Fachhochschule Südwestfalen
University of Applied Sciences

Module Descriptions for the Master's course
International Management & Information Systems (M.A.)

Examination Regulations 2019

Revised: February 2025 (including the 1st Amendment to the Examination Regulations)

BE! – Center for Business Education
Faculty of Electrical Engineering
Campus Soest

Wir geben Impulse

1st semester:

Business Intelligence & Analytics (formerly: Business Intelligence)

Business Marketing Management

E-Business & E-Commerce (formerly: E-Business)

Information Management

Innovation Management (new module)

Management Communication

2nd semester:

Business Informatics (new module)

Enterprise Resource Planning

Management Accounting & Finance

Advanced International Economics

Data Analysis & Visualisation (formerly: IS Project)

International Studies I: Global Business

International Studies II: Information Systems

Practical Experience / Internship

Product & Process Management

3rd semester:

Digital Transformation (new module)

Research Methods

Master Project

Business Intelligence & Analytics (formerly: Business Intelligence)

Compulsory Module (X) Compulsory Elective Module ( )

ID Number: BusInt	Workload 150 h	Credits 5 CP	Semester 1st semester	Duration 1 semester
1	**Frequency:** summer semester		**Class time** 3 SWS / 45 h	**Self-study** 105 h
2	**Course types (in Semester hours per week, SWS) and group size:** Lecture / Seminar: 2 SWS / 30 h / 100 students Exercise: 1 SWS / 15 h / 50 students			
3	**Learning objectives:** The students have specialised knowledge of the data warehouse concept and the application areas of business intelligence solutions. They understand and master the ETL process using the example of SAP BW4HANA. In addition, they have an overview of various data mining methods and can use them in a data mining tool in a targeted manner. The module enables students to assess the potential and requirements of using business intelligence in companies.			
4	**Contents:** The first part of this module covers the fundamentals of business intelligence, such as data warehousing, the ETL process, OLAP, data mining, text mining, and web mining. The second part focuses on the ETL process using the example of BW4HANA case studies provided by the SAP University Alliance. Finally, the third part of the module covers data mining methods and tools in theory and practice. In this module, students are introduced to the fundamentals of business intelligence as well as new developments.			
5	**The module is used in the following degree courses:** IMIS: Compulsory module			
6	**Prerequisites:**			
7	**Preliminary examination performance:** ( ) **Examination form:** Written exam ( ), Oral exam ( ), Seminar paper ( ), Project assignment ( ), amended by presentation ( ), Combined form of examinations ( ), Portfolio (X)			
8	**Requirements for the award of credits:** Successfully completed module examination:			
9	**Relevance for the overall score:** According to General examination regulations.			
10	**Person responsible for the module / lecturer(s):** Prof. Dr. Peter Weber / Prof. Dr. Peter Weber, M.Sc. Ahmad Abbadi			
11	**Literature:** Sharda, R.; Dellen, D.; Turban, E.: Business Intelligence: A Managerial Approach, Global Edition, 4th edition, Pearson 2023. Case studes provided by the SAP University Alliance, 2023.			

Business Marketing Management

Compulsory Module (X) Compulsory Elective Module ( )

ID Number: BusMarkMgt	Workload	Credits	Semester	Duration
	150 h	5 CP	1st semester	1 semester

1	**Frequency:** summer semester	**Class time** 4 SWS / 60 h	**Self-study** 90 h

2 Course types (in Semester hours per week, SWS) and group size:
Lecture: 2 SWS / 30 h / 100 students
Exercise: 2 SWS / 30 h / 50 students

3 Learning objectives:
The known perspective of consumer goods markets has been (particularly with regard to the internationality) expanded onto the industrial goods. Students should independently and successfully analyse, critically evaluate, and finally solve the managerial responsibilities within an industrial goods company, especially in the IT sector. For this purpose, they should understand in detail the idiosyncrasies of industrial goods markets, interpret an international environment, and independently design solutions. This management task requires the interdisciplinary integration of (especially) marketing, financing, and international management as well as an analytical, problem-oriented thought structure. The aim of the exercise is to transfer the learnt contents into real company situations as well as to practice an interdisciplinary, international approach of working. At the same time, soft skills, such as group work in intercultural teams, presentation techniques, and a solution-oriented approach of working with extensive materials as a real-life situation in companies will be practiced simultaneously.

4 Contents:
Introduction to Business Marketing Management (Definition and Characteristics, Rationality and Specific Investments in Business Markets); Understanding Business Customers: Organisational Buying Behavior (Org. Buying Process, Forces Shaping OBB, Buying Center); Selecting Customers and Creating Customer Value (Value of Customers, Value for Customers); Customer Relationship Management in Business Markets (Transaction vs. Relationship Customers, Managing Customers & Customer Relationships); Services and Flexible Market Offerings (Role & Characteristics of Services, Constructing Product-Service-Bundles); Pricing (Importance and Overview of Pricing Tools, Conjoint Measurement, Value-Based Pricing, Competitive Bidding); Business Channel Management (Creating Value Through Direct Channels, Strengthening Reseller Performance); Personal Selling (Organising Sales Force, Key Account Management). Each lecture is followed by a case study exercise in which current problems of business-to-business companies, especially IT-companies, will be discussed (Harvard Case Studies). Students will develop various approaches and solutions to such problems and present them in class.

5 The module is used in the following degree courses:
IMIS: Compulsory module

6 Prerequisites:

7 Preliminary examination performance: ( )
Examination form:
Written exam (X), Oral exam ( ), Seminar paper ( ), Project assignment ( ), amended by presentation ( ), Combined form of examinations ( ), Portfolio ( )

8 Requirements for the award of credits:
Successfully completed module examination: Written exam (90 minutes)

9 Relevance for the overall score:
According to General examination regulations.

10 Person responsible for the module / lecturer(s):
Prof. Dr. Valerie Wulfhorst / Prof. Dr. Valerie Wulfhorst

11 Literature:

	Hutt, M.D.; Speh, T.W.: Business Market Management, 13th international edition, Canada: South-Western, Cengage Learning, 2023. Anderson, J.C.; Narus, J.A.; Narayandas, D.: Business Market Management: Understanding, Creating, and Delivering Value, 3rd edition, Upper Saddle River: Pearson, 2009.

E-Business & E-Commerce (formerly: E-Business)				
Compulsory Module (X) Compulsory Elective Module ( )				
ID Number: **E-Bus&Com**	**Workload** 150 h	**Credits** 5 CP	**Semester** 1st semester	**Duration** 1 semester
1	**Frequency:** summer semester		**Class time** 3 SWS / 45 h	**Self-study** 105 h
2	**Course types (in Semester hours per week, SWS) and group size:** Lecture / Seminar: 3 SWS / 45 h / 100 students			
3	**Learning objectives:** Students have a differentiated understanding of e-business with a particular focus on e-commerce. They are familiar with previous developments and current trends in e-commerce. They also understand the effects of technology-driven changes on industries and business models and the concepts of value chain integration. Students know and master the basics of web development (HTML, CSS, CMS) and have specific knowledge in the areas of search engine optimization (SEO) and search engine advertising (SEA).			
4	**Contents:** The first part of the module deals with the fundamentals of e-commerce and e-business, the dynamic development of the technological infrastructure and the industry-specific dissemination of e-business and e-commerce concepts. The second part covers the fundamentals of web development, including HTML, CSS and CMS, before the last part of the module covers SEO and SEA as tools for increasing visibility on the web.			
5	**The module is used in the following degree courses:** IMIS: Compulsory module			
6	**Prerequisites:**			
7	**Preliminary examination performance:** ( ) **Examination form:** Written exam ( ), Oral exam ( ), Seminar paper ( ), Project assignment ( ), amended by presentation ( ), Combined form of examinations ( ), Portfolio (X)			
8	**Requirements for the award of credits:** Successfully completed module examination:			
9	**Relevance for the overall score:** According to General examination regulations.			
10	**Person responsible for the module / lecturer(s):** Prof. Dr. Peter Weber / Prof. Dr. Peter Weber			
11	**Literature:** Laudon, Kenneth C. / Traver, Carol Guercia: E-Commerce 2032-2024, 18th Edition, Pearson 2024.			

Information Management				
Compulsory Module (X) Compulsory Elective Module ( )				
ID Number: **InfMgtIMIS**	**Workload** 150 h	**Credits** 5 CP	**Semester** 1st semester	**Duration** 1 semester
1	**Frequency:** summer semester		**Class time** 3 SWS / 45 h	**Self-study** 105 h
2	**Course types (in Semester hours per week, SWS) and group size:** Lecture / Seminar: 3 SWS / 45 h / 100 students			
3	**Learning objectives:** Students understand the importance of structured information management and are aware of its complexity in the digital age. They recognise the necessity of aligning information management strategies with overarching organisational goals and objectives. Students gain insight into organisational structures, enabling efficient information management. They master strategic and operational approaches, particularly in portfolio, program, and project management, as well as in business process management and architecture management, allowing them to optimise information flow and operational efficiency. Students are also knowledgeable in data rights management, understanding the legal and ethical aspects of data ownership, privacy, and security.			
4	**Contents:** The module begins with an introduction to the fundamental principles of information management, emphasising its growing relevance in the digital landscape. It then delves into core areas: Strategy and Alignment: Aligning information management strategies with the goals and objectives of the organisation. Organisation: Analysing organisational structures and processes for effective information management. Portfolio, Program, and Project Management: Exploring methodologies and best practices for managing information-related projects and programs. Business Process Management & Architecture Management: Focusing on optimising business processes and architectures to improve information flow and operational effectiveness. IT-Controlling: Examining strategies and frameworks for effectively overseeing and optimising IT projects and program investments. Data Rights Management: Investigating the legal, ethical, and security-related dimensions of data ownership and privacy.			
5	**The module is used in the following degree courses:** IMIS: Compulsory module			
6	**Prerequisites:**			
7	**Preliminary examination performance:** ( ) **Examination form:** Written exam (X), Oral exam ( ), Seminar paper ( ), Project assignment ( ), amended by presentation ( ), Combined form of examinations ( ), Portfolio ( )			
8	**Requirements for the award of credits:** Successfully completed module examination: Written exam (90 minutes)			
9	**Relevance for the overall score:** According to General examination regulations.			
10	**Person responsible for the module / lecturer(s):** Prof. Dr. Kristina Kusanke / Prof. Dr. Kristina Kusanke			
11	**Literature:** Laudon, K.; Laudon, J. (2021) Management Information Systems: Managing the Digital Firm, Pearson, 17th edition. Peppard, J.; Ward, J. (2016) The Strategic Management of Information Systems: Building a Digital Strategy, Wiley, 4th edition.			

Innovation Management (new module)				
Compulsory Module (X) Compulsory Elective Module ( )				
ID Number: **InnovMgtIMIS**	**Workload** 150 h	**Credits** 5 CP	**Semester** 1st semester	**Duration** 1 semester
1	**Frequency:** summer semester		**Class time** 3 SWS / 45 h	**Self-study** 105 h
2	**Course types (in Semester hours per week, SWS) and group size:** Lecture / Seminar: 3 SWS / 45 h / 100 students			
3	**Learning objectives:** Upon successful completion of the module, students should be able to: • Evaluate the relevance of product and business model innovation. • Understand the importance of identifying and addressing customer needs. • Explain the role of uncertainty in new product projects. • Apply tools for strategic analyses. • Explain the multiple links product management has to other departments within a company. • Organize an idea-to-launch-process to manage new product projects. • Evaluate the role of thought-worlds in product decisions. • Conclude on recent research findings relevant for innovation management. • Assess various models of innovation. • Plan the creation of new product ideas based on various company external and company internal sources. • Understand the link between product management and business development. • Understand how important questioning a company's existing business is. • Understand how to generate and shape business ideas. • Interpret challenges and myths of business model innovation. • Explain various different business models. • Generate new business model ideas to innovate existing business models.			
4	**Contents:** • The role of product and innovation management in organizations • Relevance, typology, and models of innovation • New product failure • Product life-cycle implications on product strategy • Strategic success factors for managing products • Tools for strategic analyses relevant for innovation management • Strategies for hypercompetitive industry settings • Recent research findings • Average new product portfolios • Stage-gate process as tool for managing idea-to-launch-processes • The role of thought-worlds in product decisions • Fundamentals of business development • Elements of business models • Challenges and myths of business model innovation • Different kinds of business models • Managing change			
5	**The module is used in the following degree courses:** IMIS: Compulsory module			
6	**Prerequisites:**			
7	**Preliminary examination performance:** ( ) **Examination form:** Written exam ( ), Oral exam ( ), Seminar paper ( ), Project assignment ( ), amended by presentation ( ), Combined form of examinations ( ), Portfolio (X)			
8	**Requirements for the award of credits:** Successfully completed module examination:			

9	**Relevance for the overall score:** According to General examination regulations.
10	**Person responsible for the module / lecturer(s):** Prof. Dr. Tobias Weiß / Prof. Dr. Tobias Weiß
11	**Literature:** Trott, Paul. Innovation management and new product development. Pearson education, 2017. Homburg, Christian, Sabine Kuester, and Harley Krohmer. Marketing management: A contemporary perspective. McGraw-Hill Higher Education, 2013. Gassmann, Oliver. et al. (2020) The business model navigator: the strategies behind the most successful companies. Second edition. Harlow, England: Pearson. Sørensen, Hans Eibe. Business Development: a Market-Oriented Perspective. Wiley, 2012. Further reading recommendations (mentioned in class).

Management Communication

Compulsory Module (X) Compulsory Elective Module ( )

ID Number: MgtCom	Workload 150 h	Credits 5 CP	Semester 1st semester	Duration 1 semester

1	**Frequency:** summer semester	**Class time** 3 SWS / 45 h	**Self-study** 105 h
2	**Course types (in Semester hours per week, SWS) and group size:** Lecture / Seminar: 3 SWS / 45 h / 100 students		
3	**Learning objectives:** Develop and strengthen soft skills enabling students to effectively manage, communicate and work together in multicultural project teams. Students are guided to put into practice the theoretical concepts learnt in the first two blocks within an Alumni project and related activities. Participation in a "Design Thinking" workshop to help foster a student-centered approach to innovation that draws from their personal experiences to help nurture our Alumni network. Develop written and verbal communication proficiency through the content creation and publishing of the annual Alumni newsletter. Identify and apply techniques to manage communication problems that limit growth and solutions.		
4	**Contents:** The class is divided into five blocks held over five days throughout the semester. The first and second blocks are designed to introduce students to effective communication and event management skills through workshops and lectures whilst simultaneously developing a framework for the Alumni Project. The third and fourth classes are dedicated to the Alumni project, where the students organise various activites in support of the annual Alumni event. This practical approach helps students to bring all their event management, organisation and communication skills to use in a real-life project and helps foster a feeling of community and belonging within the wider IMIS community. Additionally, the annual Alumni newsletter is published by the students where they can reflect and report on the various activites they have been involved in. The fifth block is a final wrap-up of the module, where students reflect on the journey and provide feedback for future developments within the Alumni network. Additionally, this provides students with first hand experience in identifying communication problems encountered and how the application of various techniques can help overcome similar situations in the future.		
5	**The module is used in the following degree courses:** IMIS: Compulsory module		
6	**Prerequisites:**		
7	**Preliminary examination performance:** ( ) **Examination form:** Written exam ( ), Oral exam ( ), Seminar paper ( ), Project assignment ( ), amended by presentation ( ), Combined form of examinations ( ), Portfolio (X)		
8	**Requirements for the award of credits:** Successfully completed module examination: Alumni Project Documentation (40%), Theoretical Mid-Term (30%), Class Assignments (20%), Project Proposal (10%).		
9	**Relevance for the overall score:** According to General examination regulations.		
10	**Person responsible for the module / lecturer(s):** M.A. David Stevenson / M.A. David Stevenson, Dipl.-Kffr. Sabine Katterbach		
11	**Literature:** Papa, M. et al. (2007): Organizational Communication: Perspectives and Trends. Sage: London, California, New Delhi, Singapore. Eckhouse, B. (1999): Competitive Communication: A Rhetoric for Modern Business. Oxford University Press, Inc. Anderson, P. (2016): Technical Communication: A Reader-Centered Approach. Cengage Learning, Boston, USA.		

	Meinel, C. et al. (2015): Design Thinking Live. Murmann Publishers GmbH, Hamburg.

Business Informatics (new module)				
Compulsory Module (X) Compulsory Elective Module ( )				
ID Number: **BusInfIMIS**	**Workload** 180 h	**Credits** 6 CP	**Semester** 2nd semester	**Duration** 1 semester
1	**Frequency:** winter semester		**Class time** 3 SWS / 45 h	**Self-study** 135 h
2	**Course types (in Semester hours per week, SWS) and group size:** Seminar (online): 3 SWS / 45 h / 100 students			
3	**Learning objectives:** Students acquire expertise in the essential areas of business informatics and are able to evaluate potentials and risks from a business perspective. They are familiar with the dynamic developments in IT and understand the importance and possibilities of proactive IT use. The knowledge imparted about hardware, software, networks and IT security enables students to develop a realistic, constructive and critical understanding of the design and use of operational information systems. In addition, students understand the scientific conceptualisation of digital transformation with a particular focus on dynamic capabilities and technology acceptance models as important concepts of digital change.			
4	**Contents:** The module imparts skills and application-oriented knowledge from fundamental areas of business informatics, e.g. computer systems, computer networks, business applications, database systems, software development, data security and data protection. In addition, the topic of digital transformation is covered, discussing the concepts of digital dynamic capabilities of companies and technology acceptance models.			
5	**The module is used in the following degree courses:** IMIS: Compulsory module			
6	**Prerequisites:**			
7	**Preliminary examination performance:** ( ) **Examination form:** Written exam (X), Oral exam ( ), Seminar paper ( ), Project assignment ( ), amended by presentation ( ), Combined form of examinations ( ), Portfolio ( )			
8	**Requirements for the award of credits:** Successfully completed module examination: Written exam (90 minutes)			
9	**Relevance for the overall score:** According to General examination regulations.			
10	**Person responsible for the module / lecturer(s):** Prof. Dr. Peter Weber / Prof. Dr. Peter Weber			
11	**Literature:** Rondan-Cataluña, F. J., Arenas-Gaitán, J., & Ramírez-Correa, P. E. (2015). A comparison of the different versions of popular technology acceptance models: A non-linear perspective. Kybernetes, 44(5), 788-805. Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., Dong, J. Q., Fabian, N., & Haenlein, M. (2021). Digital transformation: A multidisciplinary reflection and research agenda. Journal of business research, 122, 889-901. Warner, K. S., & Wäger, M. (2019). Building dynamic capabilities for digital transformation: An ongoing process of strategic renewal. Long range planning, 52(3), 326-349. Weber, P.; Gabriel, R.; Lux, T.; Menke, K.: Basics in Business Informatics, Springer Vieweg, 2nd ed. 2022.			

Enterprise Resource Planning				
Compulsory Module (X) Compulsory Elective Module ( )				
ID Number: **ERPIMIS**	**Workload** 180 h	**Credits** 6 CP	**Semester** 2nd semester	**Duration** 1 semester
1	**Frequency:** winter semester		**Class time** 3 SWS / 45 h	**Self-study** 135 h
2	**Course types (in Semester hours per week, SWS) and group size:** Seminar (online): 3 SWS / 45 h / 100 students			
3	**Learning objectives:** Students understand the core idea of enterprise resource planning systems and are familiar with the market situation. They understand the potential and challenges of consistent process orientation and have an overview of central business processes, both theoretically and independently of the system, as well as practically with SAP S/4HANA. In addition, they understand the strategic value and impact of ERP systems, as well as the complexity and alternatives when implementing and configuring ERP systems.			
4	**Contents:** After discussing the basic idea of ERP systems in comparison to alternative solutions (best-of-breed), the core business processes in SAP S/HANA are covered and learned in the SAP S/4HANA system in the form of case studies. Subsequently, the module focuses on the strategic value of ERP systems using the live simulation ERPsim. Finally, current developments and the implementation and configuration of ERP systems are covered.			
5	**The module is used in the following degree courses:** IMIS: Compulsory module			
6	**Prerequisites:**			
7	**Preliminary examination performance:** ( ) **Examination form:** Written exam ( ), Oral exam ( ), Seminar paper ( ), Project assignment ( ), amended by presentation ( ), Combined form of examinations (X), Portfolio ( )			
8	**Requirements for the award of credits:** Successfully completed module examination:			
9	**Relevance for the overall score:** According to General examination regulations.			
10	**Person responsible for the module / lecturer(s):** Prof. Dr. Peter Weber / Prof. Dr. Peter Weber			
11	**Literature:** Case studes provided by the SAP University Alliance, 2023. Gronwald, Klaus-Dieter. Integrated Business Information Systems: A Holistic View of the Linked Business Process Chain, Springer Berlin / Heidelberg, 2020. Sunyaev, A., Dehling, T., Strahringer, S., Da Xu, L., Heinig, M., Perscheid, M., Alt, R. & Rossi, M. (2023). The Future of Enterprise Information Systems. Business & Information Systems Engineering, 65(6), 731-751.			

Management Accounting & Finance

Compulsory Module (X) Compulsory Elective Module ( )

ID Number: MgtAcc&FinIMIS	Workload 180 h	Credits 6 CP	Semester 2nd semester	Duration 1 semester
1	**Frequency:** winter semester		**Class time** 4 SWS / 60 h	**Self-study** 120 h
2	**Course types (in Semester hours per week, SWS) and group size:** Lecture: 2 SWS / 30 h / 100 students (online) Exercise: 2 SWS / 30 h / 100 students (online)			
3	**Learning objectives:** Based upon the known principles of (internal and external) accounting and finance, students should master advanced concepts of performance measurement, investment planning, and financial control as well as applying, critically reflecting and selecting, and integrating into the overall management of the company. For this purpose, both an explanation and interpretation of the theoretical foundations of the concepts is necessary and their practical application and integration into the management of the entire company, especially against the background of an internationally operating business. Integrated into the blended learning approach of this online semester, students will be electronically connected in international teams and thus practice various tools of electronic cooperation and team work (and future human resources management).			
4	**Contents:** Part I: Management Accounting: Control Systems and Performance Measurement, Shareholder Value, Incentive Systems; Part II: Investment Decisions: Investment Criteria and their Critical Evaluation, Discounted Cash Flow Analysis, Project Analysis; Part III: Finance: a) Risk: Risk and Return, Diversification, Market vs. Unique Risk, Capital Asset Pricing Model, Weighted Average Cost of Capital und Company Valuation b) Financial Analysis and Planning: Long-Term and Short-Term Planning, Liquidity Each chapter will be followed by case studies, which require the application of learnt contents to real-life company situations. The exercises and case studies will be solved with MS Excel. Solutions will be discussed in international teams via the e-learning platform Moodle by applying its various tools of electronic cooperation (wikis, tasks, video and electronic material uploads, video conferences, badges etc.). Optional Excel courses are offered to provide a rather homogeneous Excel knowledge in class.			
5	**The module is used in the following degree courses:** IMIS: Compulsory module			
6	**Prerequisites:**			
7	**Preliminary examination performance:** ( ) **Examination form:** Written exam (X), Oral exam ( ), Seminar paper ( ), Project assignment ( ), amended by presentation ( ), Combined form of examinations ( ), Portfolio ( )			
8	**Requirements for the award of credits:** Successfully completed module examination: Written exam (90 minutes)			
9	**Relevance for the overall score:** According to General examination regulations.			
10	**Person responsible for the module / lecturer(s):** Prof. Dr. Valerie Wulfhorst / Prof. Dr. Valerie Wulfhorst, Dipl.-Kffr. Sabine Katterbach			
11	**Literature:** Kimmel, P.; Weygandt, J.; Mitchell, J.: Financial Accounting: Tools for Business Decision Making, 10th ed., Hoboken: Wiley, 2022.			

	Horngren, C.; Sundem, G.; Stratton, W.; Burgstahler, D.; Schatzberg, J.: Introduction to Management Accounting, 17th ed., Boston: Pearson, 2022. Brealey, R.; Myers, S. & Marcus, A.: Fundamentals of Corporate Finance, 11th ed., McGraw-Hill, 2023.

Advanced International Economics

Compulsory Module ( ) Compulsory Elective Module (X)

ID Number: AdvIntEco	Workload 180 h	Credits 6 CP	Semester 2nd semester	Duration 1 semester
1	**Frequency:** winter semester		**Class time** 3 SWS / 45 h	**Self-study** 135 h
2	**Course types (in Semester hours per week, SWS) and group size:** Seminar (online): 3 SWS / 45 h / 30 students			
3	**Learning objectives:** The overarching aim of this course is to empower students to independently analyse and interpret a broad spectrum of economic dynamics - ranging from historical macroeconomic trends to contemporary monetary policies and international trade frameworks - and to apply these insights directly to their strategic business decision-making. Building on a foundation of advanced economic concepts, the curriculum emphasises the special features of European integration, the functionalities and influence of central banks (particularly the European Central Bank), and the interplay between traditional and emerging financial instruments. Furthermore, through the examination of exchange rate determinants, policy impacts, and the changing global regulatory landscape, students will cultivate intertemporal, globally oriented thinking. This facilitates a more nuanced and holistic understanding of economic interrelationships and fosters the ability to develop critical evaluation skills and optimisation strategies. By the conclusion of the course, participants should be better equipped to make informed, autonomous decisions in a rapidly evolving international business environment.			
4	**Contents:** This module is structured around three interconnected areas of focus: monetary policy in the context of the European Central Bank (ECB), European integration and its implications for regional and global economic relations, and the dynamics of foreign trade and exchange rates. The journey begins with a comprehensive overview of the German and European economies, establishing a foundation for understanding subsequent topics. The first core component delves into the ECB's critical role within the broader institutional framework governing monetary policy, examining in detail the refinancing mechanisms for commercial banks and the transmission channels through which monetary policy influences the real economy. Within this segment, students will also explore cutting-edge developments in financial innovation, with particular emphasis on blockchain-based cryptocurrencies, their evolving role in the financial system, and the potential impact on traditional monetary policy. The second area of focus examines the complexity of economic integration, using the European Union as a key reference point to illustrate how countries coalesce their policies, markets, and regulatory environments. This exploration extends to contemporary challenges, such as the economic repercussions of geopolitical tensions and disruptions in key trading relationships, thereby highlighting the delicate balance between integration and disintegration in shaping economic outcomes. Finally, the third area concentrates on foreign trade, emphasising the interplay between exchange rate regimes and the determination of exchange rates in open economies. Students will engage with fundamental theories of exchange rate determination, including Purchasing Power Parity (PPP) and Uncovered Interest Parity (UIP), gaining the analytical skills necessary to evaluate how cross-border transactions and currency movements influence global trade, investment, and economic stability.			
5	**The module is used in the following degree courses:** IMIS: Compulsory elective module			
6	**Prerequisites:**			
7	**Preliminary examination performance:** ( ) **Examination form:** Written exam (X), Oral exam ( ), Seminar paper ( ), Project assignment ( ), amended by presentation ( ), Combined form of examinations ( ), Portfolio ( )			

8	**Requirements for the award of credits:** Successfully completed module examination: Written exam (90 minutes)
9	**Relevance for the overall score:** According to General examination regulations.
10	**Person responsible for the module / lecturer(s):** Prof. Dr. Dina Dreisbach / Prof. Dr. Dina Dreisbach
11	**Literature:** Bofinger, P. (2001), Monetary Policy: Goals, Institutions, Strategies and Instruments, 1st edition, Oxford: Oxford University Press. Gandolfo, G. (2014): International Trade Theory and Policy, 2nd edition, Berlin, Heidelberg: Springer. Feenstra Robert C., Taylor Alan M. (2021): International Trade, 5th edition, New York, Worth Publishers. Krugman, Paul R., Melitz, Marc J., Obstfeld, Maurice (2022): International Trade Theory & Policy, 12th Edition, London: Pearson.

Data Analysis & Visualisation (formerly: IS Project)				
Compulsory Module ( ) Compulsory Elective Module (X)				
ID Number: **DatAna&Vis**	**Workload** 180 h	**Credits** 6 CP	**Semester** 2nd semester	**Duration** 1 semester
1	**Frequency:** winter semester		**Class time** 4 SWS / 60 h	**Self-study** 120 h
2	**Course types (in Semester hours per week, SWS) and group size:** Seminar (online): 4 SWS / 60 h / 30 students			
3	**Learning objectives:** In this module, students will develop the ability to retrieve, analyse and present data effectively. They should be able to explain and apply the principles of descriptive, predictive, and prescriptive analytics to solve real-world problems. Students' understanding and application of these theoretical aspects will be applied in a practical manner through a project aimed to reinforce these skills through the use of various tools.			
4	**Contents:** During this course, students will come into contact with various tools to collect and analyse data from various sources, including online web scraping techniques using Python. Analysis will be conducted through building and applying various models to the above mentioned datasets, utilizing tools such as KNIME. Lastly, the results will be presented for final analysis and decision making through data visulation tools such as Tableau and Power BI.			
5	**The module is used in the following degree courses:** IMIS: Compulsory elective module			
6	**Prerequisites:**			
7	**Preliminary examination performance:** ( ) **Examination form:** Written exam ( ), Oral exam ( ), Seminar paper ( ), Project assignment ( ), amended by presentation ( ), Combined form of examinations ( ), Portfolio (X)			
8	**Requirements for the award of credits:** Successfully completed module examination:			
9	**Relevance for the overall score:** According to General examination regulations.			
10	**Person responsible for the module / lecturer(s):** Prof. Dr. Peter Weber / M.A. David Stevenson			
11	**Literature:** Sommerville, I.: Software Engineering, 10th ed., Pearson, 2016. Evans, J.: Business Analytics, 3rd ed., Pearson 2020. Metthes, E.: Python Crash Course, 2nd ed., No Starch Press, 2019. Wexler, S.; Shaffer, J.; Cotgreave, A.: The Big Book of Dashboards, Wiley, 2017.			

International Studies I: Global Business				
Compulsory Module ( ) Compulsory Elective Module (X)				
ID Number: **IntStud1**	**Workload** 180 h	**Credits** 6 CP	**Semester** 2nd semester	**Duration** 1 semester
1	**Frequency:** upon announcement		**Class time** 2 SWS / 30 h	**Self-study** 150 h
2	**Course types (in Semester hours per week, SWS) and group size:** Seminar (online): 2 SWS / 30 h / 30 students			
3	**Learning objectives:** Students acquire in-depth knowledge of a particular field of the global economy. They are able to understand international contexts, to differentiate and independently analyse aspects in this regard, and develop problem-solving solutions.			
4	**Contents:** Topic selection takes place in dialogue between the teachers and students. The main focus of content can be economic as well as business administration developments, challenges, concepts, or questions. Additional information: As far as possible, the module "International Studies I: Global Business" can be taken at one of the foreign partner universities in form of appropriate courses that are completed with local examinations. This requires prior approval by the Examination Board.			
5	**The module is used in the following degree courses:** IMIS: Compulsory elective module			
6	**Prerequisites:**			
7	**Preliminary examination performance:** ( ) **Examination form:** Written exam ( ), Oral exam ( ), Seminar paper (X), Project assignment ( ), amended by presentation ( ), Combined form of examinations ( ), Portfolio ( )			
8	**Requirements for the award of credits:** Successfully completed module examination:			
9	**Relevance for the overall score:** According to General examination regulations.			
10	**Person responsible for the module / lecturer(s):** Prof. Dr. Henrik Janzen / Prof. Dr. Henrik Janzen			
11	**Literature:**			

International Studies II: Information Systems				
Compulsory Module ( ) Compulsory Elective Module (X)				
ID Number: **IntStud2**	**Workload** 180 h	**Credits** 6 CP	**Semester** 2nd semester	**Duration** 1 semester
1	**Frequency:** winter semester		**Class time** 2 SWS / 30 h	**Self-study** 150 h
2	**Course types (in Semester hours per week, SWS) and group size:** Seminar (online): 2 SWS / 30 h / 30 students			
3	**Learning objectives:** Students will acquire in-depth knowledge of the role and challenges of information systems in an international context. They are able to differentiate and independently analyse specific issues and to use appropriate methods to solve problems.			
4	**Contents:** Topic selection takes place in dialogue between the lecturers and students. The content can be both the management of globally positioned information systems and the IT support of international management activities. Additional information: As far as possible, the module "International Studies II: Information Systems" can be taken at one of the foreign partner universities in form of appropriate courses that are completed with local examinations. This requires prior approval by the Examination Board.			
5	**The module is used in the following degree courses:** IMIS: Compulsory elective module			
6	**Prerequisites:**			
7	**Preliminary examination performance:** ( ) **Examination form:** Written exam ( ), Oral exam ( ), Seminar paper ( ), Project assignment ( ), amended by presentation ( ), Combined form of examinations ( ), Portfolio (X)			
8	**Requirements for the award of credits:** Successfully completed module examination:			
9	**Relevance for the overall score:** According to General examination regulations.			
10	**Person responsible for the module / lecturer(s):** Prof. Dr. Peter Weber / Prof. Dr. Peter Weber			
11	**Literature:**			

Practical Experience / Internship					
Compulsory Module ( ) Compulsory Elective Module (X)					
ID Number: **PractExp**		**Workload** 360 h	**Credits** 12 CP	**Semester** 2nd semester	**Duration** 360 working hours (internship) plus report
1	**Frequency:** as required			**Class time** 0 SWS / 0 h	**Self-study** 360 h
2	**Course types (in Semester hours per week, SWS) and group size:**				
3	**Learning objectives:** In this practice-based module, students should learn practical skills in business and IT, monitor (different cultural) work environments and real-life activities and relate their experiences with academics. The module gives the chance to build networks and job opportunities with companies and other institutions. The internship provides deeper experiences of corporate modes, of operations and processes applying the gained knowledge in their Master's course. Students work in a responsible way on practical-relevant projects, and learn how to participate actively in a project team. They experience the requirement of finishing projects timely and the relevance of a professional project management. They are able to apply their knowledge gained in the studies interdisciplinarily and application-oriented and to critically analyse situations as well as provide suggestions for solutions.				
4	**Contents:** Students gain work experience through independent project work at the interface of IT systems and management. They actively work on project tasks in written and practical form and experience team work. If necessary, they prepare their Master's thesis through research and appropriate contacts. An internship report summarises their progress in the company and critically evaluates it with respect to research. Additional information regarding the internship duration: If, according to the student's contract, the total duration of the internship exceeds the required 360 working hours, the additional time is considered a voluntary internship and does not credit towards the module.				
5	**The module is used in the following degree courses:** IMIS: Compulsory elective module				
6	**Prerequisites:** Admission to the internship requires that at least 24 credits have been obtained in the Master's course International Management & Information Systems.				
7	**Preliminary examination performance:** ( ) **Examination form:** Written exam ( ), Oral exam ( ), Seminar paper ( ), Project assignment (X), amended by presentation ( ), Combined form of examinations ( ), Portfolio ( )				
8	**Requirements for the award of credits:** Other: 1) Internship certificate issued by the employer, 2) successfully completed module examination (Internship report): The report indicates the tasks of the intern or the current status quo of the company, the company description, the process of solving the tasks or developing solutions and their (partial) results and a critical reflection respectively.				
9	**Relevance for the overall score:** According to General examination regulations.				
10	**Person responsible for the module / lecturer(s):** Prof. Dr. Valerie Wulfhorst				
11	**Literature:**				

Product & Process Management				
Compulsory Module ( ) Compulsory Elective Module (X)				
ID Number: **Prod&ProcMgt**	**Workload** 180 h	**Credits** 6 CP	**Semester** 2nd semester	**Duration** 1 semester
1	**Frequency:** winter semester		**Class time** 3 SWS / 45 h	**Self-study** 135 h
2	**Course types (in Semester hours per week, SWS) and group size:** Seminar (online): 3 SWS / 45 h / 30 students			
3	**Learning objectives:** Production is one of the key areas in industrial enterprises. The process-oriented view together with the trend towards digitalisation opens new opportunities and challenges. Students acquire specialised knowledge about strategies and methods of production management with special focuses on process management and information systems. These three fields are integrated to explore and develop modern and innovative concepts for operations management around the ideas of "Industry 4.0".			
4	**Contents:** The module contains six parts: As introduction, targets and strategies of operations management are critically discussed. In part two, the focus is put on the design of products and services (product design, criteria, specialties of service design). The third part is about design and management of business processes (business process design, business process management, value stream mapping). In part four, concepts and methods for managing the manufacturing efficiently are critically analysed (facility layout, capacity management, scheduling, enterprise resource planning (ERP), lean management and lean manufacturing). Part five shows the possibilities for continuous improvement (quality management, TQM, ISO, Six-Sigma, risk management). The last part paves the development path of product and process management towards "Industry 4.0" (Industry 4.0 as new development paradigm, implementation of Industry 4.0).			
5	**The module is used in the following degree courses:** IMIS: Compulsory elective module			
6	**Prerequisites:**			
7	**Preliminary examination performance:** ( ) **Examination form:** Written exam ( ), Oral exam ( ), Seminar paper ( ), Project assignment ( ), amended by presentation ( ), Combined form of examinations ( ), Portfolio (X)			
8	**Requirements for the award of credits:** Successfully completed module examination: The portfolio examination includes a seminar paper (10 pages per person) in groupwork plus an individual homework in form of an open book exam (two workdays).			
9	**Relevance for the overall score:** According to General examination regulations.			
10	**Person responsible for the module / lecturer(s):** Prof. Dr. Henrik Janzen / Prof. Dr. Henrik Janzen			
11	**Literature:** Dumas, M. et al.. (2018): Business Process Management. 2nd Ed., Springer: Berlin, Heidelberg, New York. Weske, M. (2024): Business Process Management - Concepts, Languages, Architectures, 4th Ed., Springer: Berlin, Heidelberg, New York. Slack, N.; Brandon-Jones, A.; Johnston, R. (2016): Operations Management, 8. Ed., Pearson: Harlow. Brocke, J; Rosemann, M. (Eds.)(2015): Handbook on Business Process Management I. Introduction, Methods and Information Systems. 2nd Ed., Springer: Berlin, Heidelberg, New York.			

Digital Transformation (new module)					
Compulsory Module (X) Compulsory Elective Module ( )					
ID Number: **DigTrans**	**Workload** 150 h	**Credits** 5 CP	**Semester** 3rd semester	**Duration** 1 semester	
1	**Frequency:** summer semester		**Class time** 3 SWS / 45 h	**Self-study** 105 h	
2	**Course types (in Semester hours per week, SWS) and group size:** Lecture / Seminar: 3 SWS / 45 h / 50 students (2 groups)				
3	**Learning objectives:** Students gain a strategic understanding of digital transformation, including its distinction from traditional IT-driven change, and explore essential readiness and leadership factors for navigating this shift. They examine transformation strategy, organisational adaptability, the evolving workforce, and the connection between digital innovation and sustainable growth. Case studies across several topics allow students to apply these concepts, fostering strategic thinking, problem-solving, and a holistic understanding of digital transformation's impacts on business and society.				
4	**Contents:** This module offers an examination of digital transformation through multiple lenses, covering core principles and addressing practical challenges within organisations: Fundamental Concepts: Defining digital transformation in contrast to IT-enabled organisational transformation, Introduction to key theories, Exploration of how digital transformation enables new, disruptive business models and processes, as well as innovation diffusion. Formulating a Digital Transformation Strategy: Development of strategic frameworks for digital transformation, including leadership competencies and critical success factors. Evaluation of common reasons for digital transformation failure and strategies to mitigate these risks. Technological and Organisational Aspects: Study of AI's role in digital transformation, along with organisational AI readiness factors, Examination of new work dynamics between humans and machines, and the future of work, particularly in team transformation from conventional to virtual structures. The Relationship between Digital Transformation and Corporate Sustainability: Investigation of how digital transformation impacts corporate sustainability efforts. Societal Dimensions: Examination of digital literacy, the digital divide, and cultivating a digital mindset for long-term, inclusive transformation.				
5	**The module is used in the following degree courses:** IMIS: Compulsory module				
6	**Prerequisites:**				
7	**Preliminary examination performance:** ( ) **Examination form:** Written exam ( ), Oral exam ( ), Seminar paper ( ), Project assignment ( ), amended by presentation ( ), Combined form of examinations (X), Portfolio ( )				
8	**Requirements for the award of credits:** Successfully completed module examination:				
9	**Relevance for the overall score:** According to General examination regulations.				
10	**Person responsible for the module / lecturer(s):** Prof. Dr. Kristina Kusanke / Prof. Dr. Kristina Kusanke				
11	**Literature:** Will be announced during class.				

Research Methods

Compulsory Module (X) Compulsory Elective Module ( )

ID Number: ResMeth	Workload 150 h	Credits 5 CP	Semester 3rd semester	Duration 1 semester

1	**Frequency:** every semester	**Class time** 4 SWS / 60 h	**Self-study** 90 h
2	**Course types (in Semester hours per week, SWS) and group size:** Lecture / Seminar: 4 SWS / 60 h / 50 students		
3	**Learning objectives:** Students will be able to independently structure and execute a research project (addressing a Master's thesis level) and to critically evaluate other research papers. This requires the independent identification of problems with practical relevance, the development of research questions, research design including its operationalisation and well-founded selection, and finally the systematic explanation of results as well as their critical interpretation. Students should be able to conduct a scientific literature research, found their own practical actions with theoretical and methodological knowledge, to integrate the gained results into business practice, and to realise their own practical projects independently. They should be able to use theoretically derived as well as empirically tested and induced research methods as part of their toolbox. The provided knowledge serves as a basis for a possible PhD or further qualification option.		
4	**Contents:** Part I: Introduction to Scientific Work (Research Process, Literature Research, Finding and Structuring a Topic) Part II: Theoretical-Deductive Research: Introduction to Theory Grounded Research, selected Theories and theoretical Frameworks from Psychology, Economics, and MIS (e.g. Principal-Agent Theory, Prospect Theory, Canonical Action Research) Part III: Empirical Research: Introduction to Empirical Research; Measurement and Scaling; Research Design, Data Collection, and Sampling (Classification of Research Design; Primary vs. Secondary Data; Focus Groups, Depth Interviews, Survey, Observation); Causal Research, Design of Questionnaires; Overview of Multivariate Data Analyses Part IV: Software Application SPSS (Introduction to Psychometric Theory, Multiple Regression Analysis)		
5	**The module is used in the following degree courses:** IMIS: Compulsory module		
6	**Prerequisites:**		
7	**Preliminary examination performance:** ( ) **Examination form:** Written exam ( ), Oral exam ( ), Seminar paper ( ), Project assignment ( ), amended by presentation ( ), Combined form of examinations ( ), Portfolio (X)		
8	**Requirements for the award of credits:** Successfully completed module examination:		
9	**Relevance for the overall score:** According to General examination regulations.		
10	**Person responsible for the module / lecturer(s):** Prof. Dr. Valerie Wulfhorst, Prof. Dr. Till Haumann / Prof. Dr. Valerie Wulfhorst, Prof. Dr. Till Haumann		
11	**Literature:** Part II: • Boivie, S., Lange, D., McDonald, M. L., & Westphal, J. D. (2011). Me or we: The effects of CEO organizational identification on agency costs. Academy of Management Journal, 54(3), 551-576.		

• Bacharach, S. B. (1989). Organizational theories: Some criteria for evaluation. Academy of management review, 14(4), 496-515.
• Bhattacherjee, A. 2012. Social Science Research: Principles, Methods, and Practices, (2. ed.). Tampa, FL, USA: Open Access Textbooks.
• Colquitt, J. A., & Zapata-Phelan, C. P. (2007). Trends in theory building and theory testing: A five-decade study of the Academy of Management Journal. Academy of Management Journal, 50(6), 1281-1303.
• Davison, R., Martinsons, M. G., & Kock, N. (2004). Principles of canonical action research. Information systems journal, 14(1), 65-86.
• Davison, R. M., Martinsons, M. G., & Ou, C. X. (2012). The roles of theory in canonical action research. MIS Quarterly, 763-786.
• Grant, A. M., & Pollock, T. G. (2011). Publishing in AMJ—Part 3: Setting the hook. Academy of Management Journal, 54(5), 873-879.
• Mueller, B., & Urbach, N. (2017). Understanding the why, what, and how of theories in IS research. Communications of the Association for Information Systems, 41(1), 17.
• Pindyck, R. S., & Rubinfeld, D. L. (2018). Microeconomics. Harlow: Pearson.
• Ravitch, S. M., & Riggan, M. (2016). Reason & rigor: How conceptual frameworks guide research. Sage Publications.
• Shapira, Z. (2011). “I've got a theory paper—Do you?”: Conceptual, empirical, and theoretical contributions to knowledge in the organizational sciences. Organization science, 22(5), 1312-1321.
• Sparrowe, R. T., & Mayer, K. J. (2011). Publishing in AMJ—part 4: grounding hypotheses. Academy of Management Journal, 54(6), 1098-1102.
• Sutton, R. I., & Staw, B. M. (1995). What theory is not. Administrative Science Quarterly, 371-384.
• Wagner, T., Hennig-Thurau, T., & Rudolph, T. (2009). Does customer demotion jeopardize loyalty?. Journal of marketing, 73(3), 69-85.

Part III:
• Malhotra, N.K.: Marketing Research. An Applied Orientation, 7th ed., Pearson, 2019 (selected pages).

Part IV:
• Field, A. (2024). Discovering statistics using IBM SPSS statistics. Sage Publications.
• Hair, J. F. et al. (2019) Multivariate data analysis. Eighth edition. Andover, Hampshire: Cengage.

Master Project

Compulsory Module ( ) Compulsory Elective Module ( )

ID Number: MAProjIMIS	Workload 600 h	Credits 20 CP	Semester 3rd semester	Duration Master's thesis: 12 to 16 weeks, plus preparation time for the colloquium

1	**Frequency:** as required	**Class time** 0 SWS / 0 h	**Self-study** 600 h
2	**Course types (in Semester hours per week, SWS) and group size:**		
3	**Learning objectives:** Students are able to identify, structure, and scientifically work on a research question or problem which is relevant in research and practice – they also interdisciplinarily cover the variety of business administration as well as business informatics-related topics. They are able to select and apply research methods from theoretical, empirical, or conceptual directions of research. Against the background of the learnt contents and methods, students are able to critically reflect existing research and connect it with their own research questions and to consistently document and present their research process.		
4	**Contents:** The module contains a Master's thesis and colloquium. The thesis requires scientifically processing an independently identified problem/question relevant in research or practice in the fields of management or information systems and possible combinations. The Master's thesis requires a higher level of indepencence of the student regarding the selection of the research problem/questions, research methods and literature, a critical reflection and classification of existing research and regarding the student's own contribution in developing a solution. Subject of the colloquium is an oral presentation of the thesis as well as the methodology used, and a subsequent discussion.		
5	**The module is used in the following degree courses:** IMIS: Compulsory module		
6	**Prerequisites:** For the admission to the Master's thesis: minimum 48 credits from Compulsory and Compulsory Elective Modules. For the admission to the colloquium: 70 credits (Compulsory and Compulsory Elective Modules) and 16 credits (Master's thesis).		
7	**Preliminary examination performance:** ( ) **Examination form:** Written exam ( ), Oral exam ( ), Seminar paper ( ), Project assignment ( ), amended by presentation ( ), Combined form of examinations ( ), Portfolio ( )		
8	**Requirements for the award of credits:** Successful completion of both Master's thesis and colloquium: The scope of the Master's thesis is approximately 50 pages. The colloquium is conducted as an oral examination lasting 30 to a maximum of 45 minutes.		
9	**Relevance for the overall score:** According to General examination regulations.		
10	**Person responsible for the module / lecturer(s):** Prof. Dr. Valerie Wulfhorst		
11	**Literature:**		