

h_da
darmstadt
business
school

member of
EU+T+
EUROPEAN UNIVERSITY
OF TECHNOLOGY

Annex 5

Module handbook for the course in

Business Administration

Master of Business Administration (MBA)

of the Darmstadt Business School

at Hochschule Darmstadt – University of Applied Sciences

Last amended on 09.12.2025

Changes valid from 01.04.2026

The underlying BBPO (Special Conditions for Examination Rules) are dated 12.07.2022 (official notices year 2023) in the amended version dated 09.12.2025 (official notices year 2026)

Module PE1	Professional Experience	3
Module 411	Strategy and Leadership	6
Module 412	Creating Value by Marketing	9
Module 413	Diversity, Communication and Negotiation	12
Module 414	Understanding Finance	15
Module 421	Digital Leadership	18
Module 422	Global Responsibility	21
Module 423	Supply Chain Excellence	24
Module 424	Data Driven Decision Making for Managers	27
Modules E1/2/3	Expertise Track (Elective)	30
Module 441	Master Module	32

1	Module name Professional Experience
1.1	Module ID PE1
1.2	Type Mandatory
1.3	Lecture Not applicable, as the module is intended as a credit towards extracurricular competencies
1.4	Semester -
1.5	Responsible for module Prof. Dr. Schellhase, Prof. Dr. Knoll
1.6	Further lecturers -
1.7	Level Master
1.8	Language -
2	<p>Content of course</p> <p>The course is aimed at students who already have a minimum amount of professional management and leadership experience. This module calculates the competencies obtained before the start of studies, and recognised during the evaluation process as per BBZM, and the work performed in this field.</p> <p>Competencies and work experience originate from the following areas:</p> <ol style="list-style-type: none"> 1. Management responsibilities in a line function 2. Project or partial project management, or a comparable management function (such as audit management) 3. Budget responsibility 4. Reporting obligations at division, Board of Directors' or company management level 5. Responsibilities in advisory and steering committees of the company (e.g. strategy commissions, requirements management groups, governance committees, steering committee) 6. Exercising official representational duties, powers of negotiation and powers of attorney. 7. Experience with auditing tasks.
3	<p>Aim of the module (expected learning outcomes and competencies to be acquired)</p> <p>With the help of this module, the students will show that they are able to take on management and leadership responsibility in a company independently, in a responsible position, and apply their commercial decision-making, responsibility and social competencies within the scope of specific technical and organizational issues within the company, and in contact with external partners.</p> <ul style="list-style-type: none"> • <u>Knowledge</u>: Students are able, not only to describe their direct working area in detail, but are also familiar with the whole structure of their business environment. They recognize interfaces and cross-sectional tasks, and are able to describe them.

	<ul style="list-style-type: none"> • <u>Skills</u>: Students are able to organize the time required for their professional activities, as part of their self-management, and prioritize current issues based on this. The same applies to the responsibilities assigned to subordinate employees (management techniques). They know their skills, but also their limits, and orientate themselves to them in their daily responsibilities. • <u>Competencies</u>: Students are able to analyze complex, inter-disciplinary issues in their working area. They are able to recognize and evaluate developments, and develop strategic approaches in line with them. On this basis they manage and coordinate their teams, project groups or departments. They can hold practical talks with representatives of other working areas and disciplines, develop ethical-moral principles (governance), goals, strategies and solutions, and present them in a way that is appealing and convincing in speech and writing, depending on the target group. <p>As part of their professional development, they are able to act in a considered manner, even in difficult situations, and make decisions from a strategic perspective and in consideration of compliance principles.</p>
4	Course pedagogy Practical experience
5	Workload and credit points 30 CP
6	Examination / Grading For this credit module, no extra examination is offered during the course. The work experience recognised in the admission test, based on the BBZM, by the test committee, is credited to this module during the enrolment process. The module is ungraded.
7	Required knowledge <ol style="list-style-type: none"> 1. Management responsibilities in a line function 2. Project or partial project management, or a comparable management function (such as audit management) 3. Budget responsibility 4. Reporting obligations at division, Board of Directors' or company management level 5. Responsibilities in advisory and steering committees of the company (e.g. strategy commissions, requirements management meetings, governance committees, steering committee) 6. Exercising official representational duties, powers of negotiation and powers of attorney. 7. Experience with auditing tasks.
8	Recommended knowledge -
9	Duration, time structure and frequency The module is designed as a credit module. For this reason, it is not taken into account when designing the educational offer. The credits are awarded as per BBZM after the successful admission to the course, as part of the enrolment.

10	Module Application The module solely is a credit module in the Master's in Business Administration (MBA) course.
11	Readings -

1	Module name Strategy and Leadership
1.1	Module ID 411
1.2	Type Obligatory
1.3	Lecture Strategic Management Leadership and Change Management
1.4	Semester 1
1.5	Responsible for module Prof. Dr. Schellhase
1.6	Further lecturers Dipl.-Kfm. Camin
1.7	Level Master/Master of Business Administration
1.8	Teaching language English
2	<p>Content of course</p> <p>This course is about key concepts and theories in the field of Strategic Management and Leadership (with a strong focus on Change Management and Intercultural Management) and how they can be applied to real business situations. All topics are illustrated with case studies about real companies in various different industries. Lectures will be organized around business cases. Students are expected to make presentations and to participate actively in the discussions.</p> <p>Strategic Management</p> <p>This part is about identifying sources of sustainable competitive advantages and combining management concepts and tools into successful strategies.</p> <ul style="list-style-type: none"> • The basic concepts of strategic management • The importance and sources of sustainable competitive advantages for strategic management • Scanning external and internal environment • Strategy formulation – Vision and Mission • Strategy formulation – Objectives, Strategies and Policies • Strategy selection – Business situation and focus • Importance of AI for strategic analysis, market observation and decision-making. <p>Leadership and Change Management</p> <p>As strategic management often appears as changing existing concepts and strategies, this part focuses on recognizing the need for change, selecting the appropriate approach and leadership concept to change and secure the organizational changes.</p> <ul style="list-style-type: none"> • Organisations and their environment • Intercultural aspects of leadership and management

	<ul style="list-style-type: none"> • Leadership and Change Management: Personal Development, Team Development, Organisational Development • Concepts of Leadership and Change Management • Selecting an appropriate Leadership and Change approach • Practical use of AI-based Simulations and Forecasting Models in Change and Leadership Scenarios.
<p>3</p>	<p>Aim of the module (expected learning outcomes and competencies to be acquired)</p> <p><u>Knowledge and comprehension</u></p> <p>Students know</p> <ul style="list-style-type: none"> • how organizations and management basically function, • which challenges can occur and how they can be handled • the basic concepts of strategic management and leadership • about the importance and sources of sustainable competitive advantages for strategic management • the basic concepts of leadership • the basic concepts and issues of change management. <p><u>Application</u></p> <p>Students should be enabled</p> <ul style="list-style-type: none"> • to understand a working model on how change can be managed successfully within organizations. • to develop an understanding of the investigative and diagnostic skills needed to become more effective in assessing what is going on in organizations. • to form and strengthen the ability to manage issues arising from internally planned and externally imposed organizational changes. • to improve the awareness of how people can facilitate or resist change and extend the ability to manage human resources in the context of change. • to develop a greater understanding for intercultural aspects of leadership and management. • to look at themselves closely for their own orientation of leadership and facilitate processes for enhancing their capabilities through experiential education. • to apply AI-supported models for strategy analysis and scenario planning. <p><u>Analysis, synthesis and evaluation</u></p> <p>Having followed this course, students should be able to analyze, select and evaluate the appropriate strategic framework for firms entering strategic change projects and should be better equipped to understand what kind of hurdles will occur and how a firm can overcome them. They critically reflect on the opportunities and limitations of AI use in strategic management.</p>
<p>4</p>	<p>Course pedagogy</p> <p>In class and/or live-online: Lectures, Discussions, Group work, Case studies, Exercises, Presentations, Individual Meetings</p> <p>Media used: E-Learning Platform (Moodle), Web-Conferences (Zoom), Online Collaborative Tools (e.g. Etherpad, Conceptboard, Miro), Projector, Textbook, PowerPoint presentations, Video and Audio Materials, AI-supported case study and simulation environments.</p>

5	<p>Workload and Credit Points</p> <p>Total hours needed of 180 hours for 6 Credit Points (CP) Contact hours: 48 hours (in class and/or live-online) Self-study: 132 hours</p>
6	<p>Examination /grading</p> <p>Term Paper and Presentation (50%), Written Exam (90 minutes, 50%) Re-examination possible in every semester</p> <p>All written/oral exams and group presentations will be held in class and/or live-online.</p>
7	<p>Required knowledge</p> <p>-</p>
8	<p>Recommended knowledge</p> <p>None</p>
9	<p>Duration, time structure and frequency</p> <p>4-6 weeks, every second semester</p>
10	<p>Module Application</p> <p>None</p>
11	<p>Readings</p> <p>Hayes, John, The Theory and Practice of Change Management, Sixth Edition, Palgrave Macmillan 2022 Northouse, Peter G., Leadership – Theory and Practice, Ninth Edition, Sage, 2021 Rothaermel, Frank T., Strategic Management Fifth Edition, McGraw-Hill Irwin 2022 Lumpkin Eisner, Dess; McNamara, Kim, Strategic Management Text & Cases, Ninth Edition, McGraw-Hill 2018 Plus a compilation of selected papers, articles from Magazines/Newspapers and cases</p>

1	Module name Creating Value by Marketing
1.1	Module ID 412
1.2	Type Obligatory
1.3	Lecture Strategic Marketing Management Designing the Global Marketing Programme
1.4	Semester 1
1.5	Responsible for module Prof. Dr. Ralf Schellhase
1.6	Further lecturers Prof. Dr. Valizade-Funder
1.7	Level Master/Master of Business Administration
1.8	Teaching language English
2	<p>Content of course</p> <p>This course keeps its decision-oriented approach to global marketing and adds a rigorous, hands-on integration of data and AI across analysis, strategy, execution and control. Students learn how to design market-responsive programmes and how to critically and responsibly use AI tools to create and capture value in international contexts.</p> <p>Covered topics are:</p> <p>Strategic Marketing Management</p> <ul style="list-style-type: none"> • Use of AI for developing personalized marketing strategies and campaigns • Marketing approaches in business and consumer markets • Initiation of internationalization • Development of the firm's international competitiveness • AI in marketing research (automation, sentiment analysis, predictive models) • The political, economic and sociocultural environment • The international market selection process • Approaches to the choice of entry mode • AI in customer relationship management (CRM) and customer value assessment • Responsible AI and ethical marketing

	<p>Designing the Global Marketing Programme</p> <ul style="list-style-type: none"> • The global marketing-mix including product, price, communication and distribution • Segmentation–Targeting–Positioning with data & AI • Develop global marketing strategies for various types of products and services in a global context including the management of branding, positioning, product and service characteristics and packaging. • Generative AI for advertising/promotion/communications, distribution/retailing, and pricing policies in the international context • Organization & control of the global marketing programme with AI dashboards
<p>3</p>	<p>Aim of the module (expected learning outcomes and competencies to be acquired)</p> <p><u>Knowledge and comprehension</u> Students should</p> <ul style="list-style-type: none"> • develop a cross-cultural understanding of the basic concepts and issues in marketing, including the creation of value through the integrated production and distribution of goods and services and the global, political, economic, legal, and regulatory context for business • build up a working marketing vocabulary such that they are better able to understand and discuss international marketing concepts in a business setting • develop an appreciation for the inherently strategic nature of contemporary marketing and for the role marketing plays in global business strategy • develop their ability to justify and support decisions through information acquisition and management • enhance their understanding of what marketing managers actually do on a day-to-day basis by taking on the role of marketing manager for an existing product/service • understand the ethical and social responsibilities of marketing management in international organizations and different cultures • be able to evaluate the impact of AI technologies (e.g., generative AI, predictive analytics, machine learning) on marketing strategies. • understand ethical, cultural, and data protection issues related to AI use in international marketing. <p><u>Application</u> Students are able to develop Global Market Strategies and to design, implement and coordinate a global marketing programme.</p> <p><u>Analysis, synthesis and evaluation</u> Having followed this course, students should be able to analyse, select and evaluate the appropriate conceptual framework for firms approaching global markets and should be better equipped to understand how a firm can achieve global competitiveness through the design and implementation of market-responsive programmes. They can apply and critically assess AI-based decision-support tools in marketing management.</p>
<p>4</p>	<p>Course pedagogy</p> <p>In class and/or live-online: Lectures, Discussions, Group work, Case studies, Exercises, Presentations, Individual Meetings</p> <p>Media used: E-Learning Platform (Moodle), Web-Conferences (Zoom), Online Collaborative Tools (e.g. Etherpad, Conceptboard, Miro), Projector, Textbook, PowerPoint presentations, Video and Audio Materials, Case Studies, use of AI assistants for coursework with disclosure</p>

5	<p>Workload and Credit Points</p> <p>Total hours needed for 6 Credit Points (CP): 180 hours Contact hours: 48 hours (in class and/or live-online) Self-study: 132 hours</p>
6	<p>Examination /grading</p> <p>Group Project (40%), Group Presentation (30%), Individual Reflection (30%)</p> <p>Re-examination possible in every semester</p> <p>All written/oral exams and group presentations will be held in class and/or live-online</p>
7	<p>Required knowledge</p> <p>-</p>
8	<p>Recommended knowledge</p> <p>-</p>
9	<p>Duration, time structure and frequency</p> <p>4-6 weeks, every second semester</p>
10	<p>Module Application</p> <p>None</p>
11	<p>Readings</p> <p>Hollensen, S.: Global Marketing – A decision-oriented approach, Financial Times/Prentice Hall Aaker, D.A., Moorman, Ch.: Strategic Marketing Management, Wiley Kotabe, M, Hellsen, K.: Global Marketing Management Czinkota, M./Ronkainen, I.: International Marketing</p>

1	Module name Diversity, Communication and Negotiation
1.1	Module ID 413
1.2	Type Obligatory
1.3	Lecture Managing Diversity Executive Communication and International Negotiations
1.4	Semester 1
1.5	Responsible for module Prof. Dr. Ralf Schellhase
1.6	Further lecturers Dr. Chainani-Barta
1.7	Level Master/Master of Business Administration
1.8	Teaching language English
2	<p>Content of course</p> <p>In this module, students explore the concepts of diversity, executive communication, and principled negotiation in relation to an increasingly diverse, virtual, and international workforce. The course also examines how artificial intelligence transforms these areas — from supporting inclusive communication and detecting bias, to enhancing virtual collaboration and data-informed decision-making. Following topics will be part of the curriculum.</p> <p>Managing Diversity</p> <ul style="list-style-type: none"> • Advantages of a diverse workforce with a variety of skills and experiences, supported by AI tools that help recognize and utilize diverse talents and strengths more effectively • Influence of cultural diversity on work culture and international teamwork, enhanced through AI-powered communication, translation, and collaboration tools that support effective interaction in virtual environments • Power, status and privilege - major challenges to diversity inclusion and equity. • Unconscious Bias – overcoming barriers to create a more inclusive work environment by recognizing both human and AI-driven biases and learning to use AI tools critically and responsibly to reduce bias in communication • Diversity Leadership <p>Executive Communication and International Negotiations</p> <ul style="list-style-type: none"> • Inclusive Communication, supported by AI tools that analyze language patterns to promote clarity and inclusivity, while fostering awareness of their limitations and potential biases • Active Listening • Nonverbal Communication • Harvard Concept of Principled Negotiation, examining when AI can support analysis and preparation but not replace human judgment and empathy

	<ul style="list-style-type: none"> • Assertive Negotiation Skills • Intercultural Negotiation, addressing how AI can support cross-cultural understanding while also recognizing the risks of cultural bias in AI systems • Impasse and Pitfalls in Negotiations, using AI tools to analyze communication patterns and suggest strategies to overcome deadlocks, while recognizing the limitations of AI in interpreting context and emotional nuance
3	<p>Aim of the module (expected learning outcomes and competencies to be acquired)</p> <p>On completing the course students will be able to:</p> <ul style="list-style-type: none"> • Conduct dialogue based on respect, fairness, and ethical awareness in a diverse and international workforce • Strengthen inclusive communication and behaviour supported by responsible use of AI tools • Identify and deconstruct bias, using AI critically and ethically to promote equity and inclusion • Interpret and react appropriately to unspoken and nonverbal messages in diverse communication contexts • Communicate and negotiate with clear intent and assertiveness in diverse and virtual settings • Understand the challenges and interplay of culture in international negotiations, recognizing both the potential and the limitations of AI in these contexts • Anticipate and manage pitfalls in international negotiations by adapting communication and negotiation strategies, using AI as a supportive tool responsibly and ethically • Navigate conversations effectively in stressful negotiations
4	<p>Course pedagogy</p> <p>In class and/or live-online: Lectures, Discussions, Group work, Case studies, Exercises, Presentations, Individual Meetings, Experiential Exercises</p> <p>Media used: E-Learning Platform (Moodle), Web-Conferences (Zoom), Online Collaborative Tools (e.g. Etherpad, Conceptboard, Miro), Projector, Textbook, PowerPoint presentations, Video and Audio Materials, AI Tools like ChatGPT, Gemini with scientific disclosure i. e. documented prompts and generated content, Case Studies</p>
5	<p>Workload and Credit Points</p> <p>Total hours needed for 6 Credit Points (CP): 180 hours Contact hours: 48 hours (in class and/or live-online) Self-study: 132 hours</p>
6	<p>Examination /grading</p> <p>Group Presentation (45-60 minutes) Re-examination possible in every semester</p> <p>All written/oral exams and group presentations will be held in class and/or live-online.</p>
7	<p>Required knowledge</p> <p>none</p>
8	<p>Recommended knowledge</p> <p>none</p>

9	<p>Duration, time structure and frequency 4-6 weeks, every second semester</p>
10	<p>Module Application None</p>
11	<p>Readings Chin, Jean Lau and Trimble, Joseph (2015): Diversity and Leadership, Los Angeles, London, New Delhi: Sage Publications.</p> <p>Fisher Roger and Ury, William with Bruce Patton, Editor (2011): Getting to Yes. Negotiating an agreement without giving in, New York, London: Penguin Group, First Published 1981, Third Edition 2011.</p> <p>Katz, Lothar (2017): Negotiating International Business. The Negotiator's Reference Guide to 50 Countries Around The World, Charleston, 3rd, completely revised edition.</p> <p>Selected articles, case studies and exercises.</p>

1	Module name Understanding Finance
1.1	Module ID 414
1.2	Type Mandatory
1.3	Lecture Financial Management Accounting Analysis and Managerial Decision-Making
1.4	Semester 2
1.5	Responsible for module Ralf Schellhase
1.6	Further lecturers Oehrich
1.7	Level Master/Master of Business Administration
1.8	Teaching language English
2	<p>Content of course</p> <p>Financial Management</p> <ul style="list-style-type: none"> • International Capital Markets: Stocks, Fixed Income, Credits, Currencies, Investment Funds and financial derivatives (options, futures, swaps) • Foundations of Asset Management • Central Bank policy and regulatory requirements • Capital Market Theory: Capital Asset Pricing Model, Arbitrage Pricing Theory • Current topics in finance (Digital Finance, AI in Finance, Sustainability, etc.) <p>Accounting Analysis and Managerial Decision-Making</p> <ul style="list-style-type: none"> • Understanding Financial Statements • Financial Statement Analysis • Role of Management Accounting • Cost Behavior Analysis • Cost-Volume-Profit Analysis • Incremental Analysis • Current topics in accounting (AI in Management Accounting, business ethics, environmental sustainability, social responsibility)

<p>3</p>	<p>Aim of the module (expected learning outcomes and competencies to be acquired)</p> <p>Financial Management</p> <p><u>Knowledge and comprehension</u></p> <p>Knowledge of important Capital Market Theories and current challenges thereon. Ability to solve practical Case Studies. Ability to manage risks in international corporation. Knowledge of mathematical foundations necessary in the fields of Financial Leadership Knowledge of use cases of AI in Finance Knowledge about Key Performance Indicator and related dashboards</p> <p><u>Application</u></p> <p>Application of theoretical foundations to solve current, practical challenges in the fields of Finance and Controlling Ability to contribute to respective current scientific discussion Ability to apply modern financial products in leadership and multinational financial management Ability to comply to new regulatory requirements Ability to analyze relevant data</p> <p><u>Analysis, synthesis and evaluation</u></p> <p>Identify challenges, develop solutions Apply modern financial theories and instruments for the purpose of financial leadership Present solutions according to standards in finance Communication with regards to specialized, demanding topics</p> <p>Accounting Analysis and Managerial Decision-Making</p> <p><u>Knowledge and comprehension</u></p> <p>Knowledge of the three most essential financial statements used in business: the income statement, the balance sheet, and the cash flow statement Knowledge of different cost classification concepts for managerial decision-making. Knowledge of use cases of AI in Management Accounting</p> <p><u>Application</u></p> <p>Ability to use financial ratios to assess an organization's health Ability to understand how costs respond to changes in sales volume and the effect of costs and revenues on profits Ability to identify relevant costs and benefits for managerial decision-making</p> <p><u>Analysis, synthesis and evaluation</u></p> <p>Interpretation of financial statements Analysis of cost reports and other financial information Evaluation of relevant information for decision-making, including financial, environmental and social aspects</p>
<p>4</p>	<p>Course pedagogy</p> <p>In class and/or live-online: Lectures, Discussions, Group work, Case studies, Exercises, Presentations, Individual Meetings, Use of Statistical Software</p> <p>Media used: E-Learning Platform (Moodle), Web-Conferences (Zoom), Online Collaborative Tools (e.g. Etherpad, Conceptboard, Miro), Projector, Textbook, PowerPoint presentations, Video and Audio Materials, Case Studies</p>

5	<p>Workload and Credit Points</p> <p>Total hours needed for 6 Credit Points (CP): 180 hours Contact hours: 48 hours (in class and/or live-online) Self-study: 132 hours</p>
6	<p>Examination /grading</p> <p>Financial Management (50% of final module grade) Written examination (60 minutes, 50%), presentations (20-30 minutes, 50%) Re-examination possible in every semester</p> <p>Accounting Analysis and Managerial Decision-Making (50% of final module grade) Written examination (60 minutes) Re-examination possible in every semester</p> <p>All written/oral exams and group presentations will be held in class and/or live-online.</p>
7	<p>Required knowledge</p> <p>-</p>
8	<p>Recommended knowledge</p> <p>Economics</p>
9	<p>Duration, time structure and frequency</p> <p>4-6 weeks, every second semester</p>
10	<p>Module Application</p> <p>None</p>
11	<p>Readings</p> <p>Financial Management Bank for International Settlement, Reviews. Economist Financial News Mankiew: Macro-Economics Shapiro: Multinational Financial Management, Wiley or Shapiro/Moles: International Financial Management, Wiley</p> <p>Accounting Analysis and Managerial Decision-Making Desai: How Finance Works: The HBR Guide to Thinking Smart About the Numbers. Harvard Business Review Press Hilton & Platt: Managerial accounting: Creating value in a dynamic business environment. McGraw-Hill Seal, Rohde, Garisson & Noreen: Management accounting. McGraw-Hill Weygandt, Kimmel & Kieso: Managerial Accounting: Tools for Business Decision Making. Wiley</p>

1	Module name Digital Leadership
1.1	Module IP 421
1.2	Type Obligatory
1.3	Lecture Managing Information Systems Digital Transformation
1.4	Semester 2
1.5	Responsible for module Prof. Dr. Omid Tafreschi
1.6	Further lecturers Prof. Dr. Benjamin Engelstätter, Prof. Dr. Matthias Knoll, Prof. Dr. Michael Rebstock, Prof. Dr. Matthias Vieth
1.7	Level Master/Master of Business Administration
1.8	Teaching language English
2	<p>Content of course</p> <p>Managing Information Systems</p> <ul style="list-style-type: none"> • Introduction to information systems • Software and requirements engineering • Business process management • Analysis of technical developments and their implications for the business, disruptive innovations • Artificial Intelligence and Machine Learning: principles, applications, and ethical implications in business context • IT Governance • Technology Acceptance <p>Digital Transformation</p> <ul style="list-style-type: none"> • Information Management • Development of IT strategies for enterprises • Electronic markets and virtual goods • Digital transformation • Privacy and cybersecurity • AI-driven decision support systems and automation in digital business models • Data analytics and AI as enablers of innovation and competitive advantage

<p>3</p>	<p>Aim of the module (expected learning outcomes and competencies to be acquired)</p> <p><u>Knowledge and comprehension</u></p> <p>Having followed this module, students are able to explain the theory of information systems and information management (IM). They are equipped to understand how a firm can achieve global competitiveness through the design and implementation of IM strategies coherent with business models and business process layouts. They know the relevance of user acceptance of technology and cybersecurity for companies. They also understand the potential and limitations of Artificial Intelligence (AI) and Machine Learning in business environments, including their strategic, operational, and ethical dimensions.</p> <p><u>Application</u></p> <p>Having followed this module, students are able to collaborate in cross-cultural and interdisciplinary projects. They are able to write scientific papers addressing different aspects of strategic IT-Management and present their results. They are able to analyze and document requirements for information systems. They can apply AI-based methods for business analytics, process optimization, and innovation management.</p> <p><u>Analysis, synthesis and evaluation</u></p> <p>Having followed this module, students are able to develop targeted IT strategies for businesses (Business-IT alignment). They are able to plan interdisciplinary projects. Students can manage the digital transformation of companies. They can critically assess AI-driven solutions and evaluate their strategic impact on digital transformation and organizational leadership.</p>
<p>4</p>	<p>Course pedagogy</p> <p>In class and/or live-online: Lectures, Discussions, Group work, Case studies, Exercises, Presentations, Individual Meetings</p> <p>Media used: E-Learning Platform (Moodle), Web-Conferences (Zoom), Online Collaborative Tools (e.g. Etherpad, Conceptboard, Miro), Projector, Textbook, PowerPoint presentations, Video and Audio Materials, Case Studies</p>
<p>5</p>	<p>Workload and Credit Points</p> <p>Total hours needed of 180 hours for 6 Credit Points (CP)</p> <p>Contact hours: 48 hours (in class and/or live-online)</p> <p>Self-study: 132 hours</p>
<p>6</p>	<p>Examination / grading</p> <p>Managing Information Systems (50% of final module grade)</p> <p>Grades will be based on a total score computed from three components. Each component will be graded individually and will be turned into a percentage score. The final grade will be calculated using the following weights:</p> <ol style="list-style-type: none"> 1. Case study 60% - maximum 5 pages excluding references 2. Presentation 40% - 5 - 10 minutes including discussion <p>50% of the total score are required to pass the lecture.</p> <p>Digital Transformation (50% of final module grade)</p> <p>Grades will be based on a total score computed from three components. Each component will be graded individually and will be turned into a percentage score. The final grade will be calculated using the following weights:</p>

	<ol style="list-style-type: none"> 1. Scientific paper 60% - maximum 5 pages excluding references 2. Presentation 40% 5 - 10 minutes including discussion <p>50% of the total score are required to pass the lecture.</p> <p>Re-examination possible in every semester</p> <p>All written/oral exams and group presentations will be held in class and/or live-online.</p>
7	Required knowledge none
8	Recommended knowledge Project Management
9	Duration, time structure and frequency 4-6 weeks, every second semester
10	Module Application None
11	Readings Business & Information Systems Engineering - The International Journal of WIRTSCHAFTSINFORMATIK Harvard Business Review - Journal MIS Quarterly Executive – Journal MIT Sloan Management Review – Journal Applegate / Austin / MacFarlan: Corporate Information Strategy and Management: Text and Cases. Shapiro / Varian: Information Rules Weill / Ross: IT Governance Ertel: Introduction to Artificial Intelligence Russel / Norvig: Artificial Intelligence A Modern Approach

1	Module name Global Responsibility
1.1	Module ID 422
1.2	Type Obligatory
1.3	Lecture Law: Managing within regulatory frameworks Corporate Responsibility and Business Ethics
1.4	Semester 2
1.5	Responsible for module Prof. Dr. Schmitt-Gaedke
1.6	Further lecturers Prof. Dr. Schmitt-Gaedke, Prof. Dr. Schellhase
1.7	Level Master/Master of Business Administration
1.8	Teaching language English
2	<p>Content of course</p> <p>This course integrates concepts, activities, and techniques related to Business Law, Corporate Social Responsibility and Business Ethics.</p> <p>Law: Managing within regulatory frameworks</p> <ul style="list-style-type: none"> • Core principles of business-related fields of law (e.g. Contract law, IP law, European Union law) • Management techniques for avoiding and managing legal problems • Management techniques for working effectively with in-house and out-house legal counsels <p>Corporate Responsibility and Business Ethics</p> <ul style="list-style-type: none"> • Global Business Ethics: Concepts and Perspectives from various socio-cultural traditions • Ethics and Multinational Corporations • The Stakeholder Theory of Corporations and its Ethical Underpinnings • Development of Global Codes of Ethics • The strategic context of CSR • The implementation of CSR into strategy
3	<p>Aim of the module (expected learning outcomes and competencies to be acquired)</p> <p><u>Knowledge and comprehension</u></p> <p>Having followed this module, students are familiar with basic management relevant areas of business law basic concepts of business ethics and the concept of Corporate Social Responsibility. They know artificial intelligence tools for analysing and processing topics from business law and ethics.</p>

	<p><u>Application</u> Having followed this module, students are able to apply this knowledge to questions related to practice; they appreciate the fact that ambiguity and conflicts are part of global business and know how to work effectively with in-house and out-house legal counsels, particularly hire, build a reporting system, supervising, and evaluate (for) them. Students are able to develop an understanding of basic concepts and perspectives of ethics from different socio-cultural traditions and their imperatives for global business.</p> <p><u>Analysis, synthesis and evaluation</u> Having followed this module students are sensitive to different ethical perspectives and able to develop specific as well as universal guidelines for business operations. They are able to apply it to develop a consistent business strategy and to integrate various laws and provisions and ethical standards with normal economic endeavours for long term growth and sustainability. As part of these processes, they can apply AI tools in accordance with specified rules and critically evaluate their results.</p>
4	<p>Course pedagogy In class and/or live-online: Lectures, Discussions, Group work, Case studies, Exercises, Presentations, Individual Meetings</p> <p>Media used: E-Learning Platform (Moodle), Web-Conferences (Zoom), Online Collaborative Tools (e.g. Etherpad, Conceptboard, Miro), Projector, Textbook, PowerPoint presentations, Video and Audio Materials, Case Studies, use of AI assistants for coursework with disclosure</p>
5	<p>Workload and Credit Points Total hours needed for 6 Credit Points (CP): 180 hours Contact hours: 48 hours (in class and/or live-online) Self-study: 132 hours</p>
6	<p>Examination /grading Law: Managing within regulatory frameworks (50% of final module grade) Written Exam (90 minutes)</p> <p>Corporate Responsibility and Business Ethics (50% of final module grade) Four written Term Paper (each 25% of the grade) Re-examination possible in every semester</p> <p>All written/oral exams and group presentations will be held in class and/or live-online.</p>
7	<p>Required knowledge none</p>
8	<p>Recommended knowledge none</p>
9	<p>Duration, time structure and frequency Four weeks, every second semester</p>
10	<p>Module Application None</p>

11 Readings

Crane, A., Matten, D.: Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization, 5 th. ed., 2019

Savur, S.G.: Business Ethics, 2024

Plus a compilation of selected papers, articles from Magazines/Newspapers and cases

1	Module name Supply Chain Excellence
1.1	Module ID 423
1.2	Type Obligatory
1.3	Lecture Sustainable Operations Circular Supply Chain Management
1.4	Semester 2
1.5	Responsible for module Prof. Dr. Futschik
1.6	Further lecturers Any lecturer in logistics
1.7	Level Master/Master of Business Administration
1.8	Language English
2	<p>Content of course</p> <p>The over-exploitation of natural resources required to achieve economic growth and development has had a negative impact on the environment while also causing these resources to become scarcer and costlier. It is therefore easy to see why the idea of a circular design of products and systems that offers new ways to create more sustainable supply chain and operations models, is taking hold across the globe.</p> <p>This module is designed to help students to understand the growing business case for sustainable supply chain and operations solutions covering topics from environmental social governance in supply chain and supplier management, carbon accounting, green and sustainable distribution and innovative technology solutions.</p> <p>Participants will learn how to design, manage and lead a sustainable supply chain and operations by incorporating circular material, product and system design into your strategies to support sustainable growth. Different requirements of supply chain tiers and various industries such as automotive, retail, pharmaceutical and chemical supply chain are considered in this module.</p> <p>Sustainable Operations</p> <p>This part of the course covers concepts, activities, and techniques related to the planning and coordination of supply chains and operations.</p> <p>Covered Topics are:</p> <ul style="list-style-type: none"> • Introduction in Supply Chain and Operations Management • Competitive, Supply Chain and Operations Strategies • Strategic supply chain performance drivers (inventory, transportation, sourcing, price, facilities, information etc.)

	<ul style="list-style-type: none"> • Supply chain processes and concepts (push, pull, postponement, speculation etc.) • Network design and decisions • Forecasting and Planning • Use of AI tools for more accurate forecasting to reduce inventory and shortage costs. • Sourcing, Purchasing and Procurement Operations • Inventory Management • Use of AI tools in supply chain risk management (using real-time data on natural disasters, supply chain disruptions, geopolitical events, etc.). <p>Circular Supply Chain Management</p> <p>The second part of the course structured according to the main concepts connected with circular supply chain and operations management.</p> <p>Covered Topics are:</p> <ul style="list-style-type: none"> • Introduction in circular economy and green supply chains • Environmental Social Governance in Supply Chain Management • Cradle-to-cradle concepts in SCM • Revers logistics systems • Carbon accounting and CO2 neutrality in global supply chains • Green mobility networks & sustainable last mile concepts • Sustainable supply chain trends, innovations and simulation tools • Use of AI tools in logistics optimization for more sustainable supply chains.
<p>3</p>	<p>Aim of the module (expected learning outcomes and competencies to be acquired)</p> <p><u>Knowledge and comprehension</u></p> <p>Having followed this module, students know the basic management relevant areas of circular supply chain management and operations management. They understand key approaches of circular supply chains.</p> <p><u>Application</u></p> <p>Having followed this module, students are able to be able to conceptualize a sustainable supply chain approach for a specific business, dedicated product and for regions.</p> <p><u>Analysis, synthesis and evaluation</u></p> <p>Having followed this module, students are sensitive to the growing importance of sustainability and trade-off between economic optimizations and sustainable improvements in supply chains. They know how to integrate practical approaches in sustainable solutions in operations and supply chains. They can apply AI-based decision support tools in logistics management and evaluate them critically. They are able to evaluate the impact of AI technologies (e.g., generative AI, predictive analytics, machine learning) on logistics strategies. They understand sustainable, economic, and social issues related to the use of AI in logistics management.</p>
<p>4</p>	<p>Course pedagogy</p> <p>In class and/or live-online: Lectures, Discussions, Group work, Case studies, Exercises, Presentations, Individual Meetings, Software Simulations</p> <p>Media used: E-Learning Platform (Moodle), Web-Conferences (Zoom), Online Collaborative Tools (e.g. Etherpad, Conceptboard, Miro), Projector, Textbook, PowerPoint presentations, Video and Audio Materials, light-pro</p>

5	<p>Workload and Credit Points</p> <p>Total hours needed for 6 Credit Points (CP): 180 hours Contact hours: 48 hours (in class and/or live-online) Self-study: 132 hours</p>
6	<p>Examination /grading</p> <p>Term Paper 40%, Written Exam (min. 90 Min, 60%) Re-examination possible in every semester</p> <p>All written/oral exams and group presentations will be held in class and/or live-online.</p>
7	<p>Required knowledge</p> <p>-</p>
8	<p>Recommended knowledge</p> <p>-</p>
9	<p>Duration, time structure and frequency</p> <p>4-6 weeks, every second semester</p>
10	<p>Module Application</p> <p>None</p>
11	<p>Readings</p> <p>Cetinkaya, Balkan; Ewer, Graham; Cuthbertson, Richard: Sustainable Supply Chain Management, Springer, 2011 Bouchery, Y., Corbett, C.J., Fransoo, J.C., Tan, T.: Sustainable Supply Chains: A Research-Based Textbook on Operations and Strategy, Springer, 2017 Sunil Chopra, Peter Meindl: Supply Chain Management. Strategy, Planning and Operation Cecil C. Bozarth: Introduction to Operations and Supply Chain Management, Pearson Jay Heizer and Barry M. Render: Operations Management, Pearson Wallace J. Hopp und Mark L. Spearman: Factory Physics, Waceland Press James R. Evans and David A. Collier: Operations Management. An Integrated Goods and Services Approach, Thomson South-Western. James R. Evans: Production / Operations Management, West Publishing</p>

1	Module name Data Driven Decision Making for Managers
1.1	Module ID 424
1.2	Type Obligatory
1.3	Lecture -
1.4	Semester 2
1.5	Responsible for module Prof. Dr. Schellhase
1.6	Further lecturers Any lecturer of Research Methods/Data Analytics Tools
1.7	Level Master/Master of Business Administration
1.8	Teaching language English
2	<p>Content of course</p> <p>This module teaches how to systematically use data and analytical methods to make well-founded managerial decisions in international management. Core topics include the fundamentals of modern data science, its cross-functional business applications, and in-depth case studies and hands-on projects to bring theory into practice.</p> <ul style="list-style-type: none"> • Introduction to data-driven decision making • Key concepts, processes and frameworks of data science • Data strategy and data governance • Data sources: internal and external, data quality, and metadata management • Data architectures and modern technologies • Analytical models & application of analytical methods (e.g., statistics, machine learning) • Data visualization, communication, and storytelling • Development and management of innovative data products • Building a data culture, change management, and data literacy • Ethical and legal aspects (e.g., data protection, AI ethics, algorithmic transparency) • Generative AI: opportunities and challenges
3	<p>Goals</p> <p><u>Knowledge and comprehension</u></p> <p>Students understand essential concepts, frameworks, and tools in data-driven decision making and their relevance for modern business.</p> <p>They can explain the importance of data strategies, governance models, and foundational AI concepts in an international context.</p>

	<p><u>Application</u> Students are able to identify data sources, prioritize data projects, perform relevant analyses, and communicate results in a structured and target-group-oriented way.</p> <p>They are able to design, evaluate, and apply data products and analytic use cases, including regulatory and ethical considerations.</p> <p>Students can leverage AI methods and generative AI tools for analysis, problem solving, and the automation of decision support in different business contexts.</p> <p><u>Analysis, synthesis and evaluation</u> Students can analyze opportunities and risks of data-driven decision making and AI-driven solutions.</p> <p>They are able to shape complex decision situations, develop data-based recommendations for action, and critically reflect on analytic methods and AI technologies, including their strengths and limitations, working effectively within teams.</p>
4	<p>Course Pedagogy In class and/or live-online: Lectures, Discussions, Group work, Case studies, Exercises, Presentations, Individual Meetings, Laboratory Work</p> <p>Media used: E-Learning Platform (Moodle), Web-Conferences (Zoom), Online Collaborative Tools (e.g. Etherpad, Conceptboard, Miro), Projector, Textbook, PowerPoint Presentations, Video and Audio Materials, Case Studies, PC with AI-Software</p>
5	<p>Workload and credit points Total hours needed for 6 Credit Points (CP): 180 hours Contact hours: 48 hours (in class and/or live-online) Self-study: 132 hours</p>
6	<p>Examination /grading Written seminar paper or project (e.g., development of a data-based solution or analysis of a use case), including presentation of results.</p> <p>Re-examination possible in every semester</p>
7	<p>Necessary knowledge General mathematical knowledge at bachelor level</p>
8	<p>Recommended knowledge Basics in statistics and business administration, initial familiarity with digital collaboration.</p>
9	<p>Duration, time structure and frequency 4-6 weeks, every second semester</p>
10	<p>Applicability of the module -</p>

11 Literature

Claus Grand Bang: Data-Driven Decision-Making for Business, Routledge 2025

Resources from: <https://www.ibm.com/think/topics/data-driven-decision-making>

Additional articles for specific topics will be handed out to the students during the course.

1	Module name Expertise Track (Elective)
1.1	Module ID E1, E2, E3
1.2	Type Elective
1.3	Lecture One out of the expertise track catalogue
1.4	Semester 1, 2, 3
1.5	Responsible for module Prof. Dr. Ralf Schellhase
1.6	Further lecturers See the module description for the respective module
1.7	Level Master/Master of Business Administration
1.8	Teaching language English
2	Content of module See the module description for the respective module The catalogue of electives comprises the following modules: see annex 2
3	Aim of the module (expected learning outcomes and competencies to be acquired) These modules teach students inter-disciplinary competencies which allow them to competently and critically deal with their own work responsibilities, act in their own vocational field and specialist area in the context of the whole of society, in a future-orientated and responsible manner within a democratic and social state under the rule of law, and also give them the capability for inter-disciplinary cooperation and inter-cultural communication. This includes competencies in the vocational field (core components) as well as competencies with no direct link to the job (general studies, summer/winter school, Exkursion). Methodological competencies, structuring and orientational knowledge from various disciplines to cope with the future professional and social requirements in the field of business administration are conveyed and learned. Acquisition of in-depth knowledge in the selected fields. <u>Knowledge and comprehension</u> See the module description for the respective module <u>Application</u> See the module description for the respective module <u>Analysis, synthesis, and evaluation</u> See the module description for the respective module

4	<p>Course pedagogy</p> <p>In class and/or live-online: Lectures, Discussions, Group work, Case studies, Exercises, Presentations, Individual Meetings Exkursion, Company Visits and Presentations</p> <p>Media used: E-Learning Platform (Moodle), Web-Conferences (Zoom), Online Collaborative Tools (e.g. Etherpad, Conceptboard, Miro), Projector, Textbook, PowerPoint presentations, Video and Audio Materials, Case Studies</p> <p>See the module description for the respective module</p>
5	<p>Workload and Credit Points</p> <p>Total hours needed for 6 Credit Points (CP): 180 hours Contact hours: 48 hours (in class and/or live-online) Self-study: 132 hours</p>
6	<p>Examination /grading</p> <p>See the module description for the respective module</p> <p>All written/oral exams and group presentations will be held in class and/or live-online.</p>
7	<p>Required knowledge</p> <p>-</p>
8	<p>Recommended knowledge</p> <p>-</p>
9	<p>Duration, time structure and frequency</p> <p>4-6 weeks, Exkursion: 12-14 days, Summer/Winter School: 2-4 weeks, irregular</p>
10	<p>Module Application</p> <p>None</p>
11	<p>Readings</p> <p>See the module description for the respective module</p>

1	Module name Master Module (Master Thesis and Colloquium)
1.1	Module ID 441
1.2	Type Obligatory
1.3	Lecture Master Thesis and Colloquium
1.4	Semester 4 (part time) / 2 and 3 (full time)
1.5	Responsible for module Prof. Dr. Knoll
1.6	Further lecturers Different supervising tutors/advisers
1.7	Level Master/Master of Business Administration
1.8	Teaching language English
2	Content of course Students work on a specialized topic, which they have to analyze and develop their own method of resolution
3	<p>Aim of the module (expected learning outcomes and competencies to be acquired)</p> <p><u>Knowledge and comprehension</u> Students</p> <ul style="list-style-type: none"> • know and are able to apply the basic methods of academic research and writing <p><u>Application</u> Students</p> <ul style="list-style-type: none"> • are able to identify relevant literature for their subject and to evaluate it accordingly • are able to analyze and develop a given problem with appropriate methods <p><u>Analysis, synthesis and evaluation</u> Students</p> <ul style="list-style-type: none"> • are able to apply knowledge and methods acquired during their studies to a theoretical or practical problem from everyday work life • are able to work out and evaluate alternative solutions

4	Course pedagogy Thesis Self-reliant writing of thesis, consulted by supervising tutor/advisor Literature work
5	Workload and Credit Points Total hours needed for 24 Credit Points (CP): 720 hours
6	Examination /grading Thesis (75% of final grade), Colloquium (60 minutes, 25% of final grade) Re-examination possible in every semester
7	Required knowledge see § 12 Abs. 7 BBPO
8	Recommended knowledge none
9	Duration, time structure and frequency 24 weeks of thesis writing, 1 hour of colloquium, anytime
10	Module Application None
11	Readings Books on research methods, multivariate analysis methods and books for the development of final papers/thesis Detailed literature recommendations will be given during lectures Specialist literature, depends on topic of the thesis