (CRM).</li> </ul> </li> <li>▪ <b>Organization and human resources (HR)</b> <ul style="list-style-type: none"> <li>- Recruitment, training, and employee retention.</li> <li>- Organizational development.</li> </ul> </li> <li>▪ <b>Supply chain management (SCM)</b> <ul style="list-style-type: none"> <li>- Optimization of logistics processes: just-in-time approaches.</li> <li>- Sustainability in the supply chain.</li> </ul> </li> </ul> <p><b>Performance management and control</b></p> <ul style="list-style-type: none"> <li>▪ <b>Controlling / management with key performance indicators (KPIs)</b> <ul style="list-style-type: none"> <li>- Development and monitoring of KPIs for performance measurement.</li> <li>- Use of balanced scorecards for strategic controlling.</li> </ul> </li> <li>▪ <b>Corporate ethics and sustainability</b> <ul style="list-style-type: none"> <li>- Integration of CSR principles into corporate strategy.</li> <li>- Promotion of sustainable business practices.</li> </ul> </li> <li>▪ <b>Corporate governance</b> <ul style="list-style-type: none"> <li>- Transparency and accountability within the company.</li> <li>- Establishment of effective control mechanisms for risk mitigation.</li> </ul> </li> </ul> <p><b>Basis of strategic management</b></p> <ul style="list-style-type: none"> <li>▪ <b>Strategic analysis (internal and external)</b> <ul style="list-style-type: none"> <li>- External analysis: market and competition analyses.</li> <li>- Internal analysis: Resource and capability assessment.</li> <li>- Stakeholder analysis: expectations and influences.</li> </ul> </li> <li>▪ <b>Strategy development</b> <ul style="list-style-type: none"> <li>- Development of business unit strategies</li> <li>- Diversification strategies.</li> <li>- Innovation and internationalization strategies.</li> </ul> </li> <li>▪ <b>Strategy implementation</b> <ul style="list-style-type: none"> <li>- Adapting the organizational structure to the strategy: centralization vs. decentralization.</li> <li>- Resource management to support the strategy.</li> </ul> </li> </ul>
<p><b>Literature</b></p>	<p><b>A final selection of literature will be made by the respective lecturer.</b></p> <ul style="list-style-type: none"> <li>- Hutzschenreuter, Thomas: General Business Administration—Fundamentals with Numerous Practical Examples, 6th revised edition, 2015.</li> <li>- Schierenbeck, Henner/ Wöhle, Claudia B.: Fundamentals of Business Administration, 19th edition, 2016</li> <li>- Wöhe, Günter: Introduction to General Business Administration, 27th revised and updated edition, 2020</li> <li>- Schreyögg, Georg / Koch, Jochen: Management: Fundamentals of Business Administration Concepts - Functions - Case Studies, 8th edition 2020.</li> </ul>

	<ul style="list-style-type: none"> <li>- Thommen, Jean-Paul et al.: General Business Administration – Comprehensive Introduction from a Management Perspective, 8th edition 2017.</li> <li>- Vahs, Dietmar/ Schäfer-Kunz, Jan: Introduction to Business Administration, 8th edition, 2021.</li> <li>- Weber, Wolfgang / Kabst, Rüdiger / Baum, Matthias; Introduction to Business Administration, 10th revised edition, 2017.</li> </ul>
<b>Other</b>	Working in small groups may constitute part of the contact time.
<b>Prerequisite Assignment of LP</b>	Passed MoP.
<b>Significance of the grade for the final grade</b>	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade for the master's examination is the weighted arithmetic mean of the module grades and the grade for the final examination. The weighting generally corresponds to the proportion of LP (ECTS) in the total number of 60.

<b>Marketing in the Digital Age</b>	
<b>Module</b>	MBA2
<b>Semester</b>	1
<b>Duration</b>	1 semester
<b>Module</b>	Prof. Dr. Steffen Hermann
<b>Lecturer</b>	Prof. Dr. Steffen Hermann
<b>Frequency</b>	Every semester
<b>LVF / SWS</b>	4 SWS: VL (2 SWS) & UE (2 SWS)
<b>Workload (WL)</b>	150 hours: 60 hours BL / 90 hours SSt
<b>LP (ECTS)</b>	5
<b>MoP / LN</b>	PA 15-30 pages and SP 60 min
<b>Recommended participation</b>	<b>Formal:</b> none <b>Content:</b> none
<b>Learning outcomes of the module</b>	<p>Specialist knowledge:</p> <ul style="list-style-type: none"> <li>• Basic knowledge and understanding of marketing as market-oriented business management based on the strategic marketing process (decision-oriented approach)</li> <li>• Fundamental knowledge and (practical) understanding of marketing as an operational function and of strategic and operational marketing tools – particularly in a digital context and Martech solutions</li> <li>• Expertise in the content, theories, and methods of modern marketing, especially in a digital context</li> <li>• Ability to connect with related disciplines such as R&amp;D, production, logistics, and especially IT/AI and big data</li> </ul> <p>Analytical skills:</p> <ul style="list-style-type: none"> <li>• Understanding and evaluating marketing theories, models, and methods</li> <li>• Ability to classify the various martech solutions according to their functionalities</li> <li>• Independently analyze quantitative and qualitative market, competition, and customer data</li> <li>• Making and optimizing marketing decisions based on theories, data, and models</li> </ul> <p>Management skills:</p> <ul style="list-style-type: none"> <li>• Communicate confidently and effectively on marketing topics</li> <li>• Plan marketing projects and plans in a targeted and efficient manner</li> <li>• Think in a market- and customer-oriented manner</li> </ul> <p>Scientific thinking:</p> <ul style="list-style-type: none"> <li>• Ability to plan, research, and critically reflect on simple market research projects</li> <li>• Independent lifelong learning</li> </ul> <p>Responsible behavior:</p> <ul style="list-style-type: none"> <li>• Thinking and acting responsibly, ethically, and sustainably in a marketing context, especially with regard to data use and social media</li> </ul> <p>Intercultural competence:</p>

	<ul style="list-style-type: none"> <li>• Empathically engage with culturally diverse markets and customer perspectives in an international context; understand international marketing contexts</li> </ul>
<b>Commitment</b>	Duty
<b>Module</b>	<p>The following knowledge and skills will be taught in this course:</p> <ul style="list-style-type: none"> <li>• The strategic marketing approach and its components (analysis, strategy, planning, implementation, controlling)</li> <li>• The influence of digitalization on analysis (i.e., new analysis techniques such as big data analysis, new areas of analysis such as technology, acceleration of change, and shortening of life cycles)</li> <li>• The influence of digitalization on strategy (i.e., in particular the link between corporate strategy, marketing strategy, and business model development)</li> <li>• The influence of digitalization on operational marketing (in particular communication (from one-way communication to customer interaction, social media, etc.) and distribution (digital distribution channels and the integration of digital components into "traditional" distribution channels in B2B and B2C)</li> <li>• The influence of digitalization on marketing controlling (e.g., derivation of suitable KPIs related to digital elements of marketing)</li> <li>• Discussion of best practices and group and case study work to teach application skills</li> </ul>
<b>Literature</b>	<p><b>A final selection of literature will be made by the respective lecturer.</b></p> <ul style="list-style-type: none"> <li>- Kotler, P.; Armstrong, G. (2020): Principles of Marketing, Global Edition, 18th edition, Pearson.</li> <li>- Kotler, P.; Kartajaya, H.; Setiawan, I. (2021): Marketing 5.0. Technology for Humanity, John Wiley &amp; Son</li> <li>- Chaffey, D., &amp; Ellis-Chadwick, F. (2022). Digital Marketing: Strategy, Implementation and Practice (8th ed.). Harlow, England: Pearson.</li> <li>- Charlesworth, A. (2022): Digital Marketing: A Practical Approach (4th ed.), Routledge.</li> </ul>
<b>Additional information</b>	Working in small groups may constitute part of the contact time.
<b>Prerequisite Awarding of LP</b>	Passed MoP.
<b>Significance of the grade for the final grade</b>	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade for the master's examination is the weighted arithmetic mean of the module grades and the grade for the final examination. The weighting generally corresponds to the proportion of LP (ECTS) in the total number of 60.

<b>International Business and Global Markets</b>	
<b>Module</b>	MBA3
<b>Semester</b>	1st semester
<b>Duration</b>	1 semester
<b>Module</b>	Prof. Dr. Oliver Schlick
<b>Lecturer</b>	Prof. Dr. Oliver Schlick
<b>Frequency</b>	Every semester
<b>LVF / SWS</b>	4 SWS: VL (2 SWS) & UE (2 SWS)
<b>Workload (WL)</b>	150 hours: 60 hours BL / 90 hours SSt
<b>LP (ECTS)</b>	5
<b>MoP / LN</b>	PA 15–30 pages and PR 10–20 minutes and (MP 10–20 minutes or SP 60 minutes)
<b>Recommended</b>	<b>Formal:</b> none <b>Content:</b> none
<b>Learning outcomes of the module</b>	<p>Specialist knowledge</p> <p>Knowledge of content, theories, and methods of important core areas of economics</p> <p>Analytical</p> <p>Ability to apply important methods of economics in order to assess specific economic or capital market situations.</p> <p>Scientific thinking</p> <p>Ability to independently research current developments and form an objective opinion.</p>
<b>Commitment</b>	Commitment
<b>Module content</b>	<ol style="list-style-type: none"> <li>1. Basic principles of the market: supply, demand, and equilibrium</li> <li>2. Economic phenomena <ol style="list-style-type: none"> <li>a. Economic fluctuations</li> <li>b. Inflation</li> <li>c. Unemployment</li> </ol> </li> <li>3. Interrelationships between prices, interest rates, and exchange rates</li> <li>4. The role of the state and the central bank</li> <li>5. The influence of the state and central bank in the international arena <ol style="list-style-type: none"> <li>a. Trade</li> </ol> </li> </ol>

	<p>b. Exchange rates</p> <p>6. Interrelationships between economic phenomena and capital markets.</p>
<b>Literature</b>	<p><b>A final selection of literature will be made by the respective lecturer.</b></p> <ul style="list-style-type: none"> <li>- Blanchard, O., Illing, G., 2021, Macroeconomics, Pearson Verlag.</li> <li>- Krugman, P., Obstfeld, M., Melitz, M., 2019, International Economics: Theory and Policy, Pearson Verlag.</li> <li>- Krugman, P., Wells, R., 2017, Economics, Schäffer Poeschel Verlag.</li> <li>- Mankiw, N. Gregory, Taylor, Mark P.. 2021, Principles of Economics, Schäffer Poeschel Verlag.</li> </ul>
<b>Additional</b>	Working in small groups may constitute part of the contact time.
<b>Prerequisite Awarding of LP</b>	Passed MoP.
<b>Significance of the grade for the final grade</b>	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade for the master's examination is the weighted arithmetic mean of the module grades and the grade for the final examination. The weighting generally corresponds to the proportion of LP (ECTS) in the total number of 60.

<b>Accounting and Financial Management</b>	
<b>Module</b>	MBA4
<b>Semester</b>	1st semester full-time; 3rd semester part-time
<b>Duration</b>	1 semester
<b>Module</b>	Prof. Dr. Christian Schmitt
<b>Lecturer</b>	Prof. Dr. NN
<b>Frequency</b>	Every semester
<b>LVF / SWS</b>	4 SWS: VL (2 SWS) & UE (2 SWS)
<b>Workload (WL)</b>	150 hours: 60 hours BL / 90 hours SSt
<b>LP (ECTS)</b>	5
<b>MoP / LN</b>	PA 10-20 pages and PR 10-20 minutes and SP 60-90 minutes
<b>Recommended for</b>	<b>Formal:</b> none <b>Content:</b> none
<b>Learning outcomes</b>	<p>The aim of the course is to introduce students to the concepts of corporate finance. At the end of the course, students will be able to evaluate the most common concepts and techniques of corporate finance. This includes:</p> <p>Specialist knowledge</p> <ul style="list-style-type: none"> <li>- Understanding the basic principles of corporate finance and their application in real-world scenarios.</li> </ul> <p>Analytical</p> <ul style="list-style-type: none"> <li>- Evaluating investment opportunities using various valuation techniques.</li> <li>- Analyzing the capital structure of a company and its impact on value.</li> </ul> <p>Act responsibly</p> <ul style="list-style-type: none"> <li>- Dealing with risks and uncertainty in business decisions.</li> <li>- Understanding the significance and valuation of real options.</li> </ul>
<b>Commitment</b>	Obligation
<b>Module content</b>	<p>What basic understanding of accounting does a manager need to run a company?</p> <ul style="list-style-type: none"> <li>▪ Basics</li> <li>▪ Balance sheet</li> <li>▪ Income statement</li> <li>▪ Cash flow statement</li> <li>▪ Basic approaches to the structure and analysis of the balance sheet</li> </ul> <p>What opportunities does the financial market offer the company in terms of loans, interest rates, and the time value of money?</p> <ul style="list-style-type: none"> <li>▪ Interest rates and time value of money</li> <li>▪ Present value and the present value decision rule</li> <li>▪ Perpetual annuities and annuities</li> <li>▪ Cash flows, prices, and yields of bonds</li> <li>▪ The yield curve</li> </ul>

	<p>What rules are used to evaluate investment decisions so that they are optimal from a financial perspective?</p> <ul style="list-style-type: none"> <li>▪ Free cash flow and NPV</li> <li>▪ The internal rate of return</li> <li>▪ Choosing between alternatives</li> <li>▪ Project selection with resource constraints</li> </ul> <p>How can an entire company or its shares be valued as a company share?</p> <ul style="list-style-type: none"> <li>▪ The dividend discount model</li> <li>▪ Valuation models for total distribution and free cash flow</li> <li>▪ Valuation based on comparable companies</li> </ul> <p>How do capital markets deal with the valuation of risks and what requirements does this place on individual companies?</p> <ul style="list-style-type: none"> <li>▪ Systematic and unsystematic risk</li> <li>▪ Diversification</li> <li>▪ Measurement of systematic risk</li> <li>▪ Beta and the cost of capital</li> <li>▪ Determining the risk premium</li> </ul> <p>What options does the company have to actively work with the structure of equity and debt capital and the cost of capital?</p> <ul style="list-style-type: none"> <li>▪ The cost of equity capital</li> <li>▪ The cost of debt capital</li> <li>▪ The capital costs for the entire company, leverage, and WACC</li> </ul>
<b>Literature</b>	<p><b>A final selection of literature will be made by the respective lecturer.</b></p> <ul style="list-style-type: none"> <li>- Berk, J. B., &amp; DeMarzo, P. (2023). Corporate Finance: Theory and Practice. 6th Edition, Pearson.</li> <li>- Brealey, R., Myers, S., Allen F. &amp; A. Edmans: Principles of Corporate Finance. 14th Edition, 2023,</li> <li>- Ross, S., Westerfield, R.W. &amp; B.D. Jordan: Corporate Finance, 13th Edition, 2021</li> </ul>
<b>Other information</b>	Working in small groups may constitute part of the contact time.
<b>Prerequisite Assignment of LP</b>	Passed MoP.
<b>Significance of the grade for the final grade</b>	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade for the master's examination is the weighted arithmetic mean of the module grades and the grade for the final examination. The weighting generally corresponds to the proportion of LP (ECTS) in the total number of 60.

<b>Leadership and Change Management</b>	
<b>Module number</b>	MBA5
<b>Semester</b>	1st semester full-time; 3rd semester part-time
<b>Duration</b>	1 semester
<b>Module</b>	Prof. Dr. Stefan Lackner
<b>Lecturer</b>	Prof. Dr. Stefan Lackner
<b>Frequency</b>	Every semester
<b>LVF / SWS</b>	4 SWS: VL (2 SWS) & UE (2 SWS)
<b>Workload (WL)</b>	150 hours: 60 hours BL / 90 hours SSt
<b>LP (ECTS)</b>	5
<b>MoP / LN</b>	Presentation: 15 minutes Written exam: 60 minutes
<b>Recommended participation</b>	<b>Formal:</b> none <b>Content:</b> none
<b>Learning outcomes of the module</b>	<p>Specialist knowledge:</p> <ul style="list-style-type: none"> <li>• Differences between leadership and management and their significance in change processes.</li> <li>• Recognizing and developing one's own leadership personality and skills.</li> <li>• Understanding of key change management models (Kotter, Lewin) and their application.</li> <li>• Knowledge of change processes.</li> </ul> <p>Analytical skills:</p> <ul style="list-style-type: none"> <li>• Reflection on one's own leadership styles and their effects</li> <li>• Evaluating and adapting leadership concepts</li> <li>• Ability to identify the need for change and assess its impact.</li> <li>• Analysis of resistance in the change process</li> </ul> <p>Management skills:</p> <ul style="list-style-type: none"> <li>• Developing leadership strategies to motivate and manage teams in change processes.</li> <li>• Application of communication and feedback methods to promote cooperation.</li> <li>• Management of stakeholders and teams during the implementation of change processes.</li> <li>• Application of agile methods for the flexible design and implementation of change initiatives.</li> </ul> <p>Scientific thinking:</p> <ul style="list-style-type: none"> <li>• Critically reflecting on existing leadership models and adapting them to current challenges.</li> <li>• Transfer of research findings to the design and management of change processes.</li> </ul> <p>Responsible action:</p> <ul style="list-style-type: none"> <li>• Promotion of an ethical understanding of leadership and responsible action.</li> <li>• Conscious leadership with empathy and social responsibility in complex situations.</li> <li>• Responsible handling of resistance and fears among employees.</li> </ul>

Commitment	Duty
<p><b>Module content</b></p>	<p>Fundamentals of leadership:</p> <ul style="list-style-type: none"> <li>• Definition and significance of leadership</li> <li>• Leadership styles and theories</li> <li>• Leadership vs. management</li> </ul> <p>Communication and behavior in leadership:</p> <ul style="list-style-type: none"> <li>• Fundamentals of successful communication</li> <li>• Personal leadership style and its impact</li> <li>• Feedback techniques and employee appraisals</li> <li>• Communication strategies for different leadership situations</li> </ul> <p>Employee and team management:</p> <ul style="list-style-type: none"> <li>• Building and leading successful teams</li> <li>• Motivation and empowerment</li> <li>• Decision-making and delegation</li> <li>• Values and beliefs in team leadership</li> <li>• Managing meetings and projects</li> <li>• Conflict management in teams</li> </ul> <p>Leadership by objectives and delegation:</p> <ul style="list-style-type: none"> <li>• Goal-oriented leadership and motivation</li> <li>• Delegation and monkey management</li> <li>• Empowering employees</li> <li>• Balancing trust and control</li> </ul> <p>The individual in leadership:</p> <ul style="list-style-type: none"> <li>• Coaching as a leadership tool</li> <li>• Reflection on one's own leadership style</li> <li>• Self-management as the basis of leadership</li> <li>• Working with the Eisenhower Matrix</li> </ul> <p>Introduction to change management:</p> <ul style="list-style-type: none"> <li>• Definition and significance of change management</li> <li>• Reasons for change in companies</li> <li>• Challenges and success factors</li> <li>• Lewin's 3-phase model</li> <li>• Kotter's 8-step model</li> </ul> <p>Resistance to change and how to manage it:</p> <ul style="list-style-type: none"> <li>• Causes of resistance</li> <li>• Methods for overcoming resistance</li> <li>• Stakeholder management and communication</li> <li>• Change agents and their importance</li> </ul> <p>Corporate culture and change management:</p> <ul style="list-style-type: none"> <li>• The influence of culture on change processes</li> <li>• Developing a transformable corporate culture</li> <li>• Best practices for cultural change</li> </ul> <p>Practical examples and applications:</p> <ul style="list-style-type: none"> <li>• Analysis of case studies from various industries</li> <li>• Group exercises and interaction</li> </ul>

	<ul style="list-style-type: none"> <li>• Reflection and transfer to your own leadership practice</li> </ul>
<b>Literature</b>	<p><b>A final selection of literature will be made by the respective lecturer.</b></p> <ul style="list-style-type: none"> <li>- Kotter, J. P. (2012): Leading Change. Harvard Business Review Press.</li> <li>- Goleman, D. (2013): Primal Leadership: Learning to Lead with Emotional Intelligence. Harvard Business Review Press.</li> <li>- Bass, B. M., &amp; Riggio, R. E. (2005): Transformational Leadership. 2nd edition, Psychology Press.</li> <li>- Burke, W. W. (2023): Organization Change: Theory and Practice. 6th edition, Sage Publications</li> </ul>
<b>Additional information</b>	Working in small groups may constitute part of the contact time.
<b>Prerequisite Assignment of LP</b>	Passed MoP.
<b>Weighting of the grade for the final grade</b>	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade for the master's examination is the weighted arithmetic mean of the module grades and the grade for the final examination. The weighting generally corresponds to the proportion of LP (ECTS) in the total number of 60.

<b>Business culture and management skills</b>	
<b>Module</b>	MBA6
<b>Semester</b>	1st semester full-time; 3rd semester part-time
<b>Duration</b>	1 semester
<b>Module</b>	Prof. Dr. Stefan Lackner
<b>Lecturer</b>	Lecturer NN
<b>Frequency</b>	Every semester
<b>LVF / SWS</b>	4 SWS: VL (2 SWS) & UE (2 SWS)
<b>Workload (WL)</b>	150 hours: 60 hours BL / 90 hours SSt
<b>LP (ECTS)</b>	5
<b>MoP / LN</b>	Presentation: 2 x 15 minutes Written exam: 60 minutes
<b>Recommended participation</b>	<b>Formal:</b> none <b>Content:</b> none
<b>Learning outcomes of the module</b>	<p>Specialist knowledge:</p> <ul style="list-style-type: none"> <li>• Historical, social, and economic influences on German business culture.</li> <li>• The importance of punctuality, structure, and predictability in German business life.</li> <li>• Formal vs. informal communication</li> <li>• Direct and objective communication in the German context</li> </ul> <p>Analytical skills:</p> <ul style="list-style-type: none"> <li>• Analysis of the differences between German business culture and other international business practices</li> <li>• Reflection on cultural stereotypes vs. reality</li> <li>• Examination of the impact of corporate culture on innovation, efficiency, and market success.</li> </ul> <p>Management skills:</p> <ul style="list-style-type: none"> <li>• Expectations of managers and employees</li> <li>• Decision-making processes: consensus vs. top-down approach.</li> <li>• Leading international teams</li> <li>• Dealing with conflicts</li> <li>• Negotiation</li> </ul> <p>Scientific thinking:</p> <ul style="list-style-type: none"> <li>• Consideration of empirical studies</li> <li>• Integration of scientific research into business culture.</li> </ul> <p>Responsible behavior:</p> <ul style="list-style-type: none"> <li>• The importance of honesty, reliability, and legal compliance.</li> <li>• Sustainability and social responsibility in German companies.</li> </ul> <p>Intercultural competence:</p> <ul style="list-style-type: none"> <li>• Expectations in meetings, negotiations, and when initiating business relationships.</li> <li>• Differences in business relationships.</li> <li>• Adaptation strategies for foreign professionals.</li> <li>• Labor market structures and career development</li> </ul>

<b>Commitment</b>	Obligation
<b>Module content</b>	<p><b>Business culture in Germany</b> (For the target group: international students)</p> <ul style="list-style-type: none"> <li>• Introduction to German business culture</li> <li>• Business behavior and etiquette in Germany</li> <li>• Communication and negotiation style</li> <li>• German corporate culture and working methods</li> <li>• Intercultural challenges.</li> </ul> <p><b>International business culture</b> (For the target group: students from German SMEs)</p> <ul style="list-style-type: none"> <li>• Introduction to international business culture.</li> <li>• Business behavior and etiquette in international economic areas</li> <li>• Communication and negotiation style.</li> <li>• International corporate culture and working methods.</li> <li>• Intercultural challenges:</li> </ul> <p><b>Negotiation and conflict management</b> (For both target groups)</p> <ul style="list-style-type: none"> <li>• Basics of negotiation (Harvard concept, BATNA, interests vs. positions)</li> <li>• Strategies and styles (distributive vs. integrative)</li> <li>• Psychology in negotiations (framing, anchoring, body language)</li> <li>• Conflict management (escalation levels, conflict types)</li> <li>• Mediation, moderation, de-escalation</li> <li>• Negotiation simulations with a focus on business</li> <li>• Case studies on conflict situations</li> </ul>
<b>Literature</b>	<p><b>A final selection of literature will be made by the respective lecturer.</b></p> <ul style="list-style-type: none"> <li>- Bolten, J. (2020): Intercultural Business Communication: A Textbook and Workbook. UTB Verlag.</li> <li>- Hofstede, G., Hofstede, G. J., &amp; Minkov, M. (2010): Cultures and Organizations: Software of the Mind. McGraw-Hill.</li> <li>- Lewis, R. D. (2018): When Cultures Collide: Leading Across Cultures. Nicholas Brealey.</li> <li>- Schroll-Machl, S. (2016): Germans and Their Business Partners: Intercultural Communication and Cooperation. Vandenhoeck &amp; Ruprecht.</li> </ul>
<b>Additional information</b>	Working in small groups may constitute part of the contact time.
<b>Prerequisite</b>	Passed MoP.
<b>Assignment of LP</b>	
<b>Significance of the grade for the final grade</b>	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade for the master's examination is the weighted arithmetic mean of the module grades and the grade for the final examination. The weighting generally corresponds to the proportion of LP (ECTS) in the total number of 60.



<b>IT Management and Digital Innovation</b>	
<b>Module number</b>	MBA GM1
<b>Semester</b>	2
<b>Duration</b>	1 semester
<b>Module coordinator</b>	Prof. Dr. Kerstin Fink
<b>Lecturer</b>	Prof. Dr. Dominik Bösl
<b>Frequency</b>	Every semester
<b>LVF / SWS</b>	4 SWS: VL (2 SWS) & UE (2 SWS)
<b>Workload (WL)</b>	150 hours: 60 hours BL / 90 hours SSt
<b>LP (ECTS)</b>	5
<b>MoP / LN</b>	Presentation of project work / case study: 25 min. Written exam: 60 min.
<b>Recommended participation</b>	<b>Formal:</b> none <b>Content:</b> none
<b>Learning outcomes</b>	<p>Students gain a basic understanding of the structure and use of modern business IT systems.</p> <p>They learn to collect, model, and interpret relevant information about IT and business processes in companies using scientific methods with the aim of controlling and optimizing the IT and process landscape.</p> <p>The module provides fundamental knowledge about the strategic importance and practical implementation of information and innovation management in companies.</p> <p>The focus is on how organizations can use information and digital technologies to shape innovation processes and secure competitive advantages.</p> <p>Expertise:</p> <ul style="list-style-type: none"> <li>• Students understand basic concepts, theories, and tools of information and innovation management.</li> <li>• They are familiar with current trends in digitalization and can classify their effects on business models.</li> </ul> <p>Analytical knowledge:</p> <ul style="list-style-type: none"> <li>• Students are able to critically analyze complex innovation strategies and apply them to real-world business situations.</li> <li>• They use analytical methods to evaluate technology use, data management, and innovation potential.</li> </ul> <p>Management skills:</p>

	<ul style="list-style-type: none"> <li>• Students can systematically plan, manage, and evaluate innovation processes.</li> <li>• They use information systems in a targeted manner to increase efficiency and promote organizational innovation.</li> </ul> <p>Responsible behavior:</p> <ul style="list-style-type: none"> <li>• Students act responsibly when dealing with sensitive information, ethical challenges, and the legal framework of digitalization.</li> <li>• They develop an awareness of sustainable and socially responsible innovation design.</li> </ul> <p>Intercultural competence:</p> <ul style="list-style-type: none"> <li>• Students work successfully in international teams, take cultural differences into account, and integrate diverse perspectives into innovation processes.</li> <li>• They understand cultural dynamics in global innovation networks and markets.</li> </ul>
<b>Commitment</b>	Required
<b>Module content</b>	<p>The following topics are covered:</p> <ul style="list-style-type: none"> <li>• Fundamentals of information management: Role of IT systems in corporate management</li> <li>• Information strategies and their alignment with corporate strategy</li> <li>• Data as a strategic resource: data and IT governance, data analytics, business intelligence</li> <li>• Fundamentals and models of innovation management (e.g., Stage-Gate, open innovation, design thinking)</li> <li>• Digitalization as a driver for business model innovation</li> <li>• Use of modern technologies (e.g., AI, cloud computing, IoT) to promote innovation</li> <li>• Knowledge management and organizational learning</li> <li>• Innovation culture and change management in organizations</li> <li>• Ethical, legal, and security-related aspects of digital innovation</li> <li>• International and intercultural perspectives on innovation processes</li> </ul>
<b>Literature</b>	<p><b>A final selection of literature will be made by the respective lecturer.</b></p> <p>Howlett, R., Lakhmi, J. (Eds.): Smart Innovation, Systems and Technologies, Springer, Heidelberg, 2025.</p> <p>Cantamessa, M., Montagna, F.: Management of Innovation and Product Development, Springer, Heidelberg, 2023.</p> <p>Laudon, K., Laudon, J., Traver, C.: Management Information Systems, Managing the Digital Firm, 18th Edition, Pearson Education, New York, 2025.</p> <p>Vlacich, J., George, J.: Modern Systems Analysis and Design, 10th Edition, Pearson Education, New York, 2024</p>

	Kroenke, D., Boyle, R.: Using MIS, 13th Edition, Pearson Education, New York, 2025.
<b>Other</b>	Work in small groups may constitute part of the contact time.
<b>Prerequisite Awarding of LP</b>	Passed MoP.
<b>Significance of the grade for the final grade</b>	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade for the master's examination is the weighted arithmetic mean of the module grades and the grade for the final examination. The weighting generally corresponds to the proportion of LP (ECTS) in the total number of 60.

<b>Business Law for Entrepreneurs</b>	
<b>Module number</b>	MBA GM2
<b>Semester</b>	2nd semester
<b>Duration</b>	1 semester
<b>Module</b>	RA Michaela Braun
<b>Lecturer</b>	RA Michaela Braun
<b>Frequency</b>	Every semester
<b>LVF / SWS</b>	4 SWS: VL (2 SWS) & UE (2 SWS)
<b>Workload (WL)</b>	150 hours: 60 hours BL / 90 hours SSt
<b>LP (ECTS)</b>	5
<b>MoP / LN</b>	PA (project work, presentation): 20-30 pages MP (oral exam) 10-20 minute presentations
<b>Recommended participation</b>	<b>Formal:</b> none <b>Content:</b> none
<b>Learning outcomes of the module</b>	<p>Specialist knowledge:</p> <ul style="list-style-type: none"> <li>• Understanding basic legal concepts and their application in a business context</li> <li>• Analyze legal aspects of the corporate life cycle from formation to liquidation or IPO</li> <li>• Basics of corporate law (limited liability companies, corporations, partnerships)</li> <li>• Contract law: general terms and conditions, purchase and service contracts, service contracts</li> <li>• International contracts: UN Convention on Contracts for the International Sale of Goods (CISG), arbitration</li> </ul> <p>Analytical skills</p> <ul style="list-style-type: none"> <li>• Identification and structuring of legal issues</li> <li>• Analysis and assessment of contractual risks in business decisions</li> <li>• Dealing with legal challenges in crisis situations (e.g., insolvencies, disputes)</li> <li>• Development of solution strategies for legal disputes and alternative conflict resolution (mediation, arbitration)</li> <li>• Systemic thinking: Understanding the impact of legal decisions in a business context</li> </ul> <p>Management competence</p> <ul style="list-style-type: none"> <li>• Acquiring knowledge of the legal framework of labor law</li> <li>• Develop communication and negotiation skills</li> <li>• Managing change and building teams</li> <li>• Sharpen conflict resolution skills</li> </ul> <p>Acting responsibly</p> <ul style="list-style-type: none"> <li>• Assess the significance and legal framework of corporate social responsibility (CSR)</li> </ul>

	<ul style="list-style-type: none"> <li>• Distinguishing between legal obligations (e.g., supply chain law) and voluntary commitments</li> <li>• Understanding legal requirements for compliance systems</li> <li>• Be familiar with international regulations such as the UN Guiding Principles for Business and Human Rights</li> <li>• Consider labor and social aspects of corporate responsibility</li> </ul> <p>Intercultural competence</p> <ul style="list-style-type: none"> <li>• Recognizing the significance of cultural differences in legal issues</li> <li>• Understand the influence of cultural influences on legal perceptions and negotiation styles</li> <li>• Develop sensitivity to cultural differences in contract negotiations</li> <li>• Apply conflict resolution strategies in an intercultural context</li> </ul>
<b>Commitment</b>	Obligation
<b>Module</b>	<p>Choosing a company structure: choosing between a sole proprietorship, partnership, or corporation.</p> <p>Protection of intellectual property: Understanding patents, trademarks, and copyrights.</p> <p>Basics of contract law: Drafting, negotiating, and enforcing business contracts.</p> <p>Compliance with labor law: Management of hiring practices, workplace policies, and employee rights.</p> <p>Business management: Establishing effective management structures and decision-making processes.</p> <p>Basics of taxation for entrepreneurs: Understanding tax obligations and strategies for business owners.</p> <p>Relationship between national and European law: Understanding the concept of transposition and interpretation of EU regulations and directives alongside existing national legislation in member states.</p>
<b>Literature</b>	<p><b>A final selection of literature will be made by the respective lecturer.</b></p> <ul style="list-style-type: none"> <li>• "Business Associations: Cases and Materials on Agency, Partnerships, LLCs, and Corporations" by William A. Klein, J. Mark Ramseyer, and Stephen Bainbridge (2021)</li> </ul>

	<ul style="list-style-type: none"> <li>• "Intellectual Property: Patents, Trademarks, and Copyright in a Nutshell" by Arthur R. Miller and Michael H. Davis Year of publication: 2012 (5th edition).</li> <li>• A Concise Overview of German Corporate Law by Martin Schulz and Oliver Wasmeier (2012)</li> <li>• Corporate Law in Germany by Gerhard Wirth, Michael Arnold, and Ralf Morshäuser (2016).</li> <li>• Corporate Law in Germany: Laws and Glossary German-English by Gerhard Wirth, Michael Arnold, and Ralf Morshäuser (2016).</li> <li>• Business Law for Entrepreneurs by Margo E.K. Reder, Kabrina K. Chang, Sean P. Melvin, and Jonathan J. Darrow (2023)</li> <li>• "The Essential Guide to Federal Employment Laws" by Lisa Guerin and Sachi Barreiro (2022)</li> <li>• "Business Associations: Cases and Materials on Agency, Partnerships, LLCs, and Corporations" by William A. Klein, J. Mark Ramseyer, and Stephen Bainbridge (2021)</li> <li>• "Contract Law: Text, Cases, and Materials" by Ewan McKendrick (2018)</li> <li>• "Corporate Governance: Principles, Policies, and Practices" by Bob Tricker (2019)</li> <li>• "Business Law Unveiled: Essential Knowledge for Entrepreneurs" by Brilliant Law Firm (2025)</li> <li>• "Navigating Business Law: Essential Legal Tips for Entrepreneurs" by Futuramo (2024)</li> </ul>
<b>Other information</b>	Working in small groups may constitute part of the contact time.
<b>Prerequisite Awarding of LP</b>	Passed MoP.
<b>Significance of the grade for the final grade</b>	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade for the master's examination is the weighted arithmetic mean of the module grades and the grade for the final examination. The weighting usually corresponds to the proportion of LP (ECTS) in the total number of 60.

<b>Business Planning and Entrepreneurship</b>	
<b>Module</b>	MBA GM3
<b>Semester</b>	2
<b>Duration</b>	1 semester
<b>Module</b>	Prof. Dr. Jost Jacoby
<b>Lecturer</b>	Prof. Dr. Jost Jacoby
<b>Frequency</b>	Every semester
<b>LVF / SWS</b>	4 SWS: VL (2 SWS) & UE (2 SWS)
<b>Workload (WL)</b>	150 hours: 60 hours BL / 90 hours SSt
<b>LP (ECTS)</b>	5
<b>MoP / LN</b>	PA 10-20 pages and PR 10-20 minutes and written exam 60-90 minutes
<b>Recommended participation</b>	<b>Formal:</b> none <b>Content:</b> none
<b>Learning outcomes of the module</b>	<p>Specialist knowledge Students learn about the key approaches and methods of entrepreneurship. They can apply these in the various areas of business planning in a comprehensive manner, systematically developing a business idea into a feasible concept via the necessary individual steps.</p> <p>Analytical The subject of business planning is the analytical examination of a business model in terms of its overall impact and the mutual influence of its components.</p> <p>Management skills Entrepreneurship encompasses the essential parts of management sciences—applied to the case of a newly founded company. The directness, speed, and transparency of management in this situation are highly conducive to developing an understanding of fundamental management activities.</p> <p>Responsible action Successful entrepreneurship is only possible with the appropriate consideration and involvement of all stakeholders. Entrepreneurial responsibility is therefore a central aspect of the course.</p>
<b>Commitment</b>	Obligation
<b>Module content</b>	<p>Participants will learn the basics of entrepreneurship and gradually try out how to apply them when developing a business project.</p> <p>The content includes:</p> <ul style="list-style-type: none"> <li>• Classification and definition of entrepreneurship</li> </ul>

	<ul style="list-style-type: none"> <li>• Discovering and creating business opportunities</li> <li>• Developing business models</li> <li>• Business planning</li> <li>• Start-up and investment options</li> <li>• Market entry and positioning</li> <li>• Resource procurement and growth</li> <li>• Exit and later stage</li> </ul> <p>Students work independently on case studies and sample tasks to develop and apply this content.</p> <p>During the course, students develop a business plan, which they gradually refine on the basis of presentations and feedback. Through this project work, they gain an understanding of the conceptual content covered and are able to apply it in practice.</p>
<p><b>Literature</b></p>	<p><b>A final selection of literature will be made by the respective lecturer.</b></p> <ul style="list-style-type: none"> <li>- Barringer, B.R.; Ireland, D.: Entrepreneurship, Successfully launching new ventures; Pearson 2018</li> <li>- Grichnik, D.; Brettel, M.; Koropp, C.; Mauer, René: Entrepreneurship, Entrepreneurial Thinking, Decision-Making, and Action in Innovative and Technology-Oriented Companies, Springer, 2015</li> <li>- Pott, O.; Pott, A: Entrepreneurship, Business Start-ups, Business Plans and Financing, Legal Forms and Industrial Property Rights, Springer, 2015</li> <li>- Rusnjak, A.: Entrepreneurial Business Modeling Springer, 2014</li> <li>- Osterwalder, A.; Pigneur, Y.: Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers Campus, 2011</li> <li>- Abrams, R.: Successful Business Plan, Secrets &amp; Strategies, Planning Shop, 2010</li> <li>- Barringer, B.: Preparing Effective Business Plans, Pearson 2015</li> <li>- Berry, T.: Hurdle, the Book on Business Planning, Palo Alto Software, Inc, 2006</li> <li>- Evans, V.: (Financial Times Essential Guide to) Writing a Business Plan, FT Press, 2010</li> <li>- Finch, B.: How to Write a Business Plan, Kogan Page, 2019</li> <li>- Pinson, L.: Anatomy of a Business Plan, Out of Your Mind &amp; Into The Marketplace, 2013</li> </ul>

	- Shelton, H.: The secrets to writing a successful business plan, Summit Valley, 2014
<b>Other information</b>	Working in small groups may constitute part of the contact time.
<b>Prerequisite Assignment of LP</b>	Passed MoP.
<b>Weighting of the grade for the final grade</b>	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade for the master's examination is the weighted arithmetic mean of the module grades and the grade for the final examination. The weighting generally corresponds to the proportion of LP (ECTS) in the total number of 60.

<b>Supply Chain and Sustainability Management</b>	
<b>Module number</b>	MBA IM1
<b>Semester</b>	2nd semester
<b>Duration</b>	1 semester
<b>Module</b>	Prof. Dr. Matthias Pfeffer
<b>Lecturer</b>	C. Hirschberg
<b>Frequency</b>	Every semester
<b>LVF / SWS</b>	4 SWS: VL (2 SWS) & UE (2 SWS)
<b>Workload (WL)</b>	150 hours: 60 hours BL / 90 hours SSt
<b>LP (ECTS)</b>	5
<b>MoP / LN</b>	PA 15–30 pages , and PR 10–20 minutes, and SP 60–120 minutes
<b>Recommended</b>	<b>Formal:</b> none <b>Content:</b> none
<b>Learning outcomes</b>	<p>Students recognize that supply chain management is becoming an important issue for many companies with increasing globalization and international procurement.</p> <p>Students gain an overview of the concepts of sustainable development, corporate sustainability, and thus corporate responsibility as a whole, and master the relevant basic terms. They understand the importance and levers of corporate sustainability for sustainable development and the role of sustainability in supply chains. They are familiar with important approaches for implementation in companies and can identify, classify, and analyze fundamental sustainability-related problems in supply chains.</p> <p>Expertise: Strategic thinking in supply chains and their interrelationships, especially with regard to sustainability.</p> <p>Analytical skills: Understanding and analyzing supply chains and (potential) suppliers, evaluating and selecting suppliers based on traditional and sustainability-related criteria.</p> <p>Management skills: Finding approaches to optimize supply chains and suppliers and their sustainability performance. Developing strategies for sustainable corporate management.</p>
<b>Commitment</b>	Compulsory
<b>Module content</b>	<p>The course covers the following topics:</p> <ul style="list-style-type: none"> <li>• The characteristics of value creation networks</li> <li>• Fundamentals of global procurement</li> <li>• Analysis and evaluation of procurement activities</li> </ul>

	<ul style="list-style-type: none"> <li>• TCO comparison (total cost of ownership) between different procurement alternatives</li> <li>• Risk</li> <li>• Significance and approaches to sustainable development and corporate sustainability</li> <li>• Processes and concepts of corporate sustainability management and their implementation in operational performance areas</li> <li>• National and international regulations relating to sustainability criteria in the supply chain</li> <li>• Supplier evaluation and selection, reporting on sustainability performance in the supply chain</li> </ul>
<p><b>Literature</b></p>	<p><b>A final selection of literature will be made by the respective lecturer.</b></p> <ul style="list-style-type: none"> <li>• Mainzer, K. (2023): Zukunft durch nachhaltige Innovation (The Future Through Sustainable Innovation), SpringerGabler</li> <li>• Hugos, Michael (2020): Essentials of Supply Chain Management</li> <li>• Chopra, Sunil; Meindl, Peter: Supply Chain Management: Strategy, Planning, and Operation</li> <li>• Mentzer, John T. jr: Fundamentals of Supply Chain Management: Twelve Drivers of Competitive Advantage (2014)</li> <li>• Lysons, Kenneth; Farrington, Brian (2020): Procurement and Supply Chain Management, 10th Edition</li> <li>• Baily, Peter; Farmer, David: Procurement Principles and Management in the Digital Age (2021)</li> <li>• Lynch, Gary S. (2009): Single Point of Failure: The 10 Essential Laws of Supply Chain Risk</li> <li>• Herlyn, E., Lévy-Tödter, M. (Eds.) (2020): The 2030 Agenda as a Magic Polygon of Sustainability. Systemic Perspectives, SpringerGabler</li> <li>• Roorda, N. (2021): Fundamentals of Sustainable Development. ISBN 978-3-662-62867-6</li> <li>• Göpel, M. (2020): Rethinking Our World. An Invitation, ISBN 978-3-550-20079-3</li> <li>• Mainzer, K. (2023): Future through sustainable innovation, SpringerGabler</li> </ul>
<p><b>Other information</b></p>	<p>Working in small groups may constitute part of the contact time.</p>
<p><b>Prerequisite Assignment of LP</b></p>	<p>Passed MoP.</p>
<p><b>Significance of the grade for the final grade</b></p>	<p>The module grade is the weighted arithmetic mean of the module performance(s). The overall grade for the master's examination is the weighted arithmetic mean of the module grades and the grade for the final examination. The weighting generally corresponds to the proportion of LP (ECTS) in the total number of 60.</p>

<b>Industrial Engineering and Operations Management</b>	
<b>Module</b>	MBA IM2
<b>Semester</b>	2
<b>Duration</b>	1 semester
<b>Module</b>	Prof. Dr. Matthias Pfeffer
<b>Lecturer</b>	Prof. Dr. M. Pfeffer
<b>Frequency</b>	Every semester
<b>Lecture / Seminar</b>	4 SWS: VL (2 SWS) & UE (2 SWS)
<b>Workload (WL)</b>	150 hours: 60 hours BL / 90 hours SSt
<b>LP (ECTS)</b>	5
<b>MoP / LN</b>	PA 20–40 pages and PR 15–30 minutes
<b>Recommended participation</b>	<b>Formal:</b> none <b>Content:</b> none
<b>Learning outcomes of the module</b>	<p>Specialist knowledge: Methods for evaluating and measuring value chains and procedures for optimization.</p> <p>Analytical skills: Understanding, analyzing, and evaluating value streams.</p> <p>Management skills: Identifying and implementing approaches for process optimization. Developing strategies for increasing productivity.</p>
<b>Commitment</b>	Obligation
<b>Module content</b>	<p>This course provides an insight into classic and modern methods of business analysis and optimization. Students learn how various success factors affect a company. They learn about different types of business analysis and calculation methods for optimizing business processes. They learn about various concepts and methods of operational excellence in the context of lean management. The aim of the course is to analyze and develop approaches for optimization and dimensioning according to lean principles.</p> <p>In addition, this module teaches students approaches and concepts for optimizing production and logistics structures. Their opportunities and risks in different situations are examined using various key performance indicators. Students learn about various mathematical and quantifiable factors that influence business analysis and evaluation. The goal is to identify sustainable operational successes in order to prioritize them in the optimization process.</p>

	<p>Using various practical examples, they learn methods for the operational implementation and sustainable implementation of lean corporate structures.</p> <p>The course covers the following topics:</p> <ul style="list-style-type: none"> <li>• Insight into optimization techniques based on general business analytics and operations research methods</li> <li>• Mathematical and statistical analysis methods</li> <li>• Forecasting methods</li> <li>• Fundamentals of production analysis</li> <li>• Production and logistics-related analysis and optimization methods</li> <li>• Quantification of improvement potential and derivation of optimization measures</li> <li>• Understanding lean production and operational excellence</li> <li>• Lean methods and tools (5S, Kaizen, standardization, value stream analysis, SMED)</li> <li>• Six Sigma, Lean Six Sigma</li> <li>• Total productive maintenance</li> <li>• Total Quality Management</li> <li>• Lean administration</li> <li>• Change management</li> <li>• Explanation of the concept of lean production systems</li> <li>• Identifying and eliminating waste</li> <li>• Development of key performance indicators (KPIs)</li> <li>• Evaluating the approaches and methods used</li> </ul>
<p><b>Literature</b></p>	<p><b>A final selection of literature will be made by the respective lecturer.</b></p> <ul style="list-style-type: none"> <li>• Katko, N. (2023): The Lean CFO: Architect of Lean Management; Routledge</li> <li>• Hänggi, R.; Fimpel, A (2022); et al.: LEAN Production – Easy and Comprehensive: A practical guide to lean processes explained with pictures, Springer</li> <li>• Janoski, T.; M Lepadatu, D. (2021): The Cambridge International Handbook of Lean Production</li> <li>• Pakdil, Fatma (2020): Six Sigma for Students, Springer</li> <li>• Helmold, M. (2020): Lean Management and Kaizen: Fundamentals from Cases and Examples in Operations and Supply Chain Management; Springer</li> <li>• Cadle, James; Paul, Debra and Turner, Paul (2014): Business Analysis Techniques, BCS</li> <li>• Ohno, Taiichi (2019): Toyota Production System: Beyond Large-Scale Production, CRC</li> <li>• Kato, Siao; Smalley, Art: Toyota Kaizen Methods: Six Steps to Improvement; CRC</li> <li>• Schonberger, R. (2018): Best Practice in Lean Six Sigma Process Improvement – A deeper look</li> </ul>

<b>Other information</b>	Working in small groups may constitute part of the contact time.
<b>Prerequisite Assignment of LP</b>	Passed MoP.
<b>Significance of the grade for the final grade</b>	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade for the master's examination is the weighted arithmetic mean of the module grades and the grade for the final examination. The weighting generally corresponds to the proportion of LP (ECTS) in the total number of 60.

<b>Digital Transformation and Artificial Intelligence</b>	
<b>Module number</b>	MBA IM3
<b>Semester</b>	2
<b>Duration</b>	1 semester
<b>Module</b>	Prof. Dr. Wolfgang Decker
<b>Lecturer</b>	Prof. Dr. NN
<b>Frequency</b>	Every semester
<b>LVF / SWS</b>	4 SWS: VL (2 SWS) & UE (2 SWS)
<b>Workload (WL)</b>	150 hours: 60 hours BL / 90 hours SSt
<b>LP (ECTS)</b>	5
<b>MoP / LN</b>	PA 15–30 pages and PR 10–20 minutes and SP 60–120 minutes
<b>Recommended</b>	<b>Formal:</b> none <b>Content:</b> none
<b>Learning outcomes of the module</b>	<p>Specialist knowledge: Basics of AI and the ability to develop a digital transformation strategy that is aligned with business objectives.</p> <p>Analytical skills: Assessment of the potential of human-machine collaboration to increase business performance. Assessment of the capabilities and limitations of AI. Analysis of digital maturity and identification of opportunities for improvement.</p> <p>Management skills: Developing strategies for talent management and skills development in an AI-driven workplace. Applying frameworks for leading and managing change in the context of digital transformation.</p>
<b>Commitment</b>	Required
<b>Module content</b>	<p>Students will understand the strategic implications of AI on business models and competitive advantages. This includes AI fundamentals, machine learning, and deep learning. They will understand the concept of AI-centric operating models and digital ecosystems. They will also understand the ethical considerations and social responsibility associated with AI implementation.</p> <p>The course covers the following topics:</p> <p>Fundamentals of AI and digital transformation</p> <ul style="list-style-type: none"> <li>• Introduction to digital transformation: definition, key components, drivers of digital disruption, and the role of AI</li> <li>• AI fundamentals: AI concepts and techniques, machine learning and deep learning; types of AI and their applications in business; capabilities and limitations of AI</li> </ul>

	<p>Strategic implications of AI</p> <ul style="list-style-type: none"> <li>• AI-centric operating models: Characteristics of AI-native companies; Data-driven decision-making and automation through AI; The concept of the "AI factory"</li> <li>• Digital ecosystems and network effects: Role of digital platforms and ecosystems in value creation; How network effects amplify the impact of AI</li> </ul> <p>Human-machine collaboration</p> <ul style="list-style-type: none"> <li>• Rethinking work in the age of AI: The changing nature of work and the evolving roles of humans and machines. Opportunities for human-machine collaboration to increase productivity and innovation.</li> <li>• Development of fusion skills: Definition and importance of fusion skills in the AI era. Strategies for promoting fusion skills within organizations.</li> </ul> <p>Strategy and implementation of digital transformation</p> <ul style="list-style-type: none"> <li>• Assessing digital maturity: Framework for assessing an organization's current level of digital capabilities and identifying opportunities for improvement.</li> <li>• Developing a roadmap for digital transformation: Defining strategic goals, prioritizing initiatives, and allocating resources for successful implementation.</li> </ul> <p>Skills, talent, and leadership in the age of AI</p> <ul style="list-style-type: none"> <li>• Winning the digital battle for talent: Identifying the skills and competencies needed in an AI-driven workplace. Strategies for attracting, recruiting, and retaining top talent.</li> <li>• Leadership in the digital age: The changing role of leaders in digital transformation. Developing leadership skills to manage complexity, ambiguity, and rapid change.</li> </ul> <p>Ethical considerations and social responsibility</p> <ul style="list-style-type: none"> <li>• AI ethics and bias: Ethical dilemmas and bias associated with AI implementation. Frameworks for responsible AI development and deployment.</li> <li>• AI and the future of work: Potential impacts of AI on employment and the workforce. Strategies for mitigating the negative consequences of AI-driven job displacement.</li> </ul>
<p><b>Literature</b></p>	<p><b>A final selection of literature will be made by the respective lecturer.</b></p> <ul style="list-style-type: none"> <li>• Havard Business Review (2023): Guide to AI Basics for Managers</li> <li>• Karim R. Lakhani, Marco Iansiti (2022): Competing in the Age of AI</li> <li>• Meier K.-J., Pfeffer, M. (2022): Production and Logistics in the Digital Transformation; Springer</li> <li>• Paul R. Daughert, H. James Wilson (2020): Human + Machine: Reimagining Work in the Age of AI</li> </ul>

	<ul style="list-style-type: none"> <li>Gerald C. Kane et al.: The Technology Fallacy (2019): How People Are the Real Key to Digital Transformation</li> </ul>
<b>Additional information</b>	Working in small groups may constitute part of the contact time.
<b>Prerequisite Assignment of LP</b>	Passed MoP.
<b>Significance of the grade for the final grade</b>	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade for the master's examination is the weighted arithmetic mean of the module grades and the grade for the final examination. The weighting generally corresponds to the proportion of LP (ECTS) in the total number of 60.

<b>MBA thesis</b>	
<b>Module</b>	MBA T
<b>Subject area</b>	Final module
<b>Semester</b>	2nd semester full-time, 4th semester part-time
<b>Duration</b>	1 semester
<b>Module</b>	Prof. Dr. J. Jacoby
<b>Lecturer</b>	TBD
<b>Frequency</b>	Every semester
<b>LVF / SWS</b>	SSt & KO
<b>Workload (WL)</b>	450
<b>LP (ECTS)</b>	15
<b>MoP</b>	HA & mP
<b>Recommended participation</b>	

<b>Learning outcomes of the module</b>	As part of the MBA thesis, students should demonstrate that they are able to <ul style="list-style-type: none"> <li>- conceptually address a topic in a comprehensive and in-depth manner</li> <li>- and apply the theoretical knowledge gained to a practical business problem</li> </ul>
<b>Commitment</b>	Required
<b>Content</b>	The master's thesis consists of two components <ol style="list-style-type: none"> <li>1. An introductory seminar on how to write a thesis.</li> <li>2. The independent writing of a thesis of at least 40 pages. The content can cover             <ul style="list-style-type: none"> <li>- a scientific topic or</li> <li>- a business plan or</li> <li>- a practical project.</li> </ul> </li> <li>3. The defense and presentation of the results of the master's thesis with an oral examination, in which the content of the MBA thesis is also placed in the context of other course content. The defense and presentation of the results of the master's thesis should not exceed 25 minutes. The total duration of the defense may not exceed 45 minutes.</li> </ol>
<b>Other information</b>	The MBA thesis can be written in German or English.
<b>Prerequisite Awarding of credit points</b>	Passed MoP.
<b>Significance of the grade for the final grade</b>	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade for the master's examination is the weighted arithmetic mean of the module grades and the grade for the final examination. The weighting generally corresponds to the proportion of LP (ECTS) in the total number of 60.

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