Module Handbook Master's Program
Digital Business Modelling and Entrepreneurship
Full-time

Status: March 2022

Module handbook of the HDBW
for the study program

Digital Business Modelling and Entrepreneurship

(full-time)

This translation serves to inform our international students. The valid legal reference can be found in the original „Studien- und Prüfungsordnung für den Masterstudiengang Digital Business Modelling and Entrepreneurship (Vollzeit / Teilzeit) an der Hochschule der Bayerischen Wirtschaft für angewandte Wissenschaften"

Contents

Glossary

BP	Work placement
BS	Block seminar
ECTS	European Credit Transfer System
BL	Blended learning
GA	Group work
GBWL	Fundamentals of business administration
HA	Term paper
KO	Colloquium
KR	Short presentation
LN	Proof of performance
LP	Credit point
LVA	Course
LVF	Type of course
MoP	Module examination
mP	Oral examinations
PA	Project work
PL	Practice-orientated courses
PR	Presentation
PZ	Attendance time
R	Unit
S	Seminar
SK	Language courses
SoSe	Summer term
SP	Study Plus
sP	Written examinations
SPJ	Study project
SSt	Self-study
SWS	Semester hours per week
UE	Exercise
VL	Lecture
ECONOMICS	Economics
Winter term	Winter term
WL	Workload

Introductory information about studying at the HDBW

Objective	Students are able to deal with a topic conceptually comprehensively and in depth and apply the theoretical knowledge gained to a practical problem
Information options	Prospective students can find basic information about the program content, structure, procedure, application and examination matters at www.hdbw-hochschule.de. Subject-specific study counselling, in particular with regard to the content of the degree program and elective options, is provided by the subject advisors of the respective departments.
Study and examination regulations	Knowledge of and compliance with the examination regulations is essential for a successful course of study. Examination regulations are available for download at www.hdbw-hochschule.de.
Program structure Modules Course content Courses	The degree program is designed for a standard period of 3 semesters. Each module consists of one or more courses (lecture, seminar, tutorial, etc.). These include compulsory and compulsory elective courses. Detailed descriptions of the module and course content can be found in the module handbook for the respective degree program. These are available at www.hdbw-hochschule.de. A detailed overview of the program can be found in the study plan at www.hdbw-hochschule.de.
Credit points	The Master's degree program comprises 90 ECTS points. Credit points (CP) are awarded according to the European Credit Transfer System (ECTS) for the workload (WL) associated with each module. In general, 30 hours of work = 1 CP. Each module is completed by a module examination (MoP), which consists of course-related assessments (LN). LN are usually graded. An assessment is deemed to have been passed if it has been graded with at least 4.0. 20 CP are awarded for the final module (15 for the Bachelor's thesis and 5 for the defence). Detailed descriptions of the LN required per module can be found in the module handbook of the respective degree program. Regulations on the forms of examination can be found in the study and examination regulations of the respective degree program.
Lecture and examination period	The lecture period lasts 16 weeks. The winter semester (WiSe) usually begins at the beginning of October. The summer semester (SoSe) usually begins in mid-March. The examination period takes place from the 16th to 18th week of lectures (1st examination date). The make-up date takes place in the last two weeks of the semester break (2nd examination date).
Recognition periods of study and practical activities	The examination board is responsible for recognising periods of study and practical activities.
Examinations and Repetition of examinations	Students are automatically registered for the examinations of the respective semester. Cancellations must be submitted to the degree program administration. Reasons will be assessed by the Examination Board. Examinations for courses within a module can be repeated twice. Repeat examinations must be taken at the next possible date.

Content of the degree program

The Master's degree program is assigned to the "application-oriented" profile type. The program therefore includes the following qualification objectives:

1. Students are familiar with the components and dimensions of digital business models.

2. Students are familiar with the tools used to set up a company (e.g. business planning, finance, organisation).

3. Students are aware of the role of behaviour-oriented principles of successful digital business models and their implementation in core business disciplines (e.g. marketing, value chain management, consumer behaviour)

4. Students know the importance of neighbouring disciplines for the development and management of successful digital business models (e.g. IT, law)

5. Students have an application-oriented understanding of the aspects listed in 1-4 and are able to implement them independently as an employee in a responsible position in a start-up and/or an existing company.

Organisation and structure of the degree program

The Master's degree program in Digital Business Modelling and Entrepreneurship comprises 90 ECTS credits with a total workload (WL) of 2700 hours.

The degree program consists of two equally weighted subject blocks, "Digital Business Modelling" and "Entrepreneurship", each worth 35 ECTS. The courses are very application-orientated. All courses follow a clear pattern in their didactic concept:

1. In each course, the relevant theoretical and conceptual foundations of the respective subject are taught on the basis of the current state of science and practice.

2. Practical course components (e.g. speakers from the field, case study discussions) are used to create an application-orientated basic understanding.

3. All courses are interactive and include assessed or unassessed project work components of varying degrees. As this is the philosophy of the entire, application-oriented Master's program and each course, an explicit separation between lectures and exercises was deliberately avoided.

4. The involvement of international lecturers, some of whom were already involved in the development of the degree program, ensures that the global nature of digital business models is also reflected in the teaching content.

Master's thesis

The program concludes with a Master's thesis, in the course of which students should demonstrate that they are able to deal with a topic in a conceptually comprehensive and in-depth manner and apply the theoretical knowledge gained to a practical business issue. The Master's thesis therefore consists of the following three components:

1. The independent preparation of a Master's thesis of up to 80 pages.

2. The defence and presentation of the results of the Master's thesis with an examination discussion in which the content of the Master's thesis is also linked to other content of the degree program. The duration should not exceed 10 minutes. The total duration of the defence may not exceed 30 minutes.

The following diagram provides an overview of the structure of the degree program:

Vollzeitstudium: Digital Business Modelling and Entrepreneurship (90 ECTS)					
1. Semester					
Principles of Entrepreneurship for Start-ups (5 ECTS/4 SWS)	Principles of Business Modelling and E-Business (5 ECTS/4 SWS)	Digital Culture, trend analysis and creative combination (5 ECTS/4 SWS)	Applied Business Law for Entrepreneurs (5 ECTS/4 SWS)	Applied Business IT for Digital Business Models (5 ECTS/4 SWS)	Strategy and Innovation Management (5 ECTS/4 SWS)
2. Semester					
Entrepreneurial Finance and Financial Planning (5 ECTS/4 SWS)	Digital Value Chain Management - front-end and back-end considerations (5 ECTS/4 SWS)	Creating an Managing Customer Experience (5 ECTS/4 SWS)	Business Analytics and Data Management (5 ECTS/4 SWS)	Digital Marketing (5 ECTS/4 SWS)	Product and Service Design (5 ECTS/4 SWS)
3. Semester					
Intrapreneurship and change management for Digital Enteprises (5 ECTS/4 SWS)	Management of heterogeneous teams over corporate lifecycles (5 ECTS/4 SWS)	Masterthesis (20 ECTS)			

Digital Business	
Entrepreneurship	

Types of courses

Lectures* (VL)
Lectures are used to impart theoretical knowledge, which is usually supplemented by exercises or laboratory lessons. As a rule, they are 2 hours per week per semester. Lecture notes and slides can be downloaded online as PDF documents at the beginning of the semester at *www.hdbw-hochschule.de* and are available for inspection in the reference library. Lectures usually conclude with a written examination (sP).

Seminars* (S) and block seminars* (BS)
Seminars are interactive courses in which small groups work together on various topics and teaching content. Components of the collaboration are, for example, exercises, discussions and presentations. Seminars conclude either with the writing of a presentation, the completion of a term paper or a written examination. Active participation is a prerequisite for successful completion of the course. Block seminars use the same teaching methodology as seminars. In contrast to normal seminars, however, block seminars generally comprise a workload of 8 hours and take place every two weeks.

Exercises* (UE)
Exercises mainly serve to support lectures. Depending on the module, they can also be offered without an associated lecture. Theoretical knowledge is repeated and consolidated through exercises. As a rule, they take place in the form of face-to-face lectures and are 2 hours per week per semester, but can also be offered in the form of blended learning. Active participation is a prerequisite for successful completion of the course.

Language courses* (SK)
As the name suggests, language courses are exclusively focussed on the acquisition of a foreign language. The teaching format is similar to that of seminars and is characterised in particular by interactive teaching methods. Performance assessments often take the form of papers or presentations, for example. Language courses can also take place as block courses. The following also applies here: active participation is a prerequisite for passing the module.

Practice-oriented courses* (PL)
Practice-oriented courses serve to acquire subject-specific application knowledge and key qualifications. As a rule, they include the same teaching methods as seminars and tutorials. They can also take the form of excursions, workshops and training sessions.

All course types marked with * are offered in the didactic concept of blended learning (BL). Blended learning events serve to present and process larger areas of material, which is why they also take place as part of lectures and often as a supplement to exercises. However, they also serve to deepen theoretical content with case studies and exercises. Blended learning events include all teaching methods in the form of both face-to-face and virtual events. The learning management system (LMS) can be used to provide participants with various learning materials such as scripts and tutorials as well as audios and videos. The detailed description of the course and the dates for the face-to-face events are made available at the beginning of

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each semester in the LMS and from the relevant student advisory service. The tutors are available to answer questions on content and organisation throughout the semester.

Study project (SPJ)

Study projects are courses with an increased workload. They are carried out, for example, as part of a research project or group work and particularly promote the independent application of typical research working methods, which is why they are often used to find topics for final theses. Study projects are realised in the sense of self-study and therefore generally do not require fixed attendance times.

Self-study (SSt)

Self-study is used for the independent preparation and follow-up of lectures and is a prerequisite for all modules.

Colloquium (KO)

Colloquia generally comprise interactive discussion rounds during which topics are presented and discussed. They always take place as face-to-face events. They often serve to support students in writing their Bachelor's thesis during the final degree program.

Learning Management System (LMS)

The learning management system (LMS) is an electronic, web-based system that presents course content in a structured form on a platform and provides teachers and participants with interactive functions for collaborative work. It includes participant administration, document management, performance measurement functions, calendar functions and the option of integrating interactive learning units. Further information on the LMS can be obtained from the student advisory service of the respective faculty.

Proof of performance

Module examination (MoP)

Each module can be made up of one or more courses (LVA). There is one module examination (MoP) per module, which may comprise the components of one or more courses. The MoP can consist of different assessments (LN). These can be of a course-related nature or be completed during the examination period at the end of the semester. The module grade is calculated from the performance achieved in the MoP according to the scheme announced at the beginning of the module. The following forms of examination can be used as LNs as part of the MoP (the prescribed form of examination can be found in the handbook for each module):

Written examinations (sP)

Written examinations usually last 60 minutes and take place at the end of the semester. They are usually set and assessed by the lecturers of the relevant courses. For written examinations, students must generally carry their student ID with them, including an official photo ID.

Oral examinations (mP)

Oral examinations take place either individually or in groups. Depending on the importance of the examination, they last a minimum of 15 and a maximum of 60 minutes. They usually take place towards the end of the semester.

Term paper (HA)

Term papers are written assignments on a topic agreed with the responsible professor. They can be between 5 and 25 DIN A4 pages in length. The maximum processing time for term papers is four weeks. They can usually be completed during the lecture-free period, although it is advisable to complete them during the semester in order to reduce the examination stress at the end of the semester.

Unit (R)

Presentations are an oral examination in which a topic previously agreed with the responsible lecturer is presented to fellow students in the course. The content should be scientifically researched. All theses of the presentation should be summarised on a thesis ball for the fellow students. The duration of a presentation is between 20 and 45 minutes, depending on the agreement with the responsible lecturer. Presentations can also be prepared and given in groups. It is usually supplemented by a written elaboration in the form of a term paper.

Short presentation (KR)

Short papers differ from presentations only in terms of their length: they last a maximum of 10 minutes. All other aspects are the same.

presentation (PR)

Presentations can be carried out either as individual work or in the form of group work. The results of the work are presented to fellow students and the head of the relevant course. In contrast to the presentation, the presentation is more extensive in terms of content, methodology and presentation.

Project work (PA)

Project work can be completed as a term paper or as a presentation. The topic of the project work is determined in advance with the responsible lecturer. Project work can be carried out either as an individual assignment or in the form of group work.

Literature

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

Module descriptions

Principles of Business Modelling Revenue Model Design	
Module number	DBME1
Semester	1st semester
Duration	1 semester
Person responsible for the module	Prof Dr Steffen Hermann
Lecturer/s	Prof Dr Steffen Hermann
Frequency of the offer	Every semester
LVF / SWS	4 SWS: VL (2 SWS) & UE (2 SWS)
Workload (WL)	150h: 60h BL / 90h SSt
LP (ECTS)	5
MoP / LN	sP
Recommendation for participation	**Formal:** none **Content:** Students have a basic knowledge of general business administration and in particular business management.
Learning outcomes of the module	Students gain an overview of the key decision-making factors in the development of a business model and a revenue model. In particular, they learn to understand that not every business (model) idea that initially appears promising necessarily has entrepreneurial earnings potential. They will therefore recognise the fundamental importance of these two elements for new and existing companies. The course enables students to analyse and evaluate business and revenue models and to optimise or develop them on the basis of existing concepts (e.g. Business Model Canvass).
Liability	Compulsory
Module content	The following knowledge and skills are taught as part of the course: - Students understand the core elements of a business model on the basis of common design models (Business Model Canvass) and are able to apply these models - Students understand the core elements of a revenue model and the fundamental issues involved in its development (e.g. customer relevance, market penetration, competitive considerations) and are able to link these with the considerations of the business plan - Their interaction and significance for new and existing companies - Students are able to implement the tools discussed in applied problem areas of new and existing companies - Discussion of best practices as well as group and case study work to impart application expertise
Literature	**A final selection of literature will be made by the respective lecturer.** - Osterwalder, A./ Pigneur, Y., Business Model Generation (2014) - Gassmann, O./Frankenberger, K., Developing business models: 55 innovative concepts with the St. Gallen Business Model Navigator (2013) - Schallmo; D. R. A.; Transform digitally now: How to Successfully Digitally Transform Your Business Model (2016)
Other information	Working in small groups can make up part of the contact time.
Prerequisite Award of LP	Passed MoP.

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Importance of the grade for the final grade	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade of the Master's examination is the weighted arithmetic mean of the module grades and the grade of the final examination. The weighting generally corresponds to the proportion of ECTS credits in the total number of 90.

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Principles of Entrepreneurship for Start-ups

Module number	DBME2
Semester	1st semester
Duration	1 semester
Person responsible for the module	Prof Dr Jost Jacoby
Lecturer/s	Prof Dr Jost Jacoby
Frequency of the offer	Every semester
LVF / SWS	4 SWS: VL (2 SWS) & UE (2 SWS)
Workload (WL)	150h: 60h BL / 90h SSt
LP (ECTS)	5
MoP / LN	PA /PR
Recommendation for participation	**Formal:** none; **Content:** Students have basic knowledge of general business administration and in particular financing, accounting and controlling.
Learning outcomes of the module	Students learn the essential approaches and methods of entrepreneurship. They are able to implement these in the various fields of work of a holistically understood business planning in such a way that they systematically move from a business idea via the necessary individual steps to a realisable concept.
Liability	Compulsory
Module content	The course deals with the basic knowledge and methods in the field of entrepreneurship, in particular..: - Classification and delimitation of entrepreneurship - Discovery and creation of business opportunities - Development of business models - Business planning - Start-up and investment options - Market entry and positioning - Resource procurement and growth - Exit and later stage This content is applied and verified by the students in case studies and exercises. During the course, students develop a business plan, which they gradually develop on the basis of presentations and feedback. Through this project work, they understand the conceptual content covered and are able to apply it in practice.
Literature	**A final selection of literature will be made by the respective lecturer.** - Grichnik, D.; Brettel, M.; Koropp, C.; Mauer, René: Entrepreneurship, Unternehmerisches Denken Entscheiden und Handeln in innovativen und technologieorienten Unternehmungen, Springer, 2015 - Pott, O.; Pott, A: Entrepreneurship, company formation, business plan and financing, legal forms and industrial property rights, Springer, 2015 - Rusnjak, A.: Entrepreneurial Business Modelling Springer, 2014 - Osterwalder, A.; Pigneur, Y. : Business Model Generation, A Handbook for Visionaries, Game Changers and Challengers Campus, 2011
Other information	Working in small groups can make up part of the contact time.
Prerequisite Award of LP	Passed MoP.

Importance of the grade for the final grade	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade of the Master's examination is the weighted arithmetic mean of the module grades and the grade of the final examination. The weighting generally corresponds to the proportion of ECTS credits in the total number of 90.

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Digital culture, trend analysis and creative combination	
Module number	DBME3
Semester	1st semester
Duration	1 semester
Person responsible for the module	Prof Dr S. Hermann
Lecturer/s	Prof Tom Fleerackers
Frequency of the offer	Every semester
LVF / SWS	4 SWS: VL (2 SWS) & UE (2 SWS)
Workload (WL)	150h: 60h BL / 90h SSt
LP (ECTS)	5
MoP / LN	PA/PR
Recommendation for participation	**Formal:** none; **Content:** none
Learning outcomes of the module	Digitalisation is not only changing the market-oriented instruments of a company and thus the design elements of business and revenue models, but also the way we live. It is precisely this aspect, i.e. the influence of digitalisation on human life and thought patterns, that is the object of research in a new field of research known as "digital culture" (often also referred to as "digital humanities"). As part of the course, students learn the ability to derive trends for the design of new business models from an understanding of digital culture and to implement them in companies. (Mega) trends can arise from both technological and market-specific developments. Students are able to develop and manage successful business models, which are usually characterised by the fact that they enable the realisation of market-oriented potential based on new technologies through a creative combination of design elements.
Liability	Compulsory
Module content	The following knowledge and skills are taught as part of the course: - Conceptual understanding of digital culture at the current state of research at the interface of various research disciplines (e.g. business administration, sociology, psychology, cultural studies) - Understanding the associated areas of human thought and behaviour and their implications for the development of business models - Teaching of trend research methods and interpretation of existing approaches to (mega) trend research - the ability to analyse and interpret such trend research results and to generate approaches for new business models from them - Discussion of best practices as well as group and case study work to impart application expertise
Literature	**A final selection of literature will be made by the respective lecturer.** - Shifman, L.; Memes in Digital Culture (2013). - Shermon, G.; Digital Cultures: Age of the Intellect (2017). - Janidis, F. et al; Digital Humanities - an introduction (2017). - Gardiner, E.; The Digital Humanities (2015). - Selected current articles
Other information	Working in small groups can make up part of the contact time.
Prerequisite Award of LP	Passed MoP.
Importance of the grade for the final grade	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade of the Master's examination is the weighted arithmetic mean of the module grades and the grade of the final

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	examination. The weighting generally corresponds to the proportion of ECTS credits in the total number of 90.

Applied Business Law for Entrepreneurs	
Module number	DBME4
Semester	1st semester
Duration	1 semester
Person responsible for the module	Prof Dr J. Jacoby
Lecturer/s	Lawyer Michaela Braun
Frequency of the offer	Every semester
LVF / SWS	4 SWS: VL (2 SWS) & UE (2 SWS)
Workload (WL)	150h: 60h BL / 90h SSt
LP (ECTS)	5
MoP / LN	sP
Recommendation for participation	**Formal:** none; **Content:** Basic knowledge of private law.
Learning outcomes of the module	As part of the course, students learn about the core legal issues relating to business start-ups (especially in digital environments). No expert legal knowledge can or should be acquired within the framework of a single course. However, as part of this course, students learn about and understand the basic legal guidelines for their entrepreneurial activities and are sensitised to the careful handling of these in everyday business life.
Liability	Compulsory
Module content	In the course, basic knowledge and skills on start-up-relevant questions of private law are taught in an application-oriented manner - Choice of company form and its requirements - Labour law issues - Contract law - IT law (e.g. data protection, electronic commerce law, contract law for information technologies) - Differentiation between commercial law and civil law - Legal challenges in international market environments Legal issues in connection with modern approaches to business analytics (e.g. big data analysis) In the course of an accompanying exercise, these topics are implemented and applied by the students on the basis of use cases, tasks and contributions in order to enable them to master these topics in the entrepreneurial application.
Literature	**A final selection of literature will be made by the respective lecturer.** - Brugger, W.; Introduction to Business Law: Short Textbook (2016). - Bießmann, P. et al; Practical Handbook on Media, IT and Copyright Law (2014). - Hoeren, T.; Kolany-Raiser, B.; Big Data between Causality and Correlation: Economic and Legal Issues of Digitalisation 4.0 (2016).
Other information	Working in small groups can make up part of the contact time.
Prerequisite Award of LP	Passed MoP.
Importance of the grade for the final grade	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade of the Master's examination is the weighted arithmetic mean of the module grades and the grade of the final examination. The weighting generally corresponds to the proportion of ECTS credits in the total number of 90.

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Applied Business IT for Digital Business Models	
Module number	DBME5
Semester	1st semester
Duration	1 semester
Person responsible for the module	Prof Dr J. Jacoby
Lecturer/s	Prof Dr Dominik Bösl
Frequency of the offer	Every semester
LVF / SWS	4 SWS: VL (2 SWS) & UE (2 SWS)
Workload (WL)	150h: 60h BL / 90h SSt
LP (ECTS)	5
MoP / LN	sP
Recommendation for participation	**Formal:** none; **Content:** Students have basic knowledge of knowledge and information systems and their entrepreneurial application.
Learning outcomes of the module	Students gain a basic understanding of the structure and use of modern business IT systems. They learn to collect, model and interpret relevant information about IT and business processes in the company using scientific methods with the aim of controlling and optimising the IT and process landscape.
Liability	Compulsory
Module content	- Introduction Business IT - Information systems - Application systems and integrated information processing - Planning, development and operation of information systems - Requirements management and approaches for system development - System development processes - Project management - Modelling approaches using the example of UML and ARIS - System operation
Literature	**A final selection of literature will be made by the respective lecturer.** - Laudon, K. C., Laudon J. P., Schoder: Wirtschaftsinformatik, Pearson Studium, Munich 2016 - Leimeister, J. M.: Introduction to Information Systems, Springer 2015 - Gadatsch, A.: Basic course in business process management, Springer 2012
Other information	Working in small groups can make up part of the contact time.
Prerequisite Award of LP	Passed MoP.
Importance of the grade for the final grade	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade of the Master's examination is the weighted arithmetic mean of the module grades and the grade of the final examination. The weighting generally corresponds to the proportion of ECTS credits in the total number of 90.

Strategy and Innovation Management	
Module number	DBME6
Semester	1st semester
Duration	1 semester
Person responsible for the module	Prof Dr S. Hermann
Lecturer/s	Dr. Mark Johnson
Frequency of the offer	Every semester
LVF / SWS	4 SWS: VL (2 SWS) & UE (2 SWS)
Workload (WL)	150h: 60h BL / 90h SSt
LP (ECTS)	5
MoP / LN	sP
Recommendation for participation	**Formal:** none; **Content:** Students have a basic knowledge of general business administration and in particular business management.
Learning outcomes of the module	In their initial phase, start-ups in particular are often characterised by a strong focus on the product or service offered, which often has an innovative character. This course therefore aims to combine the focus on innovation with a long-term, strategic view. The basis is the strategic management process as a company's roadmap with innovation management as a strategic cross-sectional function. This view of innovation-driven, strategic management can therefore also be applied to existing companies undergoing a process of change as a result of digitalisation.
Liability	Compulsory
Module content	During the course, students learn to understand and apply the following knowledge and skills using practical examples: - the strategic management process (analysis, strategy, implementation, controlling) - Definition and sources of USP (Unique Selling Proposition) - Central determinants of innovation management as an element of strategic corporate management (e.g. resources, competences, competition, strategic goals) - Differentiation of central concepts: Invention - innovation - scalable business model - Innovation management approaches (resource-based, competition-orientated, disruptive) - Discussion of best practices as well as group and case study work to impart application expertise
Literature	**A final selection of literature will be made by the respective lecturer.** - Hungenberg, H.; Strategisches Management in Unternehmen (2014). - Bea, F. X.; Haas, J.; Strategic Management (2016). - Vahs, D; Brem, A.; Innovation management: From the idea to successful commercialisation (2015). - Dark House Innovation; Digital Innovation Playbook. The indispensable workbook for founders, makers and managers (2016). - Christensen, C. M. et al; The Innovators Dilemma: Why Established Companies Lose the Competition for Breakthrough Innovations (2011).
Other information	Working in small groups can make up part of the contact time.
Prerequisite Award of LP	Passed MoP.
Importance of the grade for the final grade	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade of the Master's examination is the weighted arithmetic mean of the module grades and the grade of the final

	examination. The weighting generally corresponds to the proportion of ECTS credits in the total number of 90.

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Entrepreneurial Finance and Financial Planning	
Module number	DBME7
Semester	2nd semester
Duration	1 semester
Person responsible for the module	Prof Dr Jost Jacoby
Lecturer/s	Prof Dr Jost Jacoby
Frequency of the offer	Every semester
LVF / SWS	4 SWS: VL (2 SWS) & UE (2 SWS)
Workload (WL)	150h: 60h BL / 90h SSt
LP (ECTS)	5
MoP / LN	sP
Recommendation for participation	**Formal:** successful completion of DMBE2; **Content:** Contents of the module DMBE2
Learning outcomes of the module	The start-up of technology-orientated companies forms the reference framework for understanding the essential elements of corporate financing and the financial planning and management of companies and for testing them in an application-oriented manner.
Liability	Compulsory
Module content	Building on the course "Principles of Entrepreneurship for Start-ups", this course provides knowledge on the following topics - Financing instruments (equity/participation/loan/mezzanine) - Sources of financing (founders/venture capital/banks/promotion) - Financing contracts and their main instruments - Financing, cash flow and balance sheet planning Financial management and optimisation - Company valuation - Sensitivity and risk analysis - IPO and trade sale In the course of an accompanying exercise, these topics are implemented by the students on the basis of use cases, tasks and contributions.
Literature	**A final selection of literature will be made by the respective lecturer.** - Bösch, M.: Finanzwirtschaft, Vahlen, 2013 - Nagl, A.: The business plan, creating business plans professionally Springer, 2015 - Schwetje, G.; Vaseghi, S.: The Business Plan, How to win you Investors', Confidence, Springer, 2007 - Grichnik, D.; Brettel, M.; Koropp, C.; Mauer, René Entrepreneurship, Entrepreneurial thinking, decision-making and action in innovative and technology-orientated companies, Springer, 2015 - Weber, J. Schäffer, U., Introduction to Controlling, Schäffer Poeschel, 2015 - Brealey R., Myers S., Allen F. : Pinciples of Corporate Finance, McGraw Hill, 2014 - Tse, T.: Corporate Finance, The Basics, Taylor & Francis 2017 - Smith R. : Entrepreneurial Finance, Standford Books, 2019 - Lerner, J.: Venture Capital, Private Equity and the Financing of Entrepreneurship, Wiley 2012 - Abrams, R.: Successful Business Plan, Secrets & Strategies, Planning Shop, 2010 - Barringer, B.: Preparing Effective Business Plans, Pearson 2015 - Berry, T.: Hurdle, the Book on Business Planning, Palo Alto Software, Inc, 2006

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	- Evans, V.: (Financial Times Essential Guide to) Writing a Business Plan, FT Press, 2010 - Finch, B.: How to write a Business Plan, Kogan Page, 2019 - Pinson, L.: Anatomy of a Business Plan, Out of Your Mind & Into The Marketplace, 2013 - Shelton, H. : The secrets to writing a successful business plan, Summit Valley, 2014 - Bauerle, J: Accounting Quick Start Guide, ClydeBank, 2018 - Piper, M.: Accounting made simple, Simple Subjects 2010 - Piper, M.: Corporate finance made simple, Simple Subjects 2020
Other information	Working in small groups can make up part of the contact time.
Prerequisite Award of LP	Passed MoP.
Importance of the grade for the final grade	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade of the Master's examination is the weighted arithmetic mean of the module grades and the grade of the final examination. The weighting generally corresponds to the proportion of ECTS credits in the total number of 90.

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Digital Value Chain Management - front-end and back-end considerations	
Module number	DBME8
Semester	2nd semester
Duration	1 semester
Person responsible for the module	Prof Dr S. Hermann
Lecturer/s	Prof. Tom Fleerackers
Frequency of the offer	Every semester
LVF / SWS	4 SWS: VL (2 SWS) & UE (2 SWS)
Workload (WL)	150h: 60h BL / 90h SSt
LP (ECTS)	5
MoP / LN	sP
Recommendation for participation	**Formal:** successful completion of DMBE1; **Content:** Contents of the module DMBE1
Learning outcomes of the module	Digital business models also have a value chain. This can include the integration of digital ordering processes and physical deliveries, or completely digital relationships between companies and customers. In any case, a distinction must be made between a customer-oriented front end and a processing-oriented back end. As part of the course, students learn about and understand the relevant considerations. In the area of the front-end, the main issues are user experience and usability. At the back end, issues such as payment systems, order processing, data security, process efficiency, etc. are particularly relevant. This also raises the question of the integration of potentially parallel digital and physical value chains in the sense of an omni/multichannel approach. The course also provides a basic understanding of the digitalisation of production processes in the sense of a digital factory and the associated need to synchronise and integrate information systems (IT) with physical process flows (OT). As part of the course, students learn to understand this complex interdependence and to design, implement and control (digital) value chains.
Liability	Compulsory
Module content	În this course, students learn to understand and practically apply the following knowledge and skills: - Conceptual understanding of different value chains (digital, physical, omni/multichannel) - Understanding of the interface function of value chain management with areas such as IT, digital marketing, digital business model design - Understanding of core issues of front-end management of digital value chains (e.g. usability, user experience) and customer-specific expectations - Understanding of core issues of back-end management of digital value chains (e.g. payment systems, order processing, data security, process efficiency) - Definition of suitable KPIs to measure, analyse and optimise the efficiency of digital value chains - Digital factory outlook: shop floor optimisation, industrial analytics, IT/OT integration - Discussion of best practices as well as group and case study work to impart application expertise
Literature	**A final selection of literature will be made by the respective lecturer.**

	- Cordon, C; Garcia-Milà, P.; Ferreiro Vilarino, T.; Caballero, P.; Strategy is Digital: How Companies Can Use Big Data in the Value Chain (2016). - Meier, A.; eBusiness & eCommerce: Managing the Digital Value Chain (2010). - Weninger, R.; Digital Roadmap - Manage your way to digital success (2016). - Bousonville, T.; Logistics 4.0: The digital transformation of the value chain (2016).
Other information	Working in small groups can make up part of the contact time.
Prerequisite Award of LP	Passed MoP.
Importance of the grade for the final grade	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade of the Master's examination is the weighted arithmetic mean of the module grades and the grade of the final examination. The weighting generally corresponds to the proportion of ECTS credits in the total number of 90.

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Creating and Managing Customer Experience	
Module number	DBME9
Semester	2nd semester
Duration	1 semester
Person responsible for the module	Prof Dr. S. Hermann
Lecturer/s	Prof Dr. S. Hermann
Frequency of the offer	Every semester
LVF / SWS	4 SWS: VL (2 SWS) & UE (2 SWS)
Workload (WL)	150h: 60h BL / 90h SSt
LP (ECTS)	5
MoP / LN	PA
Recommendation for participation	**Formal:** successful completion of DMBE3; **Content:** Contents of the module DMBE3
Learning outcomes of the module	In times when products and services are harmonising in terms of their functionalities and benefits, the relationship with the customer is becoming an increasingly important competitive factor. The so-called "customer experience", i.e. the experience that a customer has in contact with a product, a service and a company, is decisive for the relationship with the customer. This aspect is not only limited to digital contacts, but the development and management of "customer experiences" is of central importance, especially in the context of digital business models, due to the lack of personal contact between customers and companies. As part of this course, students learn about the basic elements of customer relationship management and, using practical examples, understand how to apply them.
Liability	Compulsory
Module content	Building on the content of the course "Digital Culture, trend analysis and creative combination", the following knowledge and skills are taught in this course: - Basics of relationship marketing as a strategic marketing approach and differentiation from the classic, operative and transaction-orientated marketing view - Analytical-conceptual understanding of elements of the customer experience and their significance for different customer segments - Requirements for the "customer-enthusiastic" design of websites and mobile apps (e.g. user-friendliness, speed, individuality, costs) - Contexts of concepts such as user experience design, human-centred design and design thinking for the development of products and services - Discussion of best practices as well as group and case study work to impart application expertise
Literature	**A final selection of literature will be made by the respective lecturer.** - Pepper, D./Rogers, M.: Managing Customer Experience and Relationships: A Strategic Framework, 3rd edition 2016. - Bruhn, M.; Relationship Marketing: The Management of Customer Relationships (2016). - Richter, M.; Flückiger, M.D.; Usability and UX compact: Products for people (2016). - Van de Sand, F.; User Experience Identity: Using neuropsychology to turn digital products into brand ambassadors (2017).
Other information	Working in small groups can make up part of the contact time.

Prerequisite Award of LP	Passed MoP.
Importance of the grade for the final grade	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade of the Master's examination is the weighted arithmetic mean of the module grades and the grade of the final examination. The weighting generally corresponds to the proportion of ECTS credits in the total number of 90.

Business Analytics and Data Management	
Module number	DBME10
Semester	2nd semester
Duration	1 semester
Person responsible for the module	Prof Dr Jost Jacoby
Lecturer/s	Prof Dr Wolfgang Decker
Frequency of the offer	Every semester
LVF / SWS	4 SWS: VL (2 SWS) & UE (2 SWS)
Workload (WL)	150h: 60h BL / 90h SSt
LP (ECTS)	5
MoP / LN	sP
Recommendation for participation	**Formal:** successful completion of DMBE5; **Content:** Contents of the module DMBE5
Learning outcomes of the module	Students have in-depth knowledge of the concept and approaches of business analytics and the methods of data management. They develop an understanding of which problems can be tackled, which means are available to solve them and how these can be selected, managed and their results evaluated.
Liability	Compulsory
Module content	As part of the course, students acquire the ability to understand the following content and to apply and implement it in practice within the framework of (digital) business models. **Basics** - Business analytics term and integrated overall approach - Integration into corporate goals and functions (management, controlling, IT) **Data Basics** - Databases, data provision and modelling - Data warehouse concept - Modelling: ODS extension, multidimensional data (Star Schema, Snowflake) **Information generation and distribution** - Information generation: analysis systems (OLAP, reporting) - Information distribution - Information access: Business analytics portals **Development and operation of business analytics solutions** - Sequential and iterative process models - Macro level - Micro level - Quality assurance - Operation **Practical applications - Case Study**
Literature	**A final selection of literature will be made by the respective lecturer.** - Kemper, Hans-Georg; Mehanna, Walid; Unger, Carsten: Business Intelligence - Fundamentals and Practical Applications: An introduction to IT-based management support, database design and MySQL in practice - Marco Emrich, Webmasters Press, G. Vossen Data models, database languages and database management systems. - Addison-Wesley. Th. Härder, E. Rahm: Datenbanksysteme: Konzepte und Techniken der Implementierung. Springer.

	- A. Heuer, G. Saake: Databases - Concepts and Languages. MITP-Verlag, Bonn. - Han, Jiawei; Pei, Jian; Kamber, Micheline (2011-06-09). Data Mining: Concepts and Techniques
Other information	Working in small groups can make up part of the contact time.
Prerequisite Award of LP	Passed MoP.
Importance of the grade for the final grade	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade of the Master's examination is the weighted arithmetic mean of the module grades and the grade of the final examination. The weighting generally corresponds to the proportion of ECTS credits in the total number of 90.

Digital Marketing	
Module number	DBME11
Semester	2nd semester
Duration	1 semester
Person responsible for the module	Prof Dr S. Hermann
Lecturer/s	Prof Dr. S. Hermann
Frequency of the offer	Every semester
LVF / SWS	4 SWS: VL (2 SWS) & UE (2 SWS)
Workload (WL)	150h: 60h BL / 90h SSt
LP (ECTS)	5
MoP / LN	HA
Recommendation for participation	**Formal:** none; **Content:** Students have basic knowledge of operational and strategic marketing.
Learning outcomes of the module	In marketing, ongoing digitalisation is not only leading to fundamental changes in strategy and business model design, but also to an expanded view of the instruments of operational marketing. In particular, digital marketing is creating completely new opportunities for communication with customers and distribution. As part of the course, the individual elements of strategic marketing approaches are examined conceptually and scrutinised with regard to the changes affecting them as a result of digitalisation. This enables students to practically implement the elements of digital marketing as part of their business model development.
Liability	Compulsory
Module content	The following knowledge and application skills are taught as part of the course: - Conceptual understanding of the strategic marketing approach and its components (analysis, strategy, implementation, controlling) - The impact of digitalisation on analysis (i.e. new analysis techniques such as big data analysis, new areas of analysis such as technology, acceleration of change and shortening of lifecycles) - The influence of digitalisation on strategy (i.e. in particular the link between corporate strategy, marketing strategy and business model development) - The influence of dibitalisation on operational marketing (especially communication (from one-way communication to customer interaction, social media, etc.) and distribution (digital sales channels and the integration of digital components into "classic" distribution channels in B2B and B2C). - Influence of digitalisation on marketing controlling (e.g. derivation of suitable KPIs related to digital elements of marketing) - Discussion of best practices as well as group and case study work to impart application expertise
Literature	**A final selection of literature will be made by the respective lecturer.** - Ryan, D., Understanding Digital Marketing (2008). - Kaufmann, I./Horton, C., Digital Marketing: Integrating Strategy and Tactics with Values (2014). - Lammenett, E.; Online-Marketing-Konzeption - 2017: Der Weg zum optimalen Online-Marketing-Konzept (2017). - Holzapfel, F.; Holzapfel, A.; Petifourt, S.; Dörfker, P.; Digital Marketing Evolution: Wer klassisch wirbt, stirbt (2016). - Kleine Wieskamp, P.; Storytelling: Digital - Multimedial - Social (2016).

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	- Hassler, M.; Digital and Web Analytics: Evaluating metrics, understanding visitor behaviour, optimising websites (2016).
Other information	Working in small groups can make up part of the contact time.
Prerequisite Award of LP	Passed MoP.
Importance of the grade for the final grade	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade of the Master's examination is the weighted arithmetic mean of the module grades and the grade of the final examination. The weighting generally corresponds to the proportion of ECTS credits in the total number of 90.

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Product and Service Design	
Module number	DBME12
Semester	2nd semester
Duration	1 semester
Person responsible for the module	Prof Dr S. Hermann
Lecturer/s	Dr. Florian Steiner
Frequency of the offer	Every semester
LVF / SWS	4 SWS: VL (2 SWS) & UE (2 SWS)
Workload (WL)	150h: 60h BL / 90h SSt
LP (ECTS)	5
MoP / LN	PA
Recommendation for participation	**Formal:** successful completion of DMBE6; **Content:** Contents of the module DMBE6
Learning outcomes of the module	Building on the knowledge gained in the course "Strategy and Innovation Management", students learn about approaches to product and service development in this course. The course is very project- and application-orientated so that students can get to know and try out approaches to product and service development and thus apply the tools they have learned and understood in business practice.
Liability	Compulsory
Module content	The following knowledge and application skills are taught as part of the course: - Conceptual understanding of the "user-centred design lifecycle" model in relation to the development of products and services with the key model components: - Analysis: Structured recording of customer types and requirements, their decision-making and usage behaviour, etc. - Design: Design rules, ergonomic guidelines, developments in the field of design, derivations from the analysed user behaviour, integration of modern interaction concepts (touch, gestures & voice control, ...) - Validate: Measurement and assessment of the individually perceived user experience of digital products and business models - Develop: Effective communication with developers and other parties involved in the development process of products and services - Consideration of the "Design Thinking" approach as an innovative, collaborative approach to the development of products and services - Implementation of these concepts by means of project-like group work to acquire application expertise in these areas
Literature	**A final selection of literature will be made by the respective lecturer.** - Osterwalder, A.; Pigneur, Y.; Bernarda, G.; Smith, A.; Wegberg, T.A.; Value Proposition Design: Develop products and services that your customers really want (2015). - Uebernickel, F; Brenner, W.; Naef, T.; Pukall, B.; Schindlholzer, B.; Design Thinking: The Handbook (2015). - Patton, J.; User Story Mapping- Understanding user needs better as the key to successful products (2015). - Eberhard-Yom, M.; Medienkompetenz: Usability als Erfolgsfaktor: Grundregeln, User Centered Design, Umsetzung (2010).
Other information	Working in small groups can make up part of the contact time.
Prerequisite Award of LP	Passed MoP.

Importance of the grade for the final grade	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade of the Master's examination is the weighted arithmetic mean of the module grades and the grade of the final examination. The weighting generally corresponds to the proportion of ECTS credits in the total number of 90.

Intrapreneurship and Change management for Digital Enterprises	
Module number	DMBE13
Semester	3rd semester
Duration	1 semester
Person responsible for the module	Prof Dr J. Jaocby
Lecturer/s	Prof Dr Stefan Lackner
Frequency of the offer	Every semester
LVF / SWS	4 SWS: VL (2 SWS) & UE (2 SWS)
Workload (WL)	150h: 60h BL / 90h SSt
LP (ECTS)	5
MoP / LN	sP
Recommendation for participation	**Formal:** DMBE6; **Content:** Students have successfully completed DMBE6 and have basic applied knowledge in the field of business organisation and personnel management.
Learning outcomes of the module	Digitalisation not only affects start-ups, but also existing companies. As part of the so-called "digital transformation", existing business models are being digitalised or new, additional digital channels are being created in the sense of a multi- or omni-channel business model. These processes within a company are referred to as "intrapreneurship". However, this means profound change for companies and therefore a change management issue. Dealing with this requires knowledge of change management tools, which are critical to the success of the change process. As part of this course, students learn to understand these organisational aspects and to analyse them in a business context and align the organisation accordingly.
Liability	Compulsory
Module content	Building on the content of the course "Strategy and Innovation Management", the following knowledge and skills are taught in this course: - Conceptual foundations of "intrapreneurship", i.e. the transfer of typical management approaches from start-ups to existing companies - Interdisciplinary (i.e. management, psychology, IT) view of change processes and the associated challenges in companies - Corporate culture and speed of action as key dimensions of change in digital transformation - Application-oriented action concepts of change management - Discussion of best practices as well as group and case study work to impart application expertise
Literature	**A final selection of literature will be made by the respective lecturer.** - Reiter, T.; Revolution dank Innovation: Mit Corporate Entrepreneurship zurück an die Spitze, (2016). - Lauer, T.; Change Management: Fundamentals and Success Factors (2014). - Schallmo, D.; Rusnjak, A.; Anzengruber, J.; Werani, T.; Jünger; M.; Digital Transformation of Business Models: Fundamentals, Instruments and Best Practices (2016). - Matzler, K,; Bailom, F.; von den Eichen, S. F.; Anschober, M.; Digital Transformation of Business Models: Fundamentals, tools and best practices (2016). - Gassmann, O.; Sutter, P.; Shaping digital transformation in the company: Business models Success factors Case studies Instructions for action (2016).

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	- Businessnews Publichsinh; Summary: Reengineering the Corporation: Review and Analysis of Hammer and Champy's Book (2016).
Other information	Working in small groups can make up part of the contact time.
Prerequisite Award of LP	Passed MoP.
Importance of the grade for the final grade	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade of the Master's examination is the weighted arithmetic mean of the module grades and the grade of the final examination. The weighting generally corresponds to the proportion of ECTS credits in the total number of 90.

Management of heterogeneous teams over corporate lifecycles	
Module number	DMBE14
Semester	3rd semester
Duration	1 semester
Person responsible for the module	Prof Dr J. Jacoby
Lecturer/s	Prof Dr J. Jacoby
Frequency of the offer	Every semester
LVF / SWS	4 SWS: VL (2 SWS) & UE (2 SWS)
Workload (WL)	150h: 60h BL / 90h SSt
LP (ECTS)	5
MoP / LN	sP
Recommendation for participation	**Formal:** DMBE2; **Content:** Students have successfully completed DMBE2 and have basic applied knowledge in the field of business organisation and personnel management.
Learning outcomes of the module	Students understand the challenges associated with leadership in dynamic, technology-orientated companies. They know the key approaches that can be used at the personal and group level, in organisational structures and processes and in the strategy and culture of the company and are able to apply these in practice in growing organisations, i.e. in particular in the context of early-stage management of start-ups.
Liability	Compulsory
Module content	Areas of tension in leadership in innovative companies - Increasing networking of divergent expertise - Potential for a high degree of autonomy while maintaining the need for coordination - Dynamic change in the size and composition of organisations - Digitalisation of service processes - Mobilisation of spatial and temporal work structures - Changing priorities in the life cycle (start-up / growth / scaling) - Current organisational and leadership concepts are presented and their advantages and disadvantages compared to traditional management methods are examined - Corporate culture, management style and motivation - Delegation, incentivisation, feedback and development - Teamwork and group dynamics - Organisational structure, coordination and permeability - Agile organisation, prototyping and collaboration - Innovative approaches The topics are dealt with in an application-orientated combination of knowledge transfer, testing (group and individual assignments) and discussion/seminar.
Literature	**A final selection of literature will be made by the respective lecturer.** - Noé, M.; Teamwork Practice Book, Tasks Processes Methods Hanser, 2012 - Stöwe, C.; Kromosemito, L.; Fritz A.: From colleague to supervisor, Springer 2014 - Kaehle, B.: Complementary leadership, Springer 2014 - Furtner, U.; Baldegya, U.: Self Leadership and Leadership, Springer 2013

	- Hollmann, S.: Sustainable Leadership - Laloux, F.; Appert, E.: Reinventing Organisations, Vahlen, 2016 Robertson, B.: Holacracy, a revolutionary management system Vahlen, 2016 - Hofert, S: Agile leadership, Springer, 2016
Other information	Working in small groups can make up part of the contact time.
Prerequisite Award of LP	Passed MoP.
Importance of the grade for the final grade	The module grade is the weighted arithmetic mean of the module performance(s). The overall grade of the Master's examination is the weighted arithmetic mean of the module grades and the grade of the final examination. The weighting generally corresponds to the proportion of ECTS credits in the total number of 90.

Master's thesis	
Module number	DBMEMT
Subject area	Final module
Semester	3rd semester
Duration	1 semester
Person responsible for the module	Prof Dr J. Jacoby
Lecturer/s	N.N.
Frequency of the offer	Every semester
LVF / SWS	SSt & KO
Workload (WL)	600 h
LP (ECTS)	20 (18 CP: Bachelor's thesis; 2 CP: defence)
MoP	HA & mP
Recommendation for participation	
Learning outcomes of the module	As part of the Master's thesis, students should demonstrate that they are able to - to treat a topic conceptually comprehensively and in depth - and apply the theoretical knowledge gained to a practical business problem.
Liability	Compulsory
Contents	The preparation of the Master's thesis consists of two components 1. The independent preparation of a master's thesis of at least 70 pages. 2. The defence and presentation of the results of the Master's thesis with an examination discussion in which the content of the Master's thesis is also linked to other content of the degree program. The defence and presentation of the results of the Master's thesis should not exceed 15 minutes. The total duration of the defence may not exceed 30 minutes.
Other information	The Master's thesis can be written in German or English.
Prerequisite Award of credit points	Passed Master's thesis and defence.
Importance of the grade for the final grade	In this case, the assessment of the Master's thesis is given a weighting of 90% and the assessment of the defence (KO) of the thesis is given a weighting of 10% in the module grade.

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