



COURSE CATALOGUE

MASTER

DIGITAL BUSINESS MANAGEMENT

M. Sc.

April 2023

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Abbreviations

CR	Credits according to ECTS – System
PLH	Exam: Essay
PLK	Exam: Written Examination
PLL	Exam: Laboratory Work (Computer Lab)
PLM	Exam: Oral Examination
PLP	Exam: Project Work
PLR	Exam: Presentation
PLT	Exam: Thesis
UPL	Non-graded Exam (passed/fail only)

Alignment Matrix – Competencies according to KMK requirements

Module	Knowledge and Understanding			Application and Generation of Knowledge		Communication and Collaboration	Academic Integrity and Professionalism
	Knowledge Expansion	Knowledge Intensification	Knowledge Comprehension	Use and Transfer	Academic Innovation		
Modul 1	(x)	x	x	x		x	
Modul 2	(x)	x	x	x	x	(x)	x
Modul 3	(x)	x	x	x	(x)	x	x
Modul 4		x	x	x	(x)	(x)	
Modul 5	x	x	x	x			
Modul 6	x	x	x	x		(x)	x
Modul 7	(x)	x	x	x	x	x	x
Modul 8		x	x	x	x	x	
Modul 9		x	x	x	x	x	x
Module 10			(x)	x	x	x	x

X = primary contributions to respective qualifications
 (X) = secondary contributions to respective qualifications

MODULES

MODULE 1: DIGITAL MANAGEMENT

DBM5100 – Digital Management	
ID	DBM5100
Study semester	1
Credits	9
Contact hours per week	6
Frequency	Each Winter Term
Courses	<ul style="list-style-type: none"> - DBM5101 IT Management (2 h per week, 3 Credits) - DBM5102 Digital Management (2 h per week, 3 Credits) - DBM5103 Digital Plattformen (2 h per week, 3 Credits)
Requirements for participation	-
Kind of Examination / Duration of Examination	PLK – 60 Minuten + PLP + PLR
Granting of credits	Pass of the written examination and academic assessment
Significance for final grade	Weighted by number of credits
Class Size	Max. 25 Students
Language	English
Duration of the module	1 Semester
Responsible person	Prof. Dr. Elke Theobald
Lecturer	Prof. Dr. Elke Theobald
Department	Computer Science, Business Administration
Attendance for other programs	-
Pedagogical Approach	Lecture with exercises, case studies and project work
Objectives	<p>The module conveys the basic knowledge in the context of digital management.</p> <p>The students know the relevant IT systems in digital management and their areas of application. They know the basics of IT architecture and IT service management. Students will be familiar with the special aspects and challenges of digital management. In particular, they are able to carry out requirements analyses in projects. They are familiar with the special features of the platform economy, the business models and the mechanisms on</p>

	<p>platform markets and can apply this knowledge to new scenarios. Students will be able to apply digital management methods to given scenarios and assess the success factors and risks of the application scenarios. They can evaluate the scenarios by different perspectives and explain and communicate their solutions.</p> <p>Based on the competencies acquired in the prior bachelor, the module serves to broaden, but primarily intensify, comprehend and critically reflect knowledge. Students will demonstrate the use and transfer of the knowledge obtained. They will also acquire communicative and collaborative competences in an intercultural setting.</p>
<p>Content</p>	<p>DBM5101 IT Management</p> <ul style="list-style-type: none"> <input type="checkbox"/> IT-Systems and Information Technology <input type="checkbox"/> IT Management and Governance / Compliance <input type="checkbox"/> Modern IT-Architecturs, Cloud Computing, Data Lakes <input type="checkbox"/> IT-Services und IT Service Management <input type="checkbox"/> IT-Infrastructure Library (ITIL), ITIL Service Transition <input type="checkbox"/> IT Security <input type="checkbox"/> Contributions of the IT-Department to company strategy <p>DBM5102 Digital Management</p> <ul style="list-style-type: none"> <input type="checkbox"/> Digitale Economics <input type="checkbox"/> Digitale Transformation in- and outside companies <input type="checkbox"/> IT-based Business Process Optimization <input type="checkbox"/> Requirement Management in Digital Management <input type="checkbox"/> Challenges for Design, Implementation and Management of holistic IT-System-Infrastructures in a global and changing environment <p>DBM5103 Digital Plattformen</p> <ul style="list-style-type: none"> <input type="checkbox"/> Digitale business models / platform economy <input type="checkbox"/> Mechanisms of digital ecosystems <input type="checkbox"/> Direct and Indirect Network Effects <input type="checkbox"/> Competition on digital platforms <input type="checkbox"/> Strategic alignment of digital platforms
<p>Connection with other modules</p>	<p>This module forms the basis for all other modules in the program.</p>

Literature	<p>DBM5101 IT Management</p> <ul style="list-style-type: none"> □ Galliers, R.D.; Leidner, D.E. (Eds.): Strategic Information Management: Challenges and Strategies in Managing Information Systems. Fourth Edition. Routledge, New York, 2009. □ Andal-Ancion, A.; Cartwright, P. A.; Yip, G.S. (2003): The Digital Transformation of Traditional Business. In: MIT Sloan Management Review. Summer, Vol. 44 No. 4, pp. 34-42. □ Kane, G.C.; Palmer, D.; Philipps, A.N.: Strategy, not Technology, Drives Digital Transformation: Becoming a Digitally Mature Enterprise. In: MIT Sloan Management Review, Research Report, Deloitte University Press, Summer 2015. □ Ross, J.W., P. Weill, D.C. Robertson, Enterprise Architecture as Strategy, Harvard Business Review Press, Boston, Massachusetts, 2006. □ M.A. Akaka, S.L. Vargo, “Technology as an operant resource in service (eco)systems”, Information Systems and e-Business Management, 12 (3), 2014, pp 367–384. □ Laudon, K.C. and Laudon, J.P.: Management Information Systems. Managing the Digital Firm. □ AXELOS: „Introduction to the ITIL Service Lifecycle”, TSO, Norwich (UK) □ Applegate, L.M.; Austin, R.D.; McFarlan, F.W. (2007): Corporate Information Strategy and Management. Seventh Edition, McGraw-Hill, New York, 2007 <p>DBM5102 Digital Management</p> <ul style="list-style-type: none"> □ Christensen, C.M.; (2021) The Innovator's Dilemma When New Technologies Cause Great Firms to Fail Management of Innovation and Change. Paperback Generic. □ Ventakraman, N. (1994): IT-Enabled Business Transformation: From Automation to Business Scope Redefinition. In: MIT Sloan Management Review. Vol. 35 (2), Winter 1994. □ Rogers, D.L. (2016): The Digital Transformation Playbook, Columbia Univers. Press. □ Kagermann, H.; Oesterle, H.; Jordan, J.M.: IT-Driven Business Models: Global Case Studies in Transformation. John Wiley and Sons, Hoboken, New Jersey, 2011. □ Schwab, K.; Pyka, P.: (2019): Die Zukunft der Vieten Industriellen Revolution: Wie wir den digitalen Wandel gemeinsam gestalten. <p>DBM5103 Digital Plattformen</p> <ul style="list-style-type: none"> □ Galloway, S. (2017): The four: the hidden DNA of Amazon, Apple, Facebook, and Google. New York: Portfolio / Penguin. □ Harvard Business School (2018): Brewing a Successful
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	<p>Future at Nespresso? Digital Innovation and Transformation. https://digital.hbs.edu/platform-digit/submission/brewing-a-successful-future-at-nespresso/</p> <ul style="list-style-type: none"> □ Hess, S. et. Al: (2016): Engineering roles for constructing ecosystems. . In Proceedings of the 10th European Conference on Software Architecture Workshops. Copenhagen. Denmark, ACM Press □ Naab, M.; Keil, U. (2018): Caruso: Ökosystem und Plattform, 34. □ Pflaum, A.; Klätzer, C. (2019): Geschäftsmodelle in der digitalen Welt. Wiesbaden Springer. □ Van Alstyne, M.W. et.al (2016): Plattform statt Pipeline. In: Harvard Business Manager. Heft 6/2016.
Workload	<p>270 hours, thereof Contact time 90 hours (6 hours per week x 15) self-study 180 hours (for preparation of course, project and exam)</p>
Keywords	<p>Digital Platforms, Digital Economics, IT Management, Digital Transformation</p>
Last edited	<p>March 2023</p>

MODULE 2: MODERN SUSTAINABLE LEADERSHIP

DBM5200 – Modern Sustainable Leadership	
ID	DBM5200
Study semester	1
Credits	8
Contact hours per week	6
Frequency	Each winter term
Courses	<ul style="list-style-type: none"> - DBM5201 Change Management and Leadership (2 h per week, 3 Credits) - DBM5202 Sustainability and Interdisciplinarity in a Digital World (2 h per week, 3 Credits) - DBM5211 Training: Intercultural Management (2 h per week, 2 Credits)
Requirements for participation	-
Kind of Examination / Duration of Examination	DBM5201 and DBM5202: PLR + PLK 60 Minuten DBM5211: Intercultural Management - UPL
Granting of credits	Passing of the written examination and academic assessment
Significance for final grade	Weighted by number of credits
Class Size	Max. 24 students
Language	English
Duration of the module	1 Semester
Responsible person	Prof. Dr. Anja Schmitz
Lecturer	Prof. Dr. Anja Schmitz, Prof. Dr. Tobias Viere
Department	Business Administration
Attendance for other programs	-
Pedagogical Approach	Lectures with exercises and case studies
Objectives	Students have an overview of the fundamentals, current concepts, methods and instruments of change management, organizational development and transformation design. In this context, students increase their awareness for global, gender and diversity issues and intercultural challenges of sustainable development, help their understanding of the interdisciplinary character and requirements of achieving sustainability, and provide knowledge on managerial responses and approaches to achieve corporate sustainability. They are able to analyze

	<p>business scenarios, to identify and understand the dependences and create general solutions for complex challenges.</p> <p>Based on the competencies acquired in the prior bachelor, the module serves to broaden, but primarily to intensify and comprehend knowledge. Students can critically reflect on the knowledge they have acquired, apply it to practical and scientific issues and develop it further. They will also acquire oral communicative competencies, the module also contributes to professionalism.</p>
<p>Content</p>	<p>DBM5201 Change Management and Leadership</p> <ul style="list-style-type: none"> <input type="checkbox"/> Change Management, Organizational Development, Organizational Transformation <input type="checkbox"/> Phases and architecture of change processes <input type="checkbox"/> Social-psychological dynamics and intervention tools <input type="checkbox"/> Importance of management and leadership in the digital transformation <input type="checkbox"/> Various leadership models <input type="checkbox"/> Leadership, gender and diversity <input type="checkbox"/> Leadership of virtual / international teams <p>DBM5202 Sustainability in a Digital World</p> <ul style="list-style-type: none"> <input type="checkbox"/> Foundations of sustainable development <input type="checkbox"/> Global challenges of sustainable development, including biodiversity, climate change, and ecosystem pollution <input type="checkbox"/> Implications of sustainable development for business and management <input type="checkbox"/> Inter- and transdisciplinary approaches for achieving sustainability <input type="checkbox"/> Business strategies, concepts, and instruments to achieve corporate sustainability <p>DBM5211 Intercultural Management</p> <ul style="list-style-type: none"> <input type="checkbox"/> Reflection of the challenges in intercultural and diversity management <input type="checkbox"/> Case Studies and Team Simulations in intercultural and diverse teams
<p>Connection with other modules</p>	<p>This module forms the basis for all the advanced modules in the 2nd semester, especially the Business Project.</p>
<p>Literature</p>	<p>DBM5201 Change Management and Leadership</p> <ul style="list-style-type: none"> <input type="checkbox"/> Hayes, J. (2018). The theory and practice of change management (5. ed.). Palgrave Macmillan. <input type="checkbox"/> Hodges, J. (2016). Managing and leading people through organizational change: The theory and practice of sustaining change through people. Kogan Page Limited.

	<ul style="list-style-type: none"> □ Northouse, P. G. (2021). Introduction to leadership: Concepts and practice (Fifth edition). SAGE Publications, Inc. □ Larson, L., & DeChurch, L. (2020). Leading Teams in the Digital Age: Four Perspectives on Technology and What They Mean for Leading Teams. Leadership Quarterly, 31(1), Artikel 101377. □ Harvard Business Review (2020). Hbr's 10 Must Reads on Leadership, Vol. 2. HBR's 10 Must Reads. Harvard Business Review Press. <p>DBM5202 Sustainability and Interdisciplinarity in a Digital World</p> <ul style="list-style-type: none"> □ Hahn, R. (2022): Sustainability Management – Global Perspectives on Concepts, Instruments, and Stakeholders □ Murray, A. et al. (2017): The Circular Economy: An Interdisciplinary Exploration of the Concept and Application in a Global Context. J Bus Ethics 140, 369–380. □ Sanders, N. R., & Wood, J. D. (2019). Foundations of sustainable business: Theory, function, and strategy. John Wiley & Sons
Workload	<p>240 hours, thereof Contact time 90 hours (6 hours per week x 15) self-study 150 hours (for preparation of course and exam)</p>
Keywords	<p>Change Management, Leadership, Organizational change, Sustainable Management</p>
Last edited	<p>March 2023</p>

MODULE 3: ETHICS AND LAW IN DIGITAL BUSINESS

DBM5300 – Ethics and Law in Digital Business	
ID	DBM5300
Study semester	2
Credits	6
Contact hours per week	4
Frequency	Each summer term
Courses	- DBM5301 Ethics in Digital Business (2 h per week, 3 Credits) - DBM5302 Law in Digital Business (2 h per week, 3 Credits)
Requirements for participation	-
Kind of Examination / Duration of Examination	PLR + PLH
Granting of credits	Passing of respective assignment
Significance for final grade	Weighted by number of credits
Class Size	Max. 24 students
Language	English
Duration of the module	1 Semester
Responsible person	Leroch, Martin; Kroschwald, Steffen
Lecturer	Leroch, Martin; Kroschwald, Steffen
Department	Economics, Law
Attendance for other programs	-
Pedagogical Approach	Lecture with seminaristic units
Objectives	In this module, students learn about the essential ethical, social and legal environment of the digital economy. They also learn to apply the corresponding methods and models to various cases and discuss societal consequences and impact of as well as on legal regulation. Students will access the state of literature and will deepen their knowledge independently. They reflect values and standards in business context and they base their actions on ethical standards. They will reflect their learning in the context of practical application – such as in organisations and in interaction with legal experts from companies - and further research.

	<p>Based on the competencies acquired in the prior bachelor, the module serves to expand, but primarily to intensify and comprehend knowledge. Students will demonstrate the use and transfer of the knowledge obtained. They can critically reflect on the knowledge they have acquired, apply it to practical and scientific issues and develop it further. They will also acquire communicative competences, it also strongly contributes to academic integrity and professionalism.</p>
<p>Content</p>	<p>DBM5301 Ethics in Digital Business</p> <ul style="list-style-type: none"> <input type="checkbox"/> Overview: What is ethics? <input type="checkbox"/> Classification: Individual and Business Ethics <input type="checkbox"/> Overview of relevant, selected ethical theories <input type="checkbox"/> The role of incentive structures <input type="checkbox"/> Business Ethics in the Digital Economy <input type="checkbox"/> Structure and structural peculiarities of the digital economy <input type="checkbox"/> Ethic: Gender and Diversity <input type="checkbox"/> Ethical consequences and consequences for ethics <p>DBM5302 Law in Digital Business</p> <ul style="list-style-type: none"> <input type="checkbox"/> Introduction to the law of digitalisation <input type="checkbox"/> Basics of the law of the exchange of (digital) performance, digital products and digital contracts <input type="checkbox"/> Insight into functions of the IP-Law in digital societies <input type="checkbox"/> Selected Questions of regulation of (Information-) access and the law on competition in digital markets <input type="checkbox"/> Developments of platform law and regulation of social networks <input type="checkbox"/> Overview over data protection law
<p>Connection with other modules</p>	<p>This module deals with the ethical, legal and societal impact of technology in the future as part of sustainable business development and therefore links also to module 1, 2 und 4</p>
<p>Literature</p>	<p>DBM5301 Ethics in Digital Business</p> <ul style="list-style-type: none"> <input type="checkbox"/> Christoph Bartneck, Christoph Lütge, Alan Wagner and Sean Welsh (2020), An Introduction to Ethics in Robotics and AI, Dordrecht: Springer 2020 <input type="checkbox"/> Christoph Lütge and Matthias Uhl (2021), Business Ethics: An Economically Informed Perspective, Oxford: Oxford University Press <p>DBM5302 Law in Digital Business (each in current edt.)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Legal and law-tetxs IT- und Computerrecht, dtv. Beck-Texte <input type="checkbox"/> Specht-Riemenschneider / Werry / Werry (Hrsg.) Datenrecht in der Digitalisierung, ESV

	<ul style="list-style-type: none"> <input type="checkbox"/> Specht-Riemenschneider/Riemenschneider/Schmeider, Internetrecht, Springer <input type="checkbox"/> Spindler/Schuster, Recht der elektronischen Medien, Kommentar, Beck <input type="checkbox"/> Taeger / Gabel, DSGVO, TTDSG, R&W <input type="checkbox"/> Current journal literature on beck-online.de, juris etc. <input type="checkbox"/> Andrej Savin, EU Internet Law, Elgar European Law series, Cheltenham/Northampton/Copenhagen 2020 <input type="checkbox"/> Alessandro Mantelero, Beyond Data - Human Rights, Ethical and Social Impact Assessment in AI, Wiesbaden 2022 <input type="checkbox"/> Felix Bieker, The Right to Data Protection, Individual and Structural Dimensions of Data Protection in EU Law, Wiesbaden 2022
Workload	<p>180 hours, thereof Contact time 60 hours (4 hours per week x 15) self-study 120 hours (for preparation of course and exam)</p>
Keywords	<p>Law of Digitalisation, Data Law, Platform Law, IP-Law, Digital Products and Legal Tech, Business Ethics, Incentive Structures, Digital Economy</p>
Last edited	<p>March 2023</p>

Modul 4: Development Of Digital Business Models & Products

DBM5400 – Development of Digital Business Models & Products	
ID	DBM5400
Study semester	2 Semester
Credits	7
Contact hours per week	4
Frequency	Each summer term
Courses	<ul style="list-style-type: none"> - DBM5401 Applied Data Science and Artificial Intelligence (2 h per week, 4 Credits) - DBM5402 Digital Business Models and Digital Products (2 h per week, 3 Credits)
Requirements for participation	-
Kind of Examination / Duration of Examination	PLP + PLK (60)
Granting of credits	Passing of the written examination and academic assessment
Significance for final grade	Weighted by number of credits
Class Size	Max. 24 Students
Language	English
Duration of the module	2 Semester
Responsible person	Prof. Dr. Matthias Handrich
Lecturer	Prof. Dr. Matthias Handrich
Department	Business Administration
Attendance for other programs	-
Pedagogical Approach	Lecture with exercise or seminar-based teaching
Objectives	<p>In the module, students learn how to use AI to identify trends in specific industries. Students will develop the algorithms for a technology trend radar using a Data Science Program (KNIME) and then also create an initial MVP of the tool using a dashboard program. Students learn how to develop digital business models and digital products and reflect the impact of the MVP for the business strategy. With the help of design thinking, they develop an initial idea, which is then tested by means of digital prototyping (wireframes, etc.). The goal is to deliver an MVP (Minimal Viable Product), including elaboration of further steps such as: necessary implementation steps,</p>

	<p>required budget, data and IT infrastructure requirement, privacy requirement, business case, marketing measures etc. The MVP will be evaluated as a case study in the lecture. After feedback, critical reflection and improvement the MVP will be handed in together with the other contents as a group homework after the end of the lecture.</p> <p>The module serves to intensify and comprehend knowledge. Students will demonstrate the use and transfer of the knowledge obtained. They will be able to critically reflect on the related issues and contribute to academic innovation. They will also acquire communicative and collaborative competences by explaining, critical reflecting and defending the MVP.</p>
<p>Content</p>	<p>DBM5401: Business Development and Digital Products</p> <ul style="list-style-type: none"> <input type="checkbox"/> Introduction to business models (especially digital business models) <input type="checkbox"/> Introduction to digital products <input type="checkbox"/> Design Thinking Basics <input type="checkbox"/> Methods of (digital) prototyping <input type="checkbox"/> Creation of the MVP <input type="checkbox"/> Presentation of the MVP <input type="checkbox"/> Digital Product Development Basics <input type="checkbox"/> Creating budget, data and IT infrastructure requirements, data protection requirements, business case, marketing measures <input type="checkbox"/> Consulting for Business Development <p>DBM5402: Applied Data Science and AI</p> <ul style="list-style-type: none"> <input type="checkbox"/> Introduction to AI and Data Science <input type="checkbox"/> Data Science process (data collection, data preparation, data exploration, feature engineering, model selection, model training, model evaluation and adaptation) <input type="checkbox"/> Identification of trends using AI <input type="checkbox"/> Introduction to KNIME <input type="checkbox"/> Building the dashboard for the tool in KNIME
<p>Connection with other modules</p>	<p>This module is based on Modul 1, 2, 5 and 6.</p>
<p>Literature</p>	<p>DBM5401: Data Science and AI</p> <ul style="list-style-type: none"> <input type="checkbox"/> KNIME Quickstart Guide: https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKEwiEo-arrvLv1AhUQQfEDHY4lCYwQFnoECCMQAQ&url=https%3A%2F%2Fdocs.knime.com%2F2019-06%2Fanalytics_platform_quickstart_guide%2Fanalytics_platform_quickstart_guide.pdf&usg=AOv-Vaw0dl3HyqxiUGKn-Kija4c

	<ul style="list-style-type: none"> □ Melcher and Silipo (2020) Codeless Deep Learning with KNIME: Build, train, and deploy various deep neural network architectures using KNIME Analytics Platform <p>DBM5402: Digital Business Models and Digital Products</p> <ul style="list-style-type: none"> □ Kotorov (2020) Data-Driven Business Models for the Digital Economy □ Osterwalder and Pigneur (2010) Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers □ Wirtz (2021) Digital Business and Electronic Commerce: Strategy, Business Models and Technology □ Weill, P., & Woerner, S. (2018). What's your digital business model?: six questions to help you build the next-generation enterprise. Harvard Business Press.
Workload	<p>210 hours, thereof Contact time 60 hours (4 hours per week x 15) self-study 150 hours (for preparation of course, project and exam)</p>
Keywords	<p>Digital Business Models, Digital Products, Minimal Viable Product, AI, Business Development</p>
Last edited	<p>March 2023</p>

MODULE 5: AGILE PROJECT AND PROCESS MANAGEMENT

DBM5500– Agile Project and Process Management	
ID	DBM5500
Study semester	2
Credits	7
Contact hours per week	4
Frequency	Each Summer Term
Courses	<ul style="list-style-type: none"> - DBM5501 Agile Project Management (2h per week, 3 Credits) - DBM5502 Process Management (2h per week, 3 Credits) - Trainings (1h per week / 1 Credit of one of the following): <ul style="list-style-type: none"> - DBM5511 Training: Tools and Methods for Project Management - DBM5512 Training Design with Dashboard Tool - DBM5513 Webanalytics (1h per week)
Requirements for participation	-
Kind of Examination / Duration of Examination	<ul style="list-style-type: none"> - DBM5501 Agile Project Management: PLP - DBM5502 Process Management: PLK (60 minutes) - DBM5511/12/13: Training UPL
Granting of credits	In each case: Passing of the respective examination
Significance for final grade	The module is weighted in the final master's grade.
Class Size	Max. 24 students
Language	English
Duration of the module	1 Semester
Responsible person	Prof. Dr. Elke Theobald
Lecturer	Prof. Dr. Handrich / Prof. Dr. Schätter / N.N.
Department	Business Management
Attendance for other programs	-
Pedagogical Approach	Lecture with exercise or seminar-based teaching
Objectives	In the module, students get familiarity and broaden their knowledge with application-oriented methods of project management and digital tools to support them in digital projects. They comprehend their knowledge and reflect critically on the related issues. They are able to use and

	<p>transfer it to include modeling and conceptual competence for process modeling, dashboard design or google analytics. They are able to apply the methods and instruments to new, unknown matters and to critically and dynamically reflect the right choice of methods.</p>
<p>Content</p>	<p>DBM5501: Agile Project Management</p> <ul style="list-style-type: none"> <input type="checkbox"/> Principles of project management waterfall <input type="checkbox"/> Introduction to Agile Project Management and SCRUM <input type="checkbox"/> Waterfall vs. agile <input type="checkbox"/> Practicing the SCRUM Flow <input type="checkbox"/> Dealing with disruptions <input type="checkbox"/> Moving forward with Agile Project Management and SCRUM <p>DBM5502: Process Management</p> <ul style="list-style-type: none"> <input type="checkbox"/> Basic concepts and principles of business process management <input type="checkbox"/> Digital transformation of companies: challenges and strategies <input type="checkbox"/> Methods and tools to define, implement, and improve end-to-end processes of companies <input type="checkbox"/> Selected process modelling languages <input type="checkbox"/> Basics of big data and data mining for business process management <input type="checkbox"/> Mapping and improvement of business processes via process mining <p>DBM5511/12/13: Trainings</p> <ul style="list-style-type: none"> <input type="checkbox"/> Introduction in Tools and Methods (e.g. Jira) <input type="checkbox"/> Self Learning Zertificates (e.g. Google Academy) <input type="checkbox"/> Trainings e.g. Jira, Google Data Studio, Google Analytics, PowerBI, Qlik, Tableau, MS Project, Trello etc.
<p>Connection with other modules</p>	<p>The module builds on modules 1 and 2 by providing concrete project management skills for digital business, and process optimization. It forms the basis for modules 7, 8 and 9.</p>
<p>Literature</p>	<p>DBM5501: Agile Project Management</p> <ul style="list-style-type: none"> <input type="checkbox"/> Schwaber, Ken, Agile Project Management with Scrum. Microsoft Press 2004. <input type="checkbox"/> Cohn Mike, User Stories Applied. Addison-Wesley 2005. <input type="checkbox"/> Cohn Mike, Agile Estimating and Planning. Pearson 2005 <input type="checkbox"/> Derby Esther, Larse, Diana, Agile Retrospectives: Making Good Teams Great. O'Reilly 2006 <p>DBM5502: Process Management</p> <ul style="list-style-type: none"> <input type="checkbox"/> Jeston, J., Nelis, J., 2008: Business Process Management: Practical Guidelines to Successful Implementations. 2dn edition, Butterworth-Heinemann.

	<ul style="list-style-type: none"> □ Reinkemeyer, Lars, 2020: Process Mining in Action. Principles, Use Cases and Outlook, Springer-Verlag Berlin Heidelberg. □ van der Aalst, W., 2018: Process Mining, Data Science in Action, Springer-Verlag Berlin Heidelberg. □ Weske, M., 2012: Business Process Management: Concepts, Languages, Architectures, Springer-Verlag Berlin Heidelberg. <p>DBM5511/12/13: Tools and Methods</p> <p>Literature depends on the tools taught - will be announced in the lectures.</p>
Workload	<p>210 hours, thereof</p> <p>Contact time 75 hours (5 hours per week x 15)</p> <p>self-study 135 hours (for preparation of course and exam)</p>
Keywords	<p>agile, scrum, project management, process management, digital tools</p>
Last edited	<p>March 2023</p>

MODULE 6: RESEARCH METHODS, ALGORITHMS AND DATA STRUCTURES

DBM5600 – Research Methods, Algorithms and Data Structures	
ID	DBM5600
Study semester	1
Credits	7
Contact hours per week	4
Frequency	Winter term (each course once a year)
Courses	- DBM5601: Research Methods (2 h per week, 3 Credits) - DBM5602: Algorithms and Data Structures (2 h per week, 4 Credits)
Requirements for participation	-
Kind of Examination / Duration of Examination	PLP + PLK (90 Min.)
Granting of credits	In each case: Passing of the respective examinations
Significance for final grade	The module is weighted in the final master's grade.
Class Size	Max. 24 Students
Language	English
Duration of the module	1
Responsible person	Torben Kuhlenkasper
Lecturer	Torben Kuhlenkasper
Department	Quantitative methods
Attendance for other programs	-
Pedagogical Approach	Lecture with trainings and project work
Objectives	<p>The students should understand different scientific re- search designs and methods and learn how to set up a re- search study. The participants will deepen their knowledge in research design and be able to conduct a qualitative research and critically reflect on their research method. They are able to analyse a research setting, to se- lect an adaequate research method and to apply the re- search method to new research questions.</p> <p>The participants learn how to think analytically, and intro- duces them into data structure and algorithms. This is ex- tended by current approaches in artificial intelligence and machine learning. The participants will deepen their analytical competences and get a comprehensive</p>

	<p>knowledge of the subjects. They will transfer their knowledge by project work.</p> <p>The module serves to broaden, intensify and comprehend knowledge. Students will demonstrate the use and transfer of the knowledge obtained. They will also acquire communicative and collaborative competences. The module also contributes to academic integrity and professionalism.</p>
<p>Content</p>	<p>DBM5601 Research Methods</p> <ul style="list-style-type: none"> <input type="checkbox"/> Overview Research Methods <input type="checkbox"/> Principles of good research <input type="checkbox"/> How to design Research Instruments <input type="checkbox"/> Designing an online questionnaire <input type="checkbox"/> How to do qualitative Research <input type="checkbox"/> Project qualitative Research <p>DBM5602 Algorithms and Data Structures:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Defining and describing a data structure <input type="checkbox"/> Arrays and Linked Lists <input type="checkbox"/> Stacks, Queues and sorted sequences <input type="checkbox"/> Search Algorithms <input type="checkbox"/> Sort Algorithms <input type="checkbox"/> Recursion <input type="checkbox"/> Generic Approaches to Optimization
<p>Connection with other modules</p>	<p>This module forms the basis for modules 8 and 10 as well as certain in-depth electives (predictive analytics) from module 9. Likewise, it provides analysis skills for the scope with data structures from module 4.</p>
<p>Literature</p>	<p>DBM5601 Research Methods</p> <ul style="list-style-type: none"> <input type="checkbox"/> Breuer, F., & Schreier, M. (2007). Issues in Learning About and Teaching Qualitative Research Methods and Methodology in the Social Sciences. <i>Forum Qualitative Sozialforschung / Forum: Qualitative Social Research</i>, 8(1). https://doi.org/10.17169/fqs-8.1.216 <input type="checkbox"/> Bougie, Roger, and Uma Sekaran. <i>Research methods for business: A skill building approach</i>. John Wiley & Sons, 2019. <input type="checkbox"/> Busetto, L., Wick, W. & Gumbinger, C. How to use and assess qualitative research methods. <i>Neurol. Res. Pract.</i> 2, 14 (2020). https://doi.org/10.1186/s42466-020-00059-z <input type="checkbox"/> Liamputtong, P. (2020). <i>Qualitative Research Methods</i> (5th ed.). Docklands, Vic.: Oxford University Press. Retrieved from https://west-sydney-primo.hosted.exlibris-group.com/permalink/f/1vt0uuc/UWS-ALMA21273137440001571

	<p>DBM5602 Algorithms and Data Structures:</p> <ul style="list-style-type: none"> □ Sanders et.al (2019): Sequential and parallel Algorithms and Data Structure. Springer Berlin. □ La Rocca (2021): Advanced Algorithms and Data Structures. Manning Shelter Islands □ Cormen, Leiserson, Rivest, Stein (2022): Introduction to Algorithms, 4. Ed., MIT Press □ R. Sedgewick und K. Wayne, Algorithms, 4th revised edition. Upper Saddle River, NJ: Addison Wesley, 2011.
<p>Workload</p>	<p>210 hours, thereof Contact time 60 hours (4 hours per week x 15) self-study 150 hours (for preparation of course, project and exam).</p>
<p>Keywords</p>	<p>Research Methods, Qualitative Research, Regression, Time Series, Multivariate Statistics, Duration Analysis, ANOVA, Cluster Analysis, Factor Analysis, R</p>
<p>Last edited</p>	<p>March 2023</p>

MODULE 7: DATA ANALYTICS WITH R

DBM5650 – Data Analytics with R	
ID	DBM5650
Study semester	1
Credits	6
Contact hours per week	4
Frequency	Winter term (each course once a year)
Courses	-
Requirements for participation	-
Kind of Examination / Duration of Examination	PLP+PLK (60 Min.)
Granting of credits	In each case: Passing of the respective examinations
Significance for final grade	The module is weighted in the final master's grade.
Class Size	Max. 24 Students
Language	English
Duration of the module	1
Responsible person	Torben Kuhlenkasper
Lecturer	Torben Kuhlenkasper
Department	Quantitative methods
Attendance for other programs	-
Pedagogical Approach	Lecture with trainings and project work
Objectives	Based on the competencies acquired in the prior bachelor, students will deepen their analytical competences and get a comprehensive knowledge of the subjects. Students will demonstrate the use and transfer of the knowledge obtained. They can apply their knowledge to new scenarios and data sets. They can reflect the use of methods and can interpret the results and derive correct conclusions. They will also acquire communicative and collaborative competences. The module also enables students to engage in academic innovation.
Content	<ul style="list-style-type: none"> <input type="checkbox"/> Introduction to multivariate statistics <input type="checkbox"/> Introduction to the software R <input type="checkbox"/> Fundamental confirmative statistics <input type="checkbox"/> Multiple Linear Regression Models <input type="checkbox"/> Binary Choice Models

	<ul style="list-style-type: none"> <input type="checkbox"/> Analysis of Variance <input type="checkbox"/> Analysis of Contingency <input type="checkbox"/> Cluster Analysis <input type="checkbox"/> Explorative Factor Analysis
Connection with other modules	This module forms the basis for modules 8 and 10 as well as certain in-depth electives (predictive analytics) from module 9.
Literature	<ul style="list-style-type: none"> <input type="checkbox"/> Handl, A. / Kuhlenkasper, T.: Multivariate Analysemethoden. 3rd ed., Springer. <input type="checkbox"/> Fahrmeier, L. et al.: Regression – Models, Methods and Applications, Springer.
Workload	180 hours, thereof Contact time 60 hours (4 hours per week x 15) self-study 120 hours (for preparation of course and project).
Keywords	Research Methods, Qualitative Research, Regression, Time Series, Multivariate Statistics, Duration Analysis, ANOVA, Cluster Analysis, Factor Analysis, R
Last edited	March 2023

MODULE 8: BUSINESS PROJECT IN DIGITAL BUSINESS MANAGEMENT

DBM5700 – Business Project in Digital Business Management	
ID	DBM5700
Study semester	2
Credits	10
Contact hours per week	2
Frequency	Each Summer Term
Courses	-
Requirements for participation	-
Prüfungsart /-dauer	PLP
Granting of credits	Passing the exam
Significance for final grade	The module is weighted with its credits in the master's final grade
Class Size	Maximum 7 students per team
Language	English
Duration of the module	1 Semester
Responsible person	Matthias Handrich
Lecturer	Matthias Handrich
Department	Business Administration
Attendance for other programs	-
Pedagogical Approach	Application-oriented research/practice project
Objectives	<p>Students apply research methods and knowledge in the field of digital business to specific practical issues. They define and realize a project (research project or application-oriented project with a partner from practice, e.g. company or institute) with practical relevance in compliance with the principles of good scientific practice.</p> <p>The module thus serves the knowledge intensification and comprehension. It primarily serves the use and transfer of knowledge and academic innovation. They identify and define challenges in digital projects and break down complex problems into individual aspects. They evaluate alternative courses of action, taking into account economic framework conditions. They select possible courses of ac-</p>

	<p>tion and implement them. It also contributes to communication and collaborative competencies by presenting the results in front of practice partners.</p>
Content	<ul style="list-style-type: none"> <input type="checkbox"/> Development and operationalization of a research question and design of an adequate research design <input type="checkbox"/> Conception, implementation and evaluation of data or process analysis or design of algorithms <input type="checkbox"/> Planning of required resources <input type="checkbox"/> Data or process analysis, e.g. with SPSS, R, Python <input type="checkbox"/> Interpretation of results, derivation of recommendations for action, presentation and report writing <input type="checkbox"/> Simple explanation of complex issues / storytelling
Connection with other modules	<p>The module builds on all lectures from 1 Semester and prepares for module 9.</p>
Literature	<p>Depending on the topic, the syllabus will be communicated in a project-specific manner.</p>
Workload	<p>In addition to the $2 \times 15 = 30$ h attendance time, students are expected to spend another 270 h for preparation and follow-up, independent literature study, processing of the practical or research project, presentations and the research report.</p>
Sonstiges	<p>The examination is generally conducted in the form of teamwork and project presentation / documentation in groups of up to 7 students.</p>
Keywords	<p>Research Project, Applied Project, Reporting, Digital Business Project</p>
Last edited	<p>March 2023</p>

MODULE 9: ELECTIVES

DBM6100 – Electives	
ID	DBM6100
Study semester	3
Credits	9
Contact hours per week	6
Frequency	Each Winter Term
Courses	Electives (choose three courses, each with 2 contact hours per week and 3 credits): <input type="checkbox"/> DBM6101 Data Science with Python <input type="checkbox"/> DBM6102 Big Data Analytics <input type="checkbox"/> DBM6103 Application in Supply Chain Simulations <input type="checkbox"/> DBM6104 Customer Experience Management <input type="checkbox"/> DBM6105 New digital Work <input type="checkbox"/> DBM6106 Dive in Technologies <input type="checkbox"/> DBM6107: Predictive Analytics <input type="checkbox"/> IDS5010 Interdisciplinary Studies
Requirements for participation	-
Kind of Examination / Duration of Examination	<input type="checkbox"/> DBM6101: PLP/PLK (45 minutes) <input type="checkbox"/> DBM6102: PLP <input type="checkbox"/> DBM6103: PLP <input type="checkbox"/> DBM6104: PLR <input type="checkbox"/> DBM6105 PLR <input type="checkbox"/> DBM6106: PLH <input type="checkbox"/> DBM6107: PLK (60 minutes) <input type="checkbox"/> IDS5010: Depending on course offered
Granting of credits	Credits are granted for the individual component courses based on the respective exams.
Significance for final grade	Weighted by number of credits
Class Size	Max. 40 Studierende
Language	English
Duration of the module	1 Semester
Responsible person	Prof. Dr. Elke Theobald
Lecturer	Prof. Dr. Merz, Prof. Dr. Merz et al.
Department	Business Administration
Pedagogical Approach	Depending on elective: lecture with trainings, seminar format, project work

<p>Applicability in other study programs</p>	<p>Individual courses can also be taken in and through other degree programs.</p>
<p>Objectives</p>	<p>The module serves to intensify and comprehend knowledge. Students will demonstrate the use and transfer of the knowledge obtained. Students will also acquire communicative competencies. The module allows for focusing on individual interests.</p>
<p>Content</p>	<p>DBM6101 Data Science with Python</p> <p>This course offers a hands-on approach to artificial intelligence (AI). Students will learn how to process (retrieve, clean and pipeline) data in order to detect patterns and to forecast future behaviors. The application of machine learning methods like Random Forests, Gradient Boosting and neural networks on real world datasets is a key aspect of this course. This includes preprocessing of data, model selection, model calibration and evaluation.</p> <ul style="list-style-type: none"> □ Part 1: Data Processing <ul style="list-style-type: none"> ○ Introduction to Python ○ Discussion of important libraries in Python (Numpy, Pandas, Matplotlib, Plotly,..) ○ Discussion and application of data literacy & data structures in Python <ul style="list-style-type: none"> ▪ Loading & retrieving bulk data ▪ Preprocessing and cleansing loaded data ▪ Methods for data visualization □ Part 2: Machine Learning <ul style="list-style-type: none"> ○ Algorithms (classification, regression in variants, decision trees and random forests, clustering, neural networks, deep learning) ○ Introduction and application of important machine learning frameworks (scikit-learn, keras, and TensorFlow), including model training, model evaluation and hyperparameter tuning <p>DBM6102 Big Data Analytics</p> <ul style="list-style-type: none"> □ machine learning (ML) □ Implementing a machine learning pipeline using Cloud Services □ Using managed Cloud services for forecasting, computer vision, and natural language processing <p>DBM6103 Application in Supply Chain Simulations</p> <ul style="list-style-type: none"> □ Supply chain management and business process management □ Management levels and decision problems □ Logistics structures and network planning □ Supply chain simulation and optimization based on operations research and management science

	<ul style="list-style-type: none"> <input type="checkbox"/> Application of selected decision problems based on IT tools (e.g., warehouse location problems) Supply chain simulation and optimization use case <p>DBM6104 Customer Experience Management (CEM)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Basics, terms and models of CEM, customer loyalty, customer value <input type="checkbox"/> Measurement and metrics, CEM in times of large data volumes <input type="checkbox"/> Management of customer loyalty, customer experience and customer value <input type="checkbox"/> Application of the basics to case studies <p>DBM6105 New Digital Work</p> <ul style="list-style-type: none"> <input type="checkbox"/> New challenges to individuals, teams, and organizations with regards to digital work and the digital workplace <input type="checkbox"/> Current trends in digital work and organizational design <input type="checkbox"/> Effects of digital work on individuals, teams and organizations <input type="checkbox"/> Effects of the Digital Transformation on HR Management, employee experience (e.g. on how organizations recruit, retain, and support and people), individual and organizational learning as well as organizational culture <input type="checkbox"/> Explanatory concepts from behavioral sciences as the foundation of sustainable work and careers in the digital work environment <p>DBM6106 Content Dive in Technologies</p> <ul style="list-style-type: none"> <input type="checkbox"/> Methods in and Instruments for Technologies Evaluation, e.g. TAM <input type="checkbox"/> Introduction to different current technologies and their application in companies, e.g. Blockchain, Digital Twins, IoT, RPA <input type="checkbox"/> Assessments for the different current technologies <p>DBM6107: Predictive Analytics</p> <ul style="list-style-type: none"> <input type="checkbox"/> Time Series Analyses <input type="checkbox"/> Duration Modelling <input type="checkbox"/> Classification Trees
<p>Connection with other modules</p>	<p>The module builds in particular on modules 1, 2, 3 and 4. It prepares certain thesistopics in module 9.</p>
<p>Literature</p>	<p>DBM6101 Data Science with Python</p> <ul style="list-style-type: none"> <input type="checkbox"/> P. Norvig und S. Russell, Artificial Intelligence: A Modern Approach, Global Edition, 4th edition. Harlow: Pearson, 2021.

- A. Géron, Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow: Concepts, Tools, and Techniques to Build Intelligent Systems, 2. Aufl. Beijing China ; Sebastopol, CA: O'Reilly Media, 2019.
- W. McKinney, Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython, 2nd edition. Sebastopol, California: O'Reilly UK Ltd., 2017.
- J. VanderPlas, Python Data Science Handbook: Essential Tools for working with Data. Sebastopol, CA: O'Reilly UK Ltd., 2016.
- S. Shalev-Shwartz, Understanding Machine Learning: From Theory to Algorithms, 1. Aufl. New York, NY, USA: Cambridge University Press, 2014.
- B. Slatkin, Effective Python: 90 Specific Ways to Write Better Python, 2. Aufl. Erscheinungsort nicht ermittelbar: Addison Wesley, 2019.
- L. Ramalho, Fluent Python: Clear, Concise, and Effective Programming. Sebastopol, CA: O'Reilly UK Ltd., 2015.

DBM6102 Big Data Analytics

- C. Fregly und A. Barth, Data Science on AWS: Implementing End-to-End, Continuous AI and Machine Learning Pipelines. Beijing Boston Farnham Sebastopol Tokyo: O'Reilly UK Ltd., 2021.
- A. Thamm, M. Gramlich, D. A. Borek, und R. van Loon, The Ultimate Data and AI Guide: 150 FAQs About Artificial Intelligence, Machine Learning and Data. München: Data AI Press, 2020.

DBM6103 Application in Supply Chain Simulations

- Chopra, S., Meindl, P., 2013: Supply chain management: Strategy, planning & operation, Prentice Hall.
- Gleissner, H., Femerling, J.C., 2013: Logistics: Basics – Exercises – Case Studies, Springer International Publishing.
- Ivanov, D., Tsipoulanis, A., Schönberger, J., 2017: Global Supply Chain and Operations Management: A Decision Oriented Introduction to the Creation of Value, Springer International Publishing.
- Stadtler, H., Kilger, C., Meyer, H., 2015: Supply Chain Management and Advanced Planning, Concepts, Models, Software, and Case Studies, Springer Heidelberg New York Dordrecht London.

DBM6104 Customer Experience Management

- Baetzgen, A.: Brand Experience. Schäffer Poeschel
- Bruhn, M./Homburg, C.: Handbuch Kundenbindungsmanagement. Springer Gabler
- Doyle, P.: Value-based marketing. Wiley

- Glattes, K.: Der Konkurrenz ein Kundenerlebnis voraus. Customer Experience Management. Springer Gabler
- Peppers, D./Rogers, M.: Managing Customer Experience and Relationships: A Strategic Framework. Wiley

DBM6105 New Digital Work

- Biederman, R., Petitti, P., & Maglathlin, P. (2018). Reimagining work: Strategies to disrupt talent, lead change, and win with a flexible workforce. John Wiley & Sons, Inc.
- Bordi, L., Okkonen, J., Mäkineniemi, J.-P., & Heikkilä-Tammi, K. (2018). Communication in the digital work environment: implications for wellbeing at work. *Nordic Journal of Working Life Studies*, 8(S3), 29–48.
- Colbert, A., Yee, N., & George, G. (2016). The Digital Workforce and the Workplace of the Future. *Academy of Management Journal*, 59(3), 731–739.
- Decius, J., Kortsch, T., Paulsen, H., & Schmitz, A. (2022). Learning What you Really, Really Want: Towards a Conceptual Framework of New Learning in the Digital Work Environment. *Proceedings of the 55th Annual Hawaii International Conference on System Sciences*, 5231–5240. <https://scholarspace.manoa.hawaii.edu/handle/10125/79975>
- Harney, B., & Collings, D. G. (2021). Navigating the shifting landscapes of HRM. *Human Resource Management Review*, 31(4), 100824. <https://doi.org/10.1016/j.hrmr.2021.100824>
- Ifenthaler, D. (2018). *Digital Workplace Learning: Bridging Formal and Informal Learning with Digital Technologies*. SpringerLink Bücher. Springer. <https://doi.org/10.1007/978-3-319-46215-8>
- Williams, S. P., & Schubert, P. (2018). Designs for the Digital Workplace. *Procedia Computer Science*, 138, 478–485. <https://doi.org/10.1016/j.procs.2018.10.066>

DBM6106 Dive in Technologies

- Banta, D. (2009). What is technology assessment? *International Journal of Technology Assessment in Health Care*, 25(S1), 7-9. doi:10.1017/S0266462309090333
- Grundwald, A.: *Technology Assessment in Practice and Theorie*. Rourledge 2019.
- Thien A. Tran, Tugrul Daim, A taxonomic review of methods and tools applied in technology assessment, *Technological Forecasting and Social Change*, Volume 75, Issue 9, 2008, Pages 1396-1405, ISSN 0040-1625, <https://doi.org/10.1016/j.techfore.2008.04.004>.
- Further literature will be announced in the course depending on the technologies covered.

	<p>DBM6107: Predictive Analytics</p> <ul style="list-style-type: none"> □ Handl, A. / Kuhlenkasper, T.: Multivariate Analysemethoden. Springer, 3rd. ed. □ Shumway, R.H. / Stoffer, D.S.: Time Series Analysis and Its Applications – With R Examples, 3rd. ed., Springer. □ Mills, M.: Introducing Survival and Event History Analysis, Sage Publications □ Moore, D.F.: Applied Survival Analysis Using R, Springer.
Workload	The total workload of the module ist 270 h with 90h per elective. The workload of the invidual electives is specified in the syllaby of the respective course.
Sonstiges	<p>At least three courses are offered. The courses listed are not exhaustive but may be augmented or changed over time.</p> <p>The university may offer additional / alternative courses. An individual course (IDS5010) can also be taken in a master degree program of a different school of the university (engineering, design).</p>
Keywords	
Last edited	March 2023

MODULE 10: THESIS

THE6120 – Thesis	
ID	THE6120
Study semester	3
Credits	21
Contact hours per week	0
Frequency	Each semester
Courses	THE6120 Master Thesis
Requirements for participation	-
Kind of Examination / Duration of Examination	PLT
Granting of credits	Academic assessment of the thesis
Significance for final grade	Weighted by number of credits
Class Size	none
Language	English
Duration of the module	4 month
Responsible person	Dean of the study program
Lecturer	all professors of the Business School can act as supervisors
Department	Digital Management
Pedagogical Approach	Thesis Writing
Verwendbarkeit in anderen Studiengängen	-
Objectives	<p>Students work on a topic of their own choice from a research field of the program's focus. They learn to identify current challenges in science and / or practice, to formulate relevant questions and to work on them independently. They structure their work independently in different contexts (practice, science or research).</p> <p>By the end of the thesis, the participants shall be capable of:</p> <ul style="list-style-type: none"> <input type="checkbox"/> independently solving a complex scientific research question based upon competent use and application of suitable research methods contributing to academic innovation <input type="checkbox"/> review scientific literature or other resources

	<ul style="list-style-type: none"> <input type="checkbox"/> write a comprehensive research paper <input type="checkbox"/> and demonstrate their professionalism in their field of studies and their academic integrity <p>The module fosters the comprehension of knowledge. It primarily serves to develop competencies in the use and transfer of knowledge and academic innovation. It also contributes to professionalism and written communication skills.</p>
<p>Content</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Scientific qualification <input type="checkbox"/> Management and problem solving techniques in a real life environment <input type="checkbox"/> Managerial decision making <input type="checkbox"/> Cooperation with a company, a business related institution or in a research area of a full time faculty member <p>Formally, the thesis will be written in paper-based format. An empirical oriented or a data analytic oriented or a practice-oriented topic in cooperation with a company are strongly recommended. The length should be 30,000 words. The language must be English. The majority (80%) of the literature should be scientific papers.</p>
<p>Connection with other modules</p>	<p>none</p>
<p>Literature</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Bänsch, A./Alewell, D. (2013): Wissenschaftliches Arbeiten, 11. Auflage, Oldenbourg, München. <input type="checkbox"/> Cooper, H. M. (1982). Scientific guidelines for conducting integrative research reviews. <i>Review of Educational Research</i>, 52(2), 291-302. http://dx.doi.org/10.2307/1170314 <input type="checkbox"/> Noblit, G. W., & Hare, R. D. (1988). <i>Qualitative Research Methods: Meta-ethnography</i>. Thousand Oaks, CA: SAGE Publications, Inc. DOI: 10.4135/9781412985000 <input type="checkbox"/> Ogawa, R. T., & Malen, B. (1991). Towards Rigor in Review of Multivocal Literatures. Applying the Exploratory Case Study Method. <i>Review of Educational Research</i>, 61, 265-286. http://dx.doi.org/10.3102/00346543061003265 <input type="checkbox"/> Patriotta, G. (2017). Crafting Papers for Publication: Novelty and Convention in Academic Writing. <i>Journal of Management Studies</i>, 54, 747-759. DOI:10.1111/joms.12280 <input type="checkbox"/> Randolph, J. (2009). A Guide to Writing the Dissertation Literature Review. <i>Practical Assessment, Research and Evaluation</i>, 14(13), 1-13.

Workload	630 hours of self-study
Keywords	Master Thesis, scientific research, research design, practice-oriented
Last edited	March 2023