

MODULE GUIDE

for the Study Program

MANAGEMENT & AI (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 Fundamentals**
 - Fundamentals of AI & Machine Learning (2.0034.0.01)
 - Data Strategy & Decision Making (2.0035.0.01)
- **Subject Area Management & Leadership**
 - Leadership in the Digital Age (2.0036.0.01)
 - Digital Transformation & Change Management (2.0037.0.01)
 - Financial Management (2.0038.0.01)
- **Subject Area Legal & Ethical Aspects of Artificial Intelligence**
 - Law & Ethics in AI (2.0039.0.01)
- **Subject Area Applications of Artificial Intelligence**
 - Entrepreneurship & Business Development with AI (2.0040.0.01)
 - Marketing & Sales with AI (2.0041.0.01)
 - Management of AI Projects (2.0042.0.01)
- **Subject Area Master's Examination**
 - Master's Thesis (2.0043.0.01)

In addition, the extra-curricular modules Research Methods for Business (2.0008.0.01) and International Negotiations & Culture (2.0024.0.01) can optionally be taken, for which students can receive a certificate of participation if desired.

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

Study plan of the 2-semester full-time model

Management & AI (MBA) - Full Time										 INU INNOVATIVE UNIVERSITY OF APPLIED SCIENCES	
Module no.	Module name	ECTS Points		SWS		Workload (in hours)			Type ¹⁾	Prerequisite for the award of credits	Compound ²⁾
		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 ^{***)}										
1.0001.0.01	Introduction to Self-organized Learning			1					A	-	all study programs
Subject Area	Fundamentals										
2.0034.0.01	Fundamentals of AI & Machine Learning	5		4		14	42	69	P	Written Exam (75 minutes)	-
2.0035.0.01	Data Strategy & Decision Making		5		4	14	42	69	P	Written Exam (75 minutes)	-
2.0008.0.01	Research Methods for Business	0 ^{***)}		4		14	42	69	A	Term Paper	DBM, IBM, GM
Subject Area	Management & Leadership										
2.0036.0.01	Leadership in the Digital Age	5		4		14	42	69	P	Presentation and Handout	-
2.0037.0.01	Digital Transformation & Change Management	5		4		14	42	69	P	Written Exam (75 minutes)	GM
2.0038.0.01	Financial Management	5		4		14	42	69	P	Written Exam (75 minutes)	-
2.0024.0.01	International Negotiations & Culture		0 ^{***)}		4	14	42	69	A	Presentation and Handout	IBM
Subject Area	Legal & Ethical Aspects of Artificial Intelligence										
2.0039.0.01	Law & Ethics in AI	5		4		14	42	69	P	Term Paper	-
Subject Area	Applications of Artificial Intelligence										
2.0040.0.01	Entrepreneurship & Business Development with AI	5		4		14	42	69	P	Case Study	GM
2.0041.0.01	Marketing & Sales with AI		5		4	14	42	69	P	Written Exam (75 minutes)	-
2.0042.0.01	Management of AI Projects		5		4	14	42	69	P	Case Study	-
Subject Area	Master's Examination										
2.0043.0.01	Master's Thesis		15		0	0	0	375	P	Thesis	-
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
***) optional certificate available, see module guide	

²⁾ 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)



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Study plan of the 3-semester part-time model

Management & AI (MBA) - Part 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⁾
		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						A	-	all study programs
Subject Area	Fundamentals												
2.0034.0.01	Fundamentals of AI & Machine Learning	5			4			14	42	69	P	Written Exam (75 minutes)	-
2.0035.0.01	Data Strategy & Decision Making		5			4		14	42	69	P	Written Exam (75 minutes)	-
2.0008.0.01	Research Methods for Business	0 ^{***}			4			14	42	69	A	Term Paper	DBM, IBM, GM
Subject Area	Management & Leadership												
2.0036.0.01	Leadership in the Digital Age	5			4			14	42	69	P	Presentation and Handout	-
2.0037.0.01	Digital Transformation & Change Management	5			4			14	42	69	P	Written Exam (75 minutes)	GM
2.0038.0.01	Financial Management		5			4		14	42	69	P	Written Exam (75 minutes)	-
2.0024.0.01	International Negotiations & Culture			0 ^{***}			4	14	42	69	A	Presentation and Handout	IBM
Subject Area	Legal & Ethical Aspects of Artificial Intelligence												
2.0039.0.01	Law and Ethics in AI	5			4			14	42	69	P	Term Paper	-
Subject Area	Applications of Artificial Intelligence												
2.0040.0.01	Entrepreneurship & Business Development with AI		5			4		14	42	69	P	Case Study	GM
2.0041.0.01	Marketing & Sales with AI		5			4		14	42	69	P	Written Exam (75 minutes)	-
2.0042.0.01	Management of AI Projects			5			4	14	42	69	P	Case Study	-
Subject Area	Master's Examination												
2.0043.0.01	Master's Thesis			15			0	0	0	375	P	Thesis	-
Total ECTS Points / Total SWS per Semester		20	20	20	16	16	4						
Total ECTS Points / Total SWS		40			32								
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
*** optional certificate available, see module guide	

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	E
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 Fundamentals

3.1 Fundamentals of AI & Machine Learning (2.0034.0.01)

Module number		Duration		Semester of study		Frequency of the offer	Type
				FT	PT		
2.0034.0.01		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	14 h	42 h		69 h	
Detailed information:							
1	Courses Fundamentals of AI & Machine Learning (2.0034.0.01) (4 SWS)						
2	Intended learning outcomes After successfully completing the module, students will be able to, ... evaluate and apply basic concepts, techniques and application areas of Artificial Intelligence (AI). ... understand the essential concepts and algorithms of machine learning and implement them in practical scenarios. ... select common algorithms and evaluate them for specific fields of application. ... evaluate and optimize the performance of machine learning models and apply them to business applications. ... analyze and critically evaluate methods of knowledge representation and automated decision making. ... classify simple AI models with common libraries. ... apply machine learning models specifically for management decision-making processes and evaluate their added value for companies.						
3	Study contents - Introduction to the topic of Artificial Intelligence & Machine Learning - Machine learning (ML) - basics - Neural networks and deep learning - Use cases of machine learning in management - AI implementation and tools						
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 Baig, M. R. (2024). <i>Optimizing AI and machine learning solutions: Your ultimate guide to building high-impact ML/AI solutions</i>. BPB Publications.						

- Hwang, Y. H. / Burtch, N. C. (2024). Machine learning and generative AI for marketing: Take your data-driven marketing strategies to the next level using Python. Packt Publishing.

Further reading

- Flores-García, E., Hoon Kwak, D., Jeong, Y., & Wiktorsson, M. (2025). Machine learning in smart production logistics: A review of technological capabilities. *International Journal of Production Research*, 63(5), 1898–1932.
- Fornasiero, R.; Kiebler, L.; Falsafi, M. (2025): Proposing a maturity model for assessing Artificial Intelligence and Big data in the process industry. In: *International Journal of Production Research*. S. 1235-1255.
- Goodfellow, I., Bengio, Y., & Courville, A. (2016). *Deep Learning*. MIT Press.
- Queiroz, M.; Anand, A. Baird, A. (2024): Manager Appraisal of Artificial Intelligence Investments. In: *Journal of Management Information Systems*. S. 682-707.
- Radisic-Aberger, O., Burggräf, P., Steinberg, F., Becher, A., & Weisser, T. (2024). Predicting schedule adherence of engineering changes – A case study on effectivity date adherence prediction using machine learning. *International Journal of Production Research*, Ahead of Print, 1–25.
- Russell, S., & Norvig, P. (2020). *Artificial Intelligence: A Modern Approach*. Pearson.
- Vlachos, I., & Reddy, P. G. (2025). Machine learning in supply chain management: Systematic literature review and future research agenda. *International Journal of Production Research*, Ahead of Print, 1–30.
- Further recommended reading will be announced at the beginning of the course.

3.2 Data Strategy & Decision Making (2.0035.0.01)

Module number		Duration		Semester of study		Frequency of the offer	Type
				FT	PT		
2.0035.0.01		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	14 h	42 h		69 h	
Detailed information:							
1	Courses: Data Strategy & Decision Making (2.0035.0.01) (4 SWS)						
2	Intended learning outcomes After successfully completing the module ... students have data literacy skills. ... students are aware of the importance of a data strategy and its content. ... students have the skills and knowledge to develop data-based strategies. ... students have learned how to effectively collect, analyze and interpret data in the company to support strategic business decisions. ... students have tested what they have learned in practical case studies.						
3	Study contents - Introduction to data strategy and its importance for companies: - Methods of data collection and analysis: - Tools and technologies for data-driven decision making: - Case studies and practical applications						
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 - Marr, B. (2017): Data Strategy: How to Profit from a World of Big Data, Analytics and the Internet of Things, Kogan Page. - Davenport, T. H. / Harris, J. G. (2017): Competing on Analytics: The New Science of Winning, Harvard Business Review Press. - Munro, K. / Papp, S. / Toth, Z. / Weidinger, W. / Nikolic, D. (2025): The Handbook of Data Science and AI: Generate Value from Data with Machine Learning and Data Analytics, 2nd edition, Carl Hanser Verlag. Further reading - Oettinger, M. (2024): Data Science: Eine praxisorientierte Einführung im Umfeld von Machine Learning, künstlicher Intelligenz und Big Data, 3. Aufl., Tredition.						

3. Fundamentals

3.2 Data Strategy & Decision Making (2.0035.0.01)

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|--|---|
| | <ul style="list-style-type: none">• Further recommended reading will be announced at the beginning of the course. |
|--|---|

3.3 Research Methods for Business (2.0008.0.01) (optional, extracurricular)

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	E
Total work-load	ECTS points	SWS	Synchronous contact time online	Asynchronous contact time Guided self-study		Self-study	
125	-	4	14 h	42 h		69 h	
Detailed information:							
1	Courses: Research Methods for Business (optional, extracurricular) (4 SWS) (2.0008.0.01)						
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 No form of examination is mandatory. If students wish to receive a certificate, this module must be completed 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 a certificate points is a grade of at least 4.0 for the term paper.						
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 • 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-Ahsbals, 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.

4 Management & Leadership

4.1 Leadership in the Digital Age (2.0036.0.01)

Module number		Duration		Semester of study		Frequency of the offer	Type
				FT	PT		
2.0036.0.01		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 h	5	4	14 h	42 h		69 h	
Details information:							
1	Courses: Leadership in the Digital Age (2.0036.0.01) (4 SWS)						
2	Intended learning outcomes After successfully completing the module, students will be able to ... develop leadership skills in digital contexts: They understand how leadership is changing in the digital age and can apply modern leadership styles and methods in a digital working environment. ... analyze technological trends and their impact on leadership: You will be able to assess the impact of digitalization, AI and automation on business structures and strategies. ... integrate sustainability into leadership: You can recognize challenges related to the use of digital technologies and make responsible, sustainable decisions. ... promote agility and resilience: You will develop approaches to lead teams through uncertain, complex and dynamic situations while establishing a corporate culture of innovation and flexibility.						
3	Study contents - The role of leadership in the digital age - Technological innovation and leadership - Responsibility in digital leadership - Leadership in virtual and decentralized teams in distributed work environments						
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 Charan, R. / Drotter, S. / Noel, J. L. / Jonasen, K. (2024). The leadership pipeline: Developing leaders in the digital age (3rd ed.). Wiley.						

- Langdon, C. / Gowing, N. (2018). Thinking the unthinkable: A new imperative for leadership in the digital age. John Catt.
- Verbree, R. J. (2021). Leadership in the digital age: How to inspire your team. Morgan James Publishing.

Further reading

- Abbu, H., Mugge, P., Gudergan, G., Hoeborn, G., & Kwiatkowski, A. (2022). Measuring the human dimensions of digital leadership for successful digital transformation: Digital leaders can use the authors' Digital Leadership Scale to assess their own readiness and ability to accelerate digital transformation. *Research Technology Management*, 65(3), 36–45.
- Marcum, D. B. (2016): Library leadership for the digital age. *Information Services & Use*, 36(1/2), 105–111.
- Pullan, P. (2022): Virtual Leadership. Practical Strategies with Remote or Hybrid Work and Teams. 2nd edition, London, Kogan Page.
- Qiao, G., Li, Y., & Hong, A. (2024). The strategic role of digital transformation: Leveraging digital leadership to enhance employee performance and organizational commitment in the digital era. *Systems*, 12(11), 457.
- Rogers, D.L. (2023): The Digital Transformation Roadmap: Rebuild Your Organization for Continuous Change, Columbia University Press, Chichester.
- Sacavém, A., de Bem Machado, A., dos Santos, J. R., Palma-Moreira, A., Belchior-Rocha, H., & Au-Yong-Oliveira, M. (2025): Leading in the digital age: The role of leadership in organizational digital transformation. *Administrative Sciences*, 15(2), 43.
- 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 - Rogers, D.L. (2023): 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.

4.3 Financial Management (2.0038.0.01)

Module number		Duration		Semester of study		Frequency of the offer	Type
				FT	PT		
2.0038.0.01		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: Financial Management (2.0038.0.01) (4 SWS)						
2	Intended learning outcomes After successfully completing the module, students will be able to ... analyze and evaluate the most important financial ratios in order to assess the financial health of a company. ... perform an in-depth balance sheet analysis, cash flow analysis and income statement. ... use digital tools and AI to make data-driven financial decisions that optimize business strategy and efficiency. ... develop and implement financial strategies that ensure both short-term liquidity and long-term business development, taking into account risks and opportunities in the digital environment. ... evaluate investment projects and make capital structure decisions based on a detailed analysis of market conditions and digital trends. ... develop financial models that utilize both traditional financial methods and AI-powered forecasting to support business strategy.						
3	Study contents - Introduction to financial management - Financial ratios and their analysis - Budgeting and forecasting - Strategic financial management in the digital age - Financial modeling and simulations						
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 - Alexander, J. (2018). Financial planning & analysis and performance management (1st ed.). Wiley. - Brigham, E./ Houston, J. (2025): Fundamentals of Financial Management, 17th edition, Boston, Cengage Learning. - Parmenter, D. (2016). The financial controller and CFO's toolkit: Lean practices to transform your finance team (3rd ed.). Wiley.						

Further Reading

- Bahoo, S./ Cucculelli, M./ Goga, X./ Mondolo, J. (2024): Artificial intelligence in Finance: a comprehensive review through bibliometric and content analysis. SN Bus Econ 4, 23, S. 1-46.
- Hanlon, M./ Magee, R./ Pfeiffer, G./ Kulp, S./ Drago, A. (2024): Financial & Managerial Accounting for Decision Makers, 5th edition, Cambridge, Cambridge Business Publishers.
- Further recommended reading will be announced at the beginning of the course.

4.4 International Negotiations & Culture (2.0024.0.01) (optional, extracurricular)

Module number		Duration		Semester of study		Frequency of the offer	Type
				FT	PT		
2.0024.0.01		1 semester		2	-	every WS and SS	A
Total workload	ECTS points	SWS	Synchronous contact time online	Asynchronous contact time Guided self-study		Self-study	
125	-	4	14 h	42 h		69 h	
Detailed information:							
1	Courses: International Negotiations & Culture (2.0024.0.01) (optional, extracurricular) (4 SWS)						
2	Learning outcomes After successful completion of the module students ... know basic communication and negotiation techniques and can apply them successfully in typical negotiation situations in an intercultural business environment. ... can assess and control their own impact on others through their appearance and behavior and in conversations. ... know the central characteristics of negotiations and can distinguish the form of asserting interests and resolving conflicts from other forms of interest representation and conflict resolution. ... understand intercultural conflict resolution and negotiations as management processes and can plan and organize the necessary measures to complete the tasks in the individual process phases. ... are able to analyze the mutual dependencies of goals and results in different conflict and negotiation situations and, based on their knowledge of specific cultural characteristics and differences, determine the basic approaches to conflict resolution and negotiation that are appropriate for a specific conflict or negotiation situation. ... are able to define clear goals for conflict and negotiation management and translate them into adequate strategies and initial tactical guidelines for conflict management and negotiation. ... understand how different behaviors, assumptions, values and attitudes, especially in other cultures, influence business negotiations and can apply this knowledge to effectively shape negotiation strategies and other business transactions. ... are able to differentiate between selected negotiation tactics on the basis of their objectives, their modes of operation and possible countermeasures, to evaluate their chances of success in specific negotiation situations and to use them in a targeted manner. ... recognize situations in which cultural differences affect working relationships and are able to apply their understanding of cultural nuances.						
3	Contents - Theoretical foundations of intercultural cooperation - The influence of cultures on perception processes - The nature and different basic characteristics of conflicts and negotiations - Conflict management (process) - Basics of negotiation techniques - Practical exercises: Simulation of conflict and intercultural negotiation situations (role plays)						
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 No form of examination is mandatory.						

7	Requirements for the awarding of ECTS credits No knowledge from other modules is required. If students wish to receive a certificate, this module must be completed 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 No ECTS points are awarded.
9	Person responsible for the module See study plan.
10	Mandatory literature • Brett, J. M. (2014): Negotiating Globally: How to Negotiate Deals, Resolve Disputes, and Make Decisions Across Global Boundaries, 3rd edition, Jossey-Bass. • Lewicki, R. J./Barry, B./Saunders, D. M. (2018): Essentials of Negotiation, 5th edition, McGraw Hill Education, New York. Further reading • Hofstede, G./Hofstede, J./Minkov, M. (2010): Cultures and Organizations: Software of the Mind, McGraw Hill, New York. • Fisher, R./Ury, W./Patton, B. (2011): Getting to Yes. Penguin Books, 3rd edition, New York. • Luthans, F./Doh, J.P. (2015): International Management: Culture, Strategy, and Behavior, 9th edition. McGraw Hill Education, New York. • Worm, V./Kumar, R. (2014): Pragmatism versus Idealism: Understanding the Negotiating Practices in China and India, Thunderbird International Business Review, 56 (6), 519-530. • Meyer, E. (2016): The Culture Map. Public Affairs, New York. • Trompenaars, F./Hampden-Turner, C. (2012): Riding the Waves of Culture, 3rd edition, Nicholas Brealey Publishing, London. • Panke, D. (2020): States as Drivers of Regionalization? Examining Negotiations in International Economic Organizations. In: International Negotiation. 2020, Vol. 25 Issue 2, p201-224. • Bjola, C. (2015): Using Momentum Analysis to Explain and Forecast the Outcome of International Negotiations. In: International Negotiation. 2015, Vol. 20 Issue 2, p319-349.

5 Legal & Ethical Aspects of Artificial Intelligence

5.1 Law & Ethics in AI (2.0039.0.01)

Module number		Duration		Semester of study		Frequency of the offer	Type
				FT	PT		
2.0039.0.01		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 h	5	4	14 h	42 h		69 h	
Detailed information:							
1	Courses: Law & Ethics in AI (2.0039.0.01) (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 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. - Lutge, C. / Uhl, M. (2021): Business Ethics: An Econically Informed Perspective, Oxford University Press.						

- DesJardins, J. (2024): An Introduction to Business Ethics, 7th edition, McGraw Hill.
- Openstax (2018): Business Ethics.

Further Reading

- Göllner, S. / Tropmann-Frick, M. (2023). Bridging the Gap between Theory and Practice: Towards Responsible AI Evaluation. Workshop at KI2023: 46th German Conference on Artificial Intelligence, 26 - 29 September 2023: Berlin, Germany.
- Further recommended reading will be announced at the beginning of the course.

6 Application of Artificial Intelligence

6.1 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 information:

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.
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	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%5bauthor%5d=Hans Eibe S%26%23248%3Brensen&pg=++ 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. - Further recommended reading will be announced at the beginning of the course.

6.2 Marketing & Sales with AI (2.0041.0.01)

Module number			Duration		Semester of study		Frequency of the offer		Type	
					FT	TZ				
2.0041.0.01			1 semester		2	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: Marketing & Sales with AI (2.0041.0.01) (4 SWS)									
2	Intended learning outcomes After successfully completing the module, students will be able to, ... understand the role of AI in marketing and sales and strategically classify its possible applications. ... develop data-driven marketing strategies with AI in order to better identify and target customer needs. ... analyze and optimize AI-supported sales strategies to improve lead generation, conversion rates and customer loyalty ... use predictive analytics and machine learning in the marketing and sales environment to make informed business decisions ... use automation tools for personalized customer communication and sales success (e.g. chat bots, recommendation systems, CRM automation, etc.). ... analyze the impact of AI on purchasing decision processes and customer behavior and derive appropriate measures. ... define and monitor success metrics and performance indicators for AI-supported marketing and sales. ... use AI-supported market research for more precise market analyses and forecasts. ... optimize consumer behavior prediction through AI to develop targeted marketing measures. ... implement dynamic pricing policies through AI models to flexibly adapt to market changes.									
3	Study contents - Basics of AI-supported marketing and sales - AI-supported market and customer analysis - AI-supported sales strategies and sales efficiency - Tools and automation in marketing & sales through AI									
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 Rainsberger, L. (2022): AI – The new intelligence in sales: Tools, applications and potentials of artificial intelligence (1st ed.). Springer.									

- Vieira, V., Agnihotri, R., & Dugan, R. (2024). Research note: The impact of CI diversity and organizational tenure on the relationship between competitive intelligence and sales performance: A meta-analytic review. *Journal of Personal Selling & Sales Management*, Ahead of Print, 1–13.
- Zhang, H., Zhang, X., & Song, M. (2021). Deploying AI for new product development success: By embracing and incorporating AI in all stages of NPD, companies can increase their success rate of NPD projects. *Research Technology Management*, 64(5), 50–57.

Further reading

- Agrawal, A., Gans, J., & Goldfarb, A. (2018). *Prediction Machines: The Simple Economics of Artificial Intelligence*. Harvard Business Review Press.
- Blount, J., & Iannarino, A. (2022). *The AI edge: Sales strategies for unleashing the power of AI to save time, sell more, and crush the competition*. Springer.
- Chernev, A., Keller, K., & Kotler, P. (2021). *Marketing management* (16th Global ed.). Pearson.
- Davenport, T. H. (2018). *The AI Advantage: How to Put the Artificial Intelligence Revolution to Work*. MIT Press.
- Further recommended reading will be announced at the beginning of the course.

6.3 Management of AI Projects (2.0042.0.01)

Module number		Duration		Semester of study		Frequency of the offer	Type
				FT	TZ		
2.0042.0.01		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	
125 h	5	4	14 h	42 h		69 h	
Detailed information:							
1	Courses: Management of AI Projects (2.0042.0.01) (4 SWS)						
2	Intended learning outcomes After successfully completing the module, students will be able to ... plan and manage AI projects in a methodologically sound manner. ... translate business requirements into technical requirements for AI applications. ... recognize and address challenges in the implementation of AI in business processes. ... apply agile and traditional project management methods for AI projects. ... evaluate the ethical, regulatory and organizational aspects of AI projects. ... develop strategies for scaling and sustainable integration of AI solutions in organizations.						
3	Study contents - Basics of AI project management - Project initiation and planning - Project management and implementation - Ethical, regulatory and organizational aspects - Scaling and sustainable integration of AI solutions						
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 • Project Management Institute (2021): The Standard for Project Management and a Guide to the Project Management Body of Knowledge, 7th edition, PMI, Newton. Further reading • Vaidyanathan, G. (2022): Project Management. Process, technology and Practice, Kendall Hunt Publishing, Dubuque. • Further recommended reading will be announced at the beginning of the course.

7 Master's Examination

7.1 Master's Thesis (2.0043.0.01)

Module number		Duration		Semester of study		Frequency of the offer	Type
				FT	PT		
2.0043.0.01		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, 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 further binding literature and text passages will be determined at the beginning in consultation with the supervisors.