

MODULE GUIDE

for the Study Program

GENERAL MANAGEMENT (MBA)

2 SEMESTERS (FULL-TIME), 3 SEMESTERS (PART-TIME)

**INU - INNOVATIVE UNIVERSITY OF
APPLIED SCIENCES**

Department of Management, Technology & Psychology

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1 Structural Organization of the Study Program

The curriculum of the General Management (MBA) study program consists of a total of ten modules and is divided into the following subject areas:

- **Subject Area Management Functions**
 - Strategic Management in the Global Environment (2.0004.0.01)
 - Global Marketing & Sales (2.0021.0.01)
 - Global Human Resource Management (2.0023.0.01)
 - International Finance (2.0001.0.01)
 - Leadership & Business Ethics (2.0006.0.01)
 - Entrepreneurship & Business Development with AI (2.0040.0.01)
- **Subject Area Interdisciplinary & Soft Skills**
 - Business Law (2.0032.0.01)
 - Digital Transformation & Change Management (2.0037.0.01)
- **Subject Area Methodological Skills**
 - Research Methods for Business (2.0008.0.01)
- **Subject Area Master's Examination**
 - Master's Thesis (2.0033.0.01)

The distribution of the modules over the course of study can be found in the following study plans.

The examination formats specified in the module descriptions constitute the standard assessment formats. In order to ensure an assessment that is fully aligned with the intended learning outcomes and competence orientation, the specific form of assessment may be modified on a semester-by-semester basis. The applicable examination format will be formally announced at the commencement of the respective course.

1. Structural Organization of the Study Program

2.1 Introductory Project on Self-organized Learning (1.0001.0.01) (optional, extracurricular)



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Study plan of the 2-semester full-time model

General Management (MBA) - Full Time										 INNOVATIVE UNIVERSITY OF APPLIED SCIENCES		
Module no.	Module name	ECTS Points		SWS		Workload (in hours)			Type ¹⁾	Prerequisite for the award of credits	Compound ¹⁾	Responsible for the module
		1	2	1	2	Synchronous contact time online	Asynchronous contact time guided self-study	Self-Study		Forms of examination		
Subject Area	Introduction to Self-organized Learning ¹⁾											
1.0001.0.01	Introduction to Self-organized Learning			1					E	-	all study programs	Anja Gauggl
Subject Area	Management Functions											
2.0004.0.01	Strategic Management in the Global Environment	5		4		14	42	69	M	Term Paper	DBM, IBM	Prof. N.N. - General Business Administration
2.0021.0.01	Global Marketing & Sales	5		4		14	42	69	M	Written Exam (75 minutes)	IBM	Prof. Dr. Marco Inderhees
2.0023.0.01	Global Human Resource Management	5		4		14	42	69	M	Presentation and Handout	IBM	Prof. N.N. - International Business Management
2.0001.0.01	International Finance		5		4	14	42	69	M	Written Exam (75 minutes)	DBM, IBM	Prof. Dr. Ute Gartzten-Wiegand
2.0006.0.01	Leadership & Business Ethics		5		4	14	42	69	M	Term Paper	DBM, IBM	Dr. Albert Kläufflein
2.0040.0.01	Entrepreneurship & Business Development with AI		5		4	14	42	69	M	Case Study	M&AI	Pascal Peters
Subject Area	Interdisciplinary & Soft Skills											
2.0032.0.01	Business Law	5		4		14	42	69	M	Written Exam (75 minutes)	-	N.N. - Externer Lehrauftrag
2.0037.0.01	Digital Transformation & Change Management	5		4		14	42	69	M	Case Study	M&AI	Prof. Dr. Tobias Engelsleben
Subject Area	Methodological Skills											
2.0008.0.01	Research Methods for Business	5		4		14	42	69	M	Term Paper	DBM, IBM	Prof. Dr. Philipp Otto
Subject Area	Master's Examination											
2.0033.0.01	Master's Thesis		15		0	0	0	375	M	Thesis	-	varies
Total ECTS Points / Total SWS per Semester		30	30	24	12							
Total ECTS Points / Total SWS		60		36								
Total Workload								126	378	996		
								1500				
¹⁾ Legend												
Compound Study Programs												
DBM	Digital Business Management (M.A.)											
IBM	International Business Management (M.A.)											
GM	General Management (MBA)											
M&AI	Management & AI (MBA)											
Modultyp												
M	Mandatory Module											
E	Extracurricular Optional Module											
¹⁾ Note:												
The introductory project on self-organized learning is an optional, extracurricular module aimed at first year students before the start of the lecture period, which provides knowledge about the online systems to be used in the study program as well as methods for self-organization.												

Table 1: Study plan of the 2-semester full-time model

1. Structural Organization of the Study Program

2.1 Introductory Project on Self-organized Learning (1.0001.0.01) (optional, extracurricular)

Study plan of the 3-semester part-time model

General Management (MBA) - Part Time											 INNOVATIVE UNIVERSITY an applied science university				
Module no.	Module name	ECTS Points			SWS			Workload (in hours)			Type ¹⁾	Prerequisite for the award of credits	Compound ¹⁾	Responsible for the module	
		1	2	3	1	2	3	Synchronous contact time online	Asynchronous contact time guided self-study	Self-Study		Forms of examination			
Subject Area Introduction to Self-organized Learning ^{*)}															
1.0001.0.01	Introduction to Self-organized Learning				1						E	-	all study programs	Anja Gauggli	
Subject Area Management Functions															
2.0004.0.01	Strategic Management in the Global Environment	5			4			14	42	69	M	Term Paper	DBM, IBM	Prof. N.N. - General Business Administration	
2.0021.0.01	Global Marketing & Sales	5			4			14	42	69	M	Written Exam (75 minutes)	IBM	Prof. Dr. Marco Inderhees	
2.0023.0.01	Global Human Resource Management	5			4			14	42	69	M	Presentation and Handout	IBM	Prof. N.N. - International Business Management	
2.0001.0.01	International Finance		5			4		14	42	69	M	Written Exam (75 minutes)	DBM, IBM	Prof. Dr. Ute Gartzten-Wiegand	
2.0006.0.01	Leadership & Business Ethics		5			4		14	42	69	M	Term Paper	DBM, IBM	Dr. Albert Kläuffen	
2.0040.0.01	Entrepreneurship & Business Development with AI			5			4	14	42	69	M	Case Study	M&AI	Pascal Peters	
Subject Area Interdisciplinary & Soft Skills															
2.0032.0.01	Business Law		5			4		14	42	69	M	Written Exam (75 minutes)	-	N.N. - Externer Lehrauftrag	
2.0037.0.01	Digital Transformation & Change Management		5			4		14	42	69	M	Case Study	M&AI	Prof. Dr. Tobias Engelsleben	
Subject Area Methodological Skills															
2.0008.0.01	Research Methods for Business	5			4			14	42	69	M	Term Paper	DBM, IBM	Prof. Dr. Philipp Otto	
Subject Area Master's Examination															
2.0033.0.01	Master's Thesis			15			0	0	0	375	M	Thesis	-	varies	
Total ECTS Points / Total SWS per Semester		20	20	20	16	16	4								
Total ECTS Points / Total SWS		60			36										
Total Workload							126	378	996						
							1500								
^{*)} Legend															
Compound Study Programs															
DBM		Digital Business Management (M.A.)													
IBM		International Business Management (M.A.)													
GM		General Management (MBA)													
M&AI		Management & AI (MBA)													
Modultyp															
M		Mandatory Module													
E		Extracurricular Optional Module													
^{*)} Note:															
The introductory project on self-organized learning is an optional, extracurricular module aimed at first year students before the start of the lecture period, which provides knowledge about the online systems to be used in the study program as well as methods for self-organization.															

Table 2: Study plan of the 3-semester part-time model

2 Introduction to Self-organized Learning

2.1 Introductory Project on Self-organized Learning (1.0001.0.01) (optional, extracurricular)

Module number		Duration		Semester of study		Frequency of the offer	Type
				FT	PT		
1.0001.0.01		1 semester		1	1	every WS and SS	A
Total workload	ECTS points	SWS	Synchronous contact time online	Asynchronous contact time Guided self-study		Self-study	
- h	0	1	- h	- h		- h	
Detailed information:							
1	Courses: Introductory Project on Self-organized Learning (1.0001.0.01) (optional, extracurricular) (1 SWS) Note: The Introductory Project on Self-organized Learning (1.0001.0.01) (optional, extracurricular) takes place before the start of the regular lecture periods of the other curricular content for students beginning their studies in order to present the students with the diverse possibilities of the online systems used. Furthermore, you will be given an overview of communication tools with other students and lecturers and familiarized with methods of self-organized learning.						
2	Intended learning outcomes After successfully completing the module, students will be able to ... to log on to the online systems of the INU - Innovative University of Applied Sciences and to understand and use the functionalities, ... develop adequate self-management and time management for themselves, ... apply various learning and working techniques and use digital media for communication, collaboration and organization, ... network with fellow students to form learning groups, ... get in touch with professors digitally and use various interactive communication channels, ... create their own learning plan for their studies and reflect on learning strategies and make adjustments, ... use learning platform tools and digital tools for communication and collaboration with each other and to be able to assess and evaluate concepts for online-related communication in professional life, ... carry out study-related administrative procedures digitally using the online systems and ... take part in online tests to monitor success.						
3	Study Contents • Virtual learning processes - an introduction • Online systems of the INU • Online studies and learning projects - Knowledge management • Focus on learning • Communication						
4	Teaching form(s) Synchronous contact time: Online lecture, discussion of case studies, use of interactive feedback options. Asynchronous contact time: Explanation of IT systems and methods with case studies in the form of learning videos and digital literature. Self-study: Self-directed preparation and follow-up of lectures and case studies as well as literature study. Teaching language: English						
5	Participation requirements No knowledge from other modules is required.						
6	Form(s) of examination none						
7	Requirements for the awarding of ECTS credits No ECTS points are awarded.						
8	Importance of the grade for the final grade The module is not included in the final grade.						
9	Person responsible for the module See study plan.						

10	Mandatory literature • Amen, D. A./Amen, C./Castellanos, A. (2019): Change Your Brain, Change Your Grades : The Secrets of Successful Students: Science-Based Strategies to Boost Memory, Strengthen Focus, and Study Faster, 1st edition, Dallas. • Fry, J. (2018): Get organized, 4th edition, New York. • James, A. (2021): Say 'No' to Exam Stress : The Easy to Use Programme to Survive Exam Nerves, 1st edition, New York. • Selhub, E. (2019): The Stress Management Handbook : A Practical Guide to Staying Calm, Keeping Cool, and Avoiding Blow-Ups, 1st edition, New York.
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3 Management Functions

3.1 Strategic Management in the Global Environment (2.0004.0.01)

Module number		Duration		Semester of study		Frequency of the offer	Type
				FT	PT		
2.0004.0.01		1 semester		1	1	every WS and SS	M
Total workload	ECTS points	SWS	Synchronous contact time online	Asynchronous contact time Guided self-study		Self-study	
125	5	4	14 h	42 h		69 h	
Detailed information:							
1	Courses: Strategic Management in the Global Environment (2.0004.0.01) (4 SWS)						
2	Intended learning outcomes After successful completion of the module students ... recognize different perspectives and drivers of corporate development. ... understand different explanatory approaches to strategic positioning. ... differentiate between different forms of strategy development. ... apply the tools and concepts they have acquired to specific case studies from practice. ... have an in-depth understanding of sustainable business management and the fundamentals of the competitive process and competitive dynamics. ... are able to classify the role and significance of strategic management in the context of international business administration and corporate management. ... apply theoretical knowledge to practical case studies and industry contexts.						
3	Study Contents - Strategic management - Models of corporate development - Strategic positioning - Strategy processes - Mergers and acquisitions (M&A) - Organizational staff reduction (downsizing) - Disruptive innovation - Analysis of case studies of globally active companies						
4	Teaching form(s) Synchronous contact time: Online lecture, discussion of case studies, use of interactive feedback options. Asynchronous contact time: Learning videos, digital literature, learning tasks as individual or group tasks and instructions for studying literature as well as online-based self-study tests to monitor one's own learning progress. Self-study: Self-directed preparation and follow-up of lectures and case studies as well as literature study. Teaching language: English						
5	Participation requirements No knowledge from other modules is required.						
6	Form(s) of examination Term paper						
7	Requirements for the awarding of ECTS credits Students complete this module with a term paper of 12 to 15 pages. Group work is possible. Further details are regulated by the examination regulations and guidelines of the examination office. A prerequisite for the award of ECTS points is a grade of at least 4.0 for the term paper.						
8	Importance of the grade for the final grade The grade goes with a share of 5/60 ECTS points in the final grade.						
9	Person responsible for the module See study plan.						
10	Mandatory literature						

- Lasserre, P./Monteiro, F. (2023): Global Strategic Management, 5th edition, Bloomsbury Academic, London.
- David, F./David, F./David, M. (2023): Strategic Management: A Competitive Advantage Approach, Concepts and Cases, 17th edition, Pearson, Harlow.
- Further binding literature and text passages will be announced at the beginning of the course.

Further reading

- Bromiley, P./Rau, D. (2022): Some Problems in using prospect theory to explain strategic management issues. In: Academy of Management Perspectives. Feb2022, Vol. 36 Issue 1, p125-141.
- Dess, G.C./Lumpkin, G.T./Eisner, A.B. (2013): Strategic Management: Creating Competitive Advantages, 7th edition, McGraw Hill Higher Education, New York.
- Taneja, S./Atinc, Y./Pryor, M. (2023): Redefining Strategic Management: The Alignment and Implementation Perspective. Journal of Accounting, Business & Management. Oct2023, Vol. 30 Issue 2, p19-26.
- Teece, D. J. (2023): Big Tech and Strategic Management: How Management Scholars Can Inform Competition Policy. In: Academy of Management Perspectives. Feb2023, Vol. 37 Issue 1, p1-15.
- Wan, J./Wang, L./Saade, R. (2022): Empirical Analysis of Strategic Management in Inter-Governmental Organization. In: Administrative Sciences (2076-3387). Sep2022, Vol. 12 Issue 3.
- Wunder, T. (2023): Essentials of Strategic Management: Effective Formulation and Execution of Strategy in the Era of Sustainability, 2nd edition, Schaeffer-Poeschel, Stuttgart.
- Further recommended reading will be announced at the beginning of the course.

3.2 Global Marketing and Sales (2.0021.0.01)

Module number			Duration		Semester of study		Frequency of the offer		Type	
					FT	PT				
2.0021.0.01			1 semester		1	1	every WS and SS		M	
Total workload	ECTS points	SWS	Synchronous contact time online		Asynchronous contact time Guided self-study			Self-study		
125 h	5	4	14h		42 h			69 h		
Detailed information:										
1	Courses: Global Marketing and Sales (2.0021.0.01) (4 SWS)									
2	Intended learning outcomes After successful completion of the module students ... know the special features of marketing and sales activities in a global context and the influence of cultural, political, legal and economic differences on international marketing. ... take into account the social environments of different target groups when selecting and addressing markets. ... are aware of the challenges involved in bringing together stakeholders from different cultures and/or nations and are able to manage them. ... are able to identify and evaluate opportunities for expansion into global markets. ... can develop global marketing strategies and programs for market entry and establishment. ... can adapt marketing measures to the requirements and conditions of specific markets. ... are able to present a marketing process in a comprehensible manner in the form of a scientific poster. ... can apply their knowledge of marketing concepts to current case studies/company situations.									
3	Study Contents - Opportunities and challenges in global marketing and sales - Global marketing strategies - Market entry strategies - Global marketing environments - Current case studies									
4	Teaching form(s) Synchronous contact time: Online lecture, discussion of case studies, use of interactive feedback options. Asynchronous contact time: Learning videos, digital literature, learning tasks as individual or group tasks and instructions for studying literature as well as online-based self-study tests to monitor one's own learning progress. Self-study: Self-directed preparation and follow-up of lectures and case studies as well as literature study. Teaching language: English									
5	Participation requirements No knowledge from other modules is required.									
6	Form(s) of examination Poster presentation (1 DIN A0 poster) with discussion lasting 10 minutes.									
7	Requirements for the awarding of ECTS credits Students complete this module with a poster presentation (1 DIN A0 poster) and a discussion lasting 10 minutes. A prerequisite for the award of ECTS points is a grade of at least 4.0 for the poster presentation and the discussion.									
8	Importance of the grade for the final grade The grade goes with a share of 5/60 ECTS points in the final grade.									
9	Person responsible for the module See study plan.									
10	Mandatory literature - Zhukov, S./Diugovanets, O. (2020): Multinational Corporations' International Marketing in the Focus of Global Regionalization Process. In: Virtual Economics, Vol 3, Iss 4, Pp 188-210. - Lammenett, E. (2021): Praxiswissen Online-Marketing: Affiliate, influencer, content, social media, Amazon, voice, B2B, voice assistant and email marketing, Google Ads, SEO. Wiesbaden.									

- Nazari, F./Najafi, S./Shahsavari, F. (2020): Drawing a Structural Model by the Most Effective Components on Optimal Global Marketing. In: Brazilian Journal of Operations & Production Management, Vol 17, Iss 1.

Further reading

- Albaum, G./Duerr, E./Josiassen, A. (2016): International Marketing and Export Management, 8th edition, Pearson, Harlow.
- Keegan, W. J./Green, M. C. (2017): Global Marketing Management, 9th edition, Pearson, Harlow.
- Further recommended reading will be announced at the beginning of the course.

3.3 Global Human Resource Management (2.0023.0.01)

Module number		Duration		Semester of study		Frequency of the offer	Type
				FT	PT		
2.0023.0.01		1 semester		1	1	every WS and SS	M
Total workload	ECTS points	SWS	Synchronous contact time online	Asynchronous contact time Guided self-study		Self-study	
125	5	4	14 h	42 h		69 h	
Detailed information:							
1	Courses: Global Human Resource Management (2.0023.0.01) (4 SWS)						
2	Intended learning outcomes After successful completion of the module students ... have an overview of the conditions affecting personnel management in various labor markets. ... know the functions and special features of the basic processes in HR management in a global context. ... are able to select suitable personnel strategies and recognize current trends, developments and challenges and initiate adaptation measures. ... understand the influence of cultural and trait-related differences in the composition of personnel on the success of personnel practices and can manage these. ... confronted with current challenges, students can develop recommendations for action for personnel management with regard to employee-related decisions and the success of the company.						
3	Study Contents - Functions of global personnel management - Global labor markets: An overview (e. g. rigid vs. dynamic markets, changing industries, emerging and developing countries, socio-demographic facts) - Processes in global personnel management - Factors influencing the processes in global HR management - communication etc.) - Leadership strategies in global personnel management - Dynamics and alignment of personnel management systems - Influence of global HR practices on corporate success						
4	Teaching form(s) Synchronous contact time: Online lecture, discussion of case studies, use of interactive feedback options. Asynchronous contact time: Learning videos, digital literature, learning tasks as individual or group tasks and instructions for studying literature as well as online-based self-study tests to monitor one's own learning progress. Self-study: Self-directed preparation and follow-up of lectures and case studies as well as literature study. Teaching language: English						
5	Participation requirements No knowledge from other modules is required.						
6	Form(s) of examination Presentation and handout						
7	Requirements for the awarding of ECTS credits Students complete this module with a presentation and a handout. The presentation has a length of 10-20 minutes, the handout has a length of 3 pages. Group work is possible. Further details are regulated by the examination regulations and guidelines of the examination office. A prerequisite for the award of ECTS points is a grade of at least 4.0 for the presentation and handout.						
8	Importance of the grade for the final grade The grade goes with a share of 5/60 ECTS points in the final grade.						
9	Person responsible for the module See study plan.						
10	Mandatory literature						

- | |
|---|
| <ul style="list-style-type: none">• Brewster, C./Houldsworth, E./Sparrow, P./Vernon, G. (2016): International Human Resource Management, CIPD, London.• Harzing, A.-W./Pinnington, A. H. (2015): International Human Resource Management, 4th edition, Sage, London.• • Further recommended reading will be announced at the beginning of the course. |
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3.4 International Finance (2.0001.0.01)

Module number		Duration		Semester of study		Frequency of the offer	Type
				FT	PT		
2.0001.0.01		1 semester		2	2	every WS and SS	M
Total workload	ECTS points	SWS	Synchronous contact time online	Asynchronous contact time Guided self-study		Self-study	
125 h	5	4	14h	42 h		69 h	
Detailed information:							
1	Courses: International Finance (2.0001.0.01) (4 SWS)						
2	Intended learning outcomes After successful completion of the module students ... master concepts of corporate finance, especially in an international context. ... have a comprehensive knowledge of the evaluation of financing and investment decisions and can apply the instruments in a practice-oriented manner. ... can apply their knowledge of known capital market models and theories to financing decisions. ... are able to explain and apply concepts and theories of financing from the perspective of companies, with special consideration of risk aspects, both for financing on the capital market and for private equity-financed growth companies.						
3	Study Contents - Fundamentals of corporate finance - Management of the asset structure - Securities transactions - Alternatives for raising capital - Technologies and innovations in finance - Financial planning and working capital management						
4	Teaching form(s) Synchronous contact time: Online lecture, discussion of case studies, use of interactive feedback options. Asynchronous contact time: Learning videos, digital literature, learning tasks as individual or group tasks and instructions for studying literature as well as online-based self-study tests to monitor one's own learning progress. Self-study: Self-directed preparation and follow-up of lectures and case studies as well as literature study. Teaching language: English						
5	Participation requirements No knowledge from other modules is required.						
6	Form(s) of examination Exam (75 minutes)						
7	Requirements for the awarding of ECTS credits Students complete this module with an exam, which takes 75 minutes to complete. The prerequisite for the awarding of ECTS points is passing the exam with a module grade of at least 4.0.						
8	Importance of the grade for the final grade The grade goes with a share of 5/60 ECTS points in the final grade.						
9	Person responsible for the module See study plan.						
10	Mandatory literature - Madura, J./Fox, R. (2023): International Financial Management, 6th edition Cengage Learning, London. - Eiteman, D./ Stonehill, A./ Moffett, M. 8. (2024): Multinational Business Finance, 16th edition, Pearson, Harlow. Further reading - Hull, J. (2023): Risk Management and Financial Institutions, 6th edition, Wiley, New Jersey.						

- Brealey, R./Myers, S./Allen, F. (2023): Principles of Corporate Finance ISE, 14th edition, McGraw-Hill, New York.
- Baker, K./ Filbeck, G./ Barkley, T. (2023): Working Capital Management - Concepts and Strategies, World Scientific, Singapore.
- Coles, J. L./Li, Z. F. (2023): An Empirical Assessment of Empirical Corporate Finance. In: Journal of Financial & Quantitative Analysis. Jun2023, Vol. 58 Issue 4, p1391-1430.
- Dehejia, R./Gupta, N. (2022): Financial Development and Micro-Entrepreneurship. In: Journal of Financial & Quantitative Analysis. Aug 2022, Vol. 57 Issue 5, p1834-1861.
- Swain, K. R. (2022): Lessons in Corporate Finance -- A Case Studies Approach to Financial Tools, Financial Policies, and Valuation. In: South Asian Journal of Management. Oct-Dec2022, Vol. 29 Issue 4, p203-206.
- Gao, X./ Jia, Y./ Li, S. (2020): Does Mandatory Disclosure of Internal Control Weaknesses Affect Corporate Financing Decisions? In: Journal of Accounting, Auditing & Finance. Jul2020, Vol. 35 Issue 3, p581-606.
- Additionally: Selected current case studies.
- Further recommended reading will be announced at the beginning of the course.

3.5 Leadership & Business Ethics (2.0006.0.01)

Module number		Duration		Semester of study		Frequency of the offer	Type
				FT	PT		
2.0006.0.01		1 semester		2	2	every WS and SS	M
Total workload	ECTS points	SWS	Synchronous contact time online	Asynchronous contact time Guided self-study		Self-study	
125	5	4	14 h	42 h		69 h	
Detailed information:							
1	Courses: Leadership & Business Ethics (2.0006.0.01) (4 SWS)						
2	Intended learning outcomes After successful completion of the module students ... can analyze various theories about the relationships between companies and their stakeholders and define their effects on entrepreneurial activities. ... develop and justify effective concepts for strengthening ethical behavior in companies. ... identify their social and economic responsibility as actors in companies and other areas of the economy. ... have acquired in-depth knowledge of philosophical perspectives and ethical debates on economic and entrepreneurial activity. ... are able to explain entrepreneurial action and entrepreneurial responsibility from an external and internal perspective of the company and to evaluate it with the help of scientific approaches. ... identify areas in which their own leadership skills can be expanded. ... are able to critically question the assumptions, prerequisites and values that everyone brings to complex transactions. ... recognize business ethical problems of individual, corporate and regulatory ethics and analyze them using classical theories of business ethics. ... are able to discuss and critically scrutinize the social responsibility of companies against the background of their role as socio-political sponsors. ... can discuss and comment on current business ethics topics (e. g. globalization, sustainability, corporate responsibility, remuneration systems) in an informed manner. ... are able to classify the current state of the entrepreneurial ethical discussion in the context of social expectations and formulate the resulting tasks of entrepreneurial change.						
3	Study Contents - Practical philosophy - Individual ethics in the economy - Business ethics - Ethics of order - Areas of application of business ethics - Areas of conflict in governance and ethics - Leadership and leadership personality - Practical applications and case studies						
4	Teaching form(s) Synchronous contact time: Online lecture, discussion of case studies, use of interactive feedback options. Asynchronous contact time: Learning videos, digital literature, learning tasks as individual or group tasks and instructions for studying literature as well as online-based self-study tests to monitor one's own learning progress. Self-study: Self-directed preparation and follow-up of lectures and case studies as well as literature study. Teaching language: English						
5	Participation requirements No knowledge from other modules is required.						
6	Form(s) of examination Term paper						

7	Requirements for the awarding of ECTS credits Students complete this module with a term paper of 12 to 15 pages. Group work is possible. Further details are regulated by the examination regulations and guidelines of the examination office. A prerequisite for the award of ECTS points is a grade of at least 4.0 for the term paper.
8	Importance of the grade for the final grade The grade goes with a share of 5/60 ECTS points in the final grade.
9	Person responsible for the module See study plan.
10	Mandatory literature • Ferrell, O./ Fraedrich, J. (2021): Business Ethics, Cengage Learning, Boston. • Ciulla, J.B. (2020): The Search for Ethics in Leadership, Business, and Beyond, Springer, Cham. • Rezaee, Z./ Fogarty, T. (2019): Business Sustainability, Corporate Governance, and Organizational Ethics Wiley, Hoboken. • Further binding literature and text passages will be announced at the beginning of the course. Further reading • Amal, A./Bernd, V. (2023): Knowing but Not Enacting Leadership: Navigating the Leadership Knowing-Doing Gap in Leveraging Leadership Development. In: Academy of Management Learning & Education. Sep2023, Vol. 22 Issue 3, p507-530. 24p. 2 diagrams, 2 charts. • Becker, C. (2024): Business Ethics: Methods, Theories, and Application, 2nd edition, Routledge, London. • Kotter, J.P. (2012): Leading Change - with a new preface by the author, Harvard Business School Press, Boston. • Pless, N. / Maak, T. (2021): Responsible Leadership, 2nd edition, Routledge, London. • Csikszentmihalyi, M. (2004): Good Business: Leadership, Flow, and the Making of Meaning, Penguin, New York. • Tricker, B. (2023): Corporate Governance: Principles, Policies and Practices, 4th edition, Oxford University Press, Oxford. • Hildebrand, C./Baumgarten, J./Madhavan, M. (2024): How CEOs Build Confidence in Their Leadership. In: Harvard Business Review. Jul/Aug2024, Vol. 102 Issue 4, p52-56. • Knight, R. (2024): 6 Common Leadership Styles - and How to Decide Which to Use When. In: Harvard Business Review Digital Articles. 4/9/2024, p1-8. • Porkodi, S. (2024): The effectiveness of agile leadership in practice: A comprehensive meta-analysis of empirical studies on organizational outcomes. In: Journal of Entrepreneurship, Management & Innovation. 2024, Vol. 20 Issue 2, p117-138. • Quinn, R./Crane, B./Thompson, T. (2024): Why Real-Time Leadership Is So Hard. In: Harvard Business Review. Jan/Feb2024, Vol. 102 Issue 1, p56-59. 4p. • Volk, S./Waldman, D. A./Barnes, C. M. (2023): A Circadian Theory of Paradoxical Leadership. In: Academy of Management Review. Oct2023, Vol. 48 Issue 4, p611-638. References to multimedia-supported teaching and learning programs • Ethics Unwrapped: University of Texas at Austin, available here: http://ethicsunwrapped.utexas.edu/series/cases-unwrapped. • Justice with Michael Sandel: Harvard University, available here: http://www.justiceharvard.org/ • Further recommended reading will be announced at the beginning of the course.

3.6 Entrepreneurship & Business Development with AI (2.0040.0.01)

Module number		Duration		Semester of study		Frequency of the offer	Type
				FT	PT		
2.0040.0.01		1 semester		2	3	every WS and SS	M
Total workload	ECTS points	SWS	Synchronous contact time online	Asynchronous contact time Guided self-study		Self-study	
125 h	5	4	14 h	42 h		69 h	
Detailed iinformation:							
1	Courses: Entrepreneurship & Business Development with AI (2.0040.0.01) (4 SWS)						
2	Intended learning outcomes After successfully completing the module, students will be able to, ... analyze, develop and evaluate AI-supported business models in order to identify entrepreneurial opportunities and make them economically viable. ... use AI strategically in company formation and business development in order to generate competitive advantages. ... conduct innovation strategies and market analyses using AI-supported methods to create a data-based decision-making basis for new business models. ... use AI technologies in a targeted manner to automate, increase efficiency and scale start-ups and companies. ... make data-driven business decisions for corporate development and use predictive analytics for corporate development. ... evaluate the advantages and disadvantages of startup financing options.						
3	Study Contents - Fundamentals of AI-supported entrepreneurship - Business model innovation with AI - AI-supported market analysis and competitive strategies - Use of technology and implementation of AI in the company - Financing and scaling start-ups						
4	Teaching form(s) Synchronous contact time: Online lecture, discussion of case studies, use of interactive feedback options. Asynchronous contact time: Learning videos, digital literature, learning tasks as individual or group tasks and instructions for studying literature as well as online-based self-study tests to monitor one's own learning progress. Self-study: Self-directed preparation and follow-up of lectures and case studies as well as literature study. Teaching language: English						
5	Participation requirements No knowledge from other modules is required.						
6	Form(s) of examination Case study						

7	Requirements for the awarding of ECTS credits Students complete this module with a case study including a presentation. The minimum length of the case study is 10 pages, maximum 15 pages. The duration of the presentation, including discussion, is a minimum of 10 and a maximum of 20 minutes. If specified by the lecturer, case studies can also be completed as group work. In this case, the following applies: • The performance of each student must be assessed individually. • The group size should not exceed 3 people. • Depending on the topic to be worked on, the length of the case study per person is a minimum of 5 and a maximum of 10 pages of text. • The individual performance of each student must be clearly distinguishable and marked by sections, page numbers or other criteria. • The individual performance of each student must also be clearly distinguishable in the presentation. A prerequisite for the award of ECTS points is a grade of at least 4.0 for the case study including the presentation
8	Importance of the grade for the final grade The grade goes with a share of 5/60 ECTS points in the final grade..
9	Person responsible for the module See study plan.
10	Mandatory literature • https://www.wiley.com/en-in/search?filters[author]=Hans Eibe S&%23248;rensen&pq=++ Kohne, A. (2019): Business Development. Customer-oriented Business Development for successful companies, Springer. • Deakins, D./Scott, J.M. (2024): Entrepreneurship: A Contemporary & Global Approach, 2nd edition, Sage. Further reading • Bourezig, M. C. E./Taleb Bouguerri, S. C. (2024): The intersection of AI and digital entrepreneurship: Studying the varied ways that AI is changing digital enterprises. Management and Economics Review, 9(1), 78–90. • Kumar, S./Singh, P. (2023). ChatGPT and other AI copilots as knowledge partners for entrepreneurs and small business owners: A study of AI copilots' adoption as a medium of entrepreneurial training. Scholedge International Journal of Management & Development, 10(10), 112–123. • Werbik, A. R. (2024). Capital and international growth: Lessons from IT companies for shaping entrepreneurship in the age of Industry 4.0. Journal of Entrepreneurship & Sustainability Issues, 12(2), 429–443. • Weber, M./Beutter, M./Weking, J./Böhm, M./Krcmar, H. (2022). AI startup business models: Key characteristics and directions for entrepreneurship research. Business & Information Systems Engineering, 64(1), 91–109. • Further recommended reading will be announced at the beginning of the course.

4 Interdisciplinary & Soft Skills

4.1 Business Law (2.0032.0.01)

Module number		Duration		Semester of study		Frequency of the offer	Type
				FT	PT		
2.0032.0.01		1 semester		1	2	every WS and SS	M
Total work-load	ECTS points	SWS	Synchronous contact time online	Asynchronous contact time Guided self-study		Self-study	
125 h	5	4	14 h	42 h		69 h	
Detailed information:							
1	Courses: Business Law (2.0032.0.01) (4 SWS)						
2	Intended learning outcomes After successfully completing the module, students will be able to ... understand legal thinking and working methods as well as the German and European legal system and integrate them into decision-making processes. ... analyze business law problems from a legal perspective, evaluate them in a well-founded manner and formulate legally compliant recommendations for action. ... understand the importance of legal principles for the drafting and review of general terms and conditions and implement them in contracts in a practical manner. ... identify and appropriately consider international aspects of contract law, particularly in the context of cross-border sales contracts. ... recognize and evaluate liability risks in the corporate context and initiate measures to limit liability. ... consider relevant employment law regulations and structures in management practice and design employment law processes in a legally compliant manner.						
3	Study Contents - Basics of contract law - Basics of commercial law - Basics of business liability - Fundamentals of labor law - International contract law						
4	Teaching form(s) Synchronous contact time: Online lecture, discussion of case studies, use of interactive feedback options. Asynchronous contact time: Learning videos, digital literature, learning tasks as individual or group tasks and instructions for studying literature as well as online-based self-study tests to monitor one's own learning progress. Self-study: Self-directed preparation and follow-up of lectures and case studies as well as literature study. Teaching language: English						
5	Participation requirements No knowledge from other modules is required.						
6	Form(s) of examination Exam (75 minutes)						
7	Requirements for the awarding of ECTS credits Students complete this module with an exam, which takes 75 minutes to complete. The prerequisite for the award of ECTS points is passing the exam with a module grade of at least 4.0.						
8	Importance of the grade for the final grade The grade goes with a share of 5/60 ECTS points in the final grade.						
9	Person responsible for the module See study plan.						
10	Mandatory literature Rogers, D.L. (2923): The Digital Transformation Roadmap: Rebuild Your Organization for Continuous Change, Columbia University Press, Chichester.						

- Steiber, A. (2022): Leadership for a Digital World. The Transformation of GE Appliances, Springer, Cham.

Further reading

- Pullan, P. (2022): Virtual Leadership. Practical Strategies with Remote or Hybrid Work and Teams. 2nd edition, London, Kogan Page.
- Further recommended reading will be announced at the beginning of the course.

4.2 Digital Transformation & Change Management (2.0037.0.01)

Module number		Duration		Semester of study		Frequency of the offer	Type
				FT	PT		
2.0037.0.1		1 semester		1	2	every WS and SS	M
Total workload	ECTS points	SWS	Synchronous contact time online	Asynchronous contact time Guided self-study		Self-study	
125 h	5	4	14 h	42 h		69 h	
Detailed information:							
1	Courses: Digital Transformation & Change Management (2.0037.0.01) (4 SWS)						
2	Intended learning outcomes After successfully completing the module, students will be able to ... analyze the effects of digital transformation on companies, markets and business models. ... develop strategies for implementing digital technologies in organizations, taking into account economic, technological and organizational factors. ... use change management methods in a targeted manner to successfully shape digital transformation processes. ... recognize resistance to change and counter it with suitable measures. ... evaluate leadership concepts and agile organizational structures in the context of digital transformation. ... understand the influence of artificial intelligence on business processes, corporate culture and decision-making.						
3	Study Contents - Fundamentals of the digital transformation - Digital business models - Change management in the digital age - Corporate culture and transformation - Integration of AI in change processes - Communication and stakeholder management in the change process - Practical applications and case studies						
4	Teaching form(s) Synchronous contact time: Online lecture, discussion of case studies, use of interactive feedback options. Asynchronous contact time: Learning videos, digital literature, learning tasks as individual or group tasks and instructions for studying literature as well as online-based self-study tests to monitor one's own learning progress. Self-study: Self-directed preparation and follow-up of lectures and case studies as well as literature study. Teaching language: English						
5	Participation requirements No knowledge from other modules is required.						
6	Form(s) of examination Exam (75 minutes)						
7	Requirements for the awarding of ECTS credits Students complete this module with an exam, which takes 75 minutes to complete. The prerequisite for the awarding of ECTS points is passing the exam with a module grade of at least 4.0.						
8	Importance of the grade for the final grade The grade goes with a share of 5/60 ECTS points in the final grade.						
9	Person responsible for the module See study plan.						
10	Mandatory literature - Baalmans, B./ Broekhuizen, T./ Fabian, N. (2022): Digital Transformation. A Guide for Managers, Groningen Digital Business Centre, Groningen. - Hess, T. (2022): Managing the Digital Transformation. A Guide to Successful Organizational Change, Springer, Wiesbaden.						

Further Reading

- Dörries, F./ Wichering, M./ Kersten, W. (2021): Evolving Change Management: Current Challenges, Success Factors and Adjustments for Digital Transformation, in: Industrie 4.0 Management 37 (1), S. 50-54.
- Oswald, G./ Saueressig, T./ Krcmar, H. (2022): Digitale Transformation. Fallbeispiele und Branchenanalysen. 2. Aufl., Springer, Wiesbaden.
- Further recommended reading will be announced at the beginning of the course.

5 Methodological Skills

5.1 Research Methods for Business (2.0008.0.01)

Module number		Duration		Semester of study		Frequency of the offer	Type
				FT	PT		
2.0008.0.01		1 semester		1	1	every WS and SS	M
Total work-load	ECTS points	SWS	Synchronous contact time online	Asynchronous contact time Guided self-study		Self-study	
125	5	4	14 h	42 h		69 h	
Detailed information:							
1	Courses: Research Methods for Business (2.0008.0.01) (4 SWS)						
2	Intended learning outcomes After successful completion of the module students ... know the various procedures of selected, current quantitative and qualitative research methods and are able to select and apply suitable procedures for investigating various research questions. ... are able to conceptualize and comprehensibly describe selected, current quantitative and qualitative research methods for investigating (economic) scientific questions. ... are able to present the research process and report in a comprehensible and structured manner. ... are able to describe an empirical data set using descriptive statistics and test simple hypotheses on the structure of the data. ... can differentiate between entrepreneurial and scientific issues. ... know the knowledge potentials and limitations of empirical research methods and can evaluate them on the basis of quality criteria. ... are able to place the results in a general functional context and derive implications. ... are able to carry out empirical analyses independently using the methods they have learned and to interpret the results in a targeted manner.						
3	Study Contents - Origin and areas of application of various research approaches - Criteria of good research practice and ethical guidelines - Quantitative methods - Qualitative methods - Development of a research project - Current research examples in an international context						
4	Teaching form(s) Synchronous contact time: Online lecture, discussion of case studies, use of interactive feedback options. Asynchronous contact time: Learning videos, digital literature, learning tasks as individual or group tasks and instructions for studying literature as well as online-based self-study tests to monitor one's own learning progress. Self-study: Self-directed preparation and follow-up of lectures and case studies as well as literature study. Teaching language: English						
5	Participation requirements No knowledge from other modules is required.						
6	Form(s) of examination Term paper						
7	Requirements for the awarding of ECTS credits Students complete this module with a term paper of 12 to 15 pages. Group work is possible. Further details are regulated by the examination regulations and guidelines of the examination office. A prerequisite for the award of ECTS points is a grade of at least 4.0 for the term paper.						
8	Importance of the grade for the final grade The grade goes with a share of 5/60 ECTS points in the final grade.						
9	Person responsible for the module See study plan.						

10	Mandatory literature • Clow, K. E./James, K. E. (2014): Essentials of Marketing Research: Putting Research into Practice, Sage Publications, 2014. • Staddon, J. (2024): Scientific Method: How Science Works, Fails to Work, and Pretends to Work. Oxford: Routledge. • Further binding literature and text passages will be announced at the beginning of the course. Further reading • Mayring, Ph. (2015): Qualitative Content Analysis. Theoretical background and procedures, in: Bikner-Ahsbahr, A./Knipping, C./Presmeg, N. (Eds.): Approaches to qualitative research in mathematics education. Examples of methodology and methods (pp. 365-380), Springer, New York. • Saunders, M./Lewis, P./Thornhill, A. (2016): Research Methods for Business Students, 7th edition, Pearson, Harlow. • Further recommended reading will be announced at the beginning of the course.
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6 Master's Examination

6.1 Master's Thesis (2.0033.0.01)

Module number		Duration		Semester of study		Frequency of the offer	Type
				FT	PT		
2.0033.0.01		1 semester		2	3	every WS and SS	M
Total work-load	ECTS points	SWS	Synchronous contact time online	Asynchronous contact time Guided self-study		Self-study	
375 h	15	0	0 h	0 h		375 h	
Detailed information:							
1	Courses: -						
2	Intended learning outcomes After successful completion of the module students ... know the current status of methodological discussions in the subject. ... use it for independent scientific and practice-oriented work. ... identify scientifically viable questions and problems and work on these questions independently using the relevant primary and secondary literature. ... formulate theoretical and methodological approaches for scientific research work. ... draw up a research plan and implement it independently. ... organize and design a scientific research process. ... collect relevant data independently and evaluate it methodically and competently. ... discuss theoretical and methodological problems in depth in an exchange with lecturers, other students and interested parties. ... evaluate research results critically and develop scientifically and socially relevant conclusions from research results. ... can write an independent research paper on a given topic.						
3	Study Contents The students develop the topic of the Master's thesis together with their supervisors. The topic can arise from a course or from the internship, but does not necessarily have to relate to it.						
4	Teaching form(s) Synchronous contact time: - Asynchronous contact time: - Self-study: Independent preparation of the Master's thesis. Teaching language: English						
5	Participation requirements Admission can only be granted if the applicant 1. is enrolled for the current semester and 2. has successfully completed the module examinations and examinations required for admission and has earned a total of at least 30 credit points at the time of application and 1. is not in a corresponding or comparable examination procedure and has not definitively failed a corresponding or comparable examination.						
6	Form(s) of examination Master's Thesis						
7	Requirements for the awarding of ECTS credits The students complete this with the Master's thesis, the scope of which is 50 to 70 pages. The processing time (period from the issue of the topic to the submission of the Master's thesis) is 15 weeks for full-time students and 20 weeks for part-time students. Formatting requirements (font size, font, etc.) for the respective Master's degree program can be found in the guidelines of the Examination Office. The prerequisite for the awarding of ECTS points is passing the Master's thesis with a module grade of at least 4.0.						
8	Importance of the grade for the final grade The note goes with a share of 15/60 ECTS points in the final grade.						

9	Person responsible for the module See study plan.
10	Mandatory literature • Oliver, P. (2014): Writing Your Thesis, 3rd ed., New York. • Parija, S.C./Kate, V. (2018): Thesis Writing for Master's and Ph.D. Program. Springer Singapore. Any binding literature and text passages will be determined at the beginning in consultation with the supervisors.