HfWU

MODULE HANDBOOK

Master of Science (M.Sc.)

Digital Business Management

Status: Wintersemester 2024/25

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Digital Business

Module Description		Digital Business Innovation
Contri-bution of the module to the study objectives	Qualification goals	• Being able to analyze and control disruptive events and developments, deriving business ideas from disruptive events • Recognising and exploiting the opportunities and risks of digitalisation for industries and companies • Understanding value and growth drivers for digital business models • Gain an overview of different digital business models • Developing a digitalisation strategy and learning about implementation and realization options • Developing and evaluating digital business models • Develop and evaluate innovations
	Contents	See course
	Teaching / learning methods	Lecture, discussions, exercises, case studies and simulation game
Prerequi-sites for partici-pation	Knowledge, skills, competences	No formal requirements for participation
	Preparation for the module	see references under course
References ...	... to other modules	Digital Business Planning & Valuation
	... to the HfWU profile	Practice-orientated curriculum strongly focused on the needs of part-time students. Current and innovative topics in the field of digitalisation are taught by highly qualified academics and practitioners. The teaching content is supported by high-quality, practice-orientated research with corresponding publications. From a social point of view, the certificate course will help employees and the self-employed to further their education in the area of digitalisation, which is very important for professional development today and in the future, and thus ensure their long-term and sustainable employability and competitiveness.
Examination services		Student research project 100 %
Organi-sation	Module coordinator/ Lecturer	• Dr. Martin Handschuh • Melanie Stütz
	Language	English
	ECTS points	6 ECTS
	Workload	150 hours
	Allocation	Attendance : preparation/follow-up + self-study : assignments/group work = 10 % (20 UE) :40 % :50 %
Course		Digital Business Innovation

<table>
<tr><th colspan="2">Course</th><th>Digital Business Innovation</th></tr>
<tr><td rowspan="5">Course Details</td><td>Qualification targets</td><td>The students should be enabled to
Be able to analyze and control disruptive events and developments, derive business ideas from disruptive events
Recognising and exploiting the opportunities and risks of digitalisation for industries and companies
Understand value and growth drivers for digital business models
Gain an overview of different digital business models
Be able to evaluate digital business models using the Business Model Canvas, among other things
Develop and evaluate digital business models
Develop and evaluate innovations
<table>
<tr><th>Knowledge</th><th>Knowledge</th><th>Skills</th><th>Expertise</th></tr>
<tr><td>Subject</td><td>x</td><td>x</td><td>x</td></tr>
<tr><td>System</td><td>x</td><td>x</td><td>x</td></tr>
<tr><td>Even</td><td>x</td><td>x</td><td>x</td></tr>
<tr><td>Social</td><td>x</td><td>x</td><td>x</td></tr>
</table></td></tr>
<tr><td>Contents</td><td><u>Management of disruptive events and developments:</u>
Being able to analyze and control disruptive events and developments
Deriving business ideas from disruptive events
Recognising and exploiting the opportunities and risks of digitalisation for industries and companies
<u>Business Model Innovation</u>
Understanding value and growth drivers for digital business models
Gain an overview of different digital business models
Developing and evaluating digital business models
Develop and evaluate innovations
Application of the AI-based simulation game IDEASCANNER</td></tr>
<tr><td>Teaching / learning methods</td><td>Lecture, discussions, exercises, case studies and simulation game</td></tr>
<tr><td>Literature / teaching material</td><td>Script
Recommended reading, always in the latest edition:
Osterwalder, A./ Pigneur, Y. (2010): Business Model Generation, Hoboken.
Ries, E. (2017): The Lean Startup – How Constant Innovation Creates Radically Successful Businesses, London.
Wirtz, Bernd W. (2021): Business Model Management, 5. Aufl., Wiesbaden.</td></tr>
<tr><td>Special features</td><td>-</td></tr>
<tr><td rowspan="3">Organi-sation</td><td>ECTS points</td><td>6 ECTS</td></tr>
<tr><td>Allocation</td><td>150 hours</td></tr>
<tr><td>Workload</td><td>Attendance : Preparation/follow-up + self-study :Assignments/group work = 10 % (20 units) : 40 % : 50 %</td></tr>
</table>

Module Description		Digitale Business Planning, Steering & Valuation
Contri-bution of the module to the study objectives	Qualification targets	The students should be enabled to ● To be able to analyze the value and growth drivers of digital business models ● To be able to carry out driver-based business planning for digital business models ● Be able to implement performance management for digital business models using unit economics ● Be able to evaluate digital business models according to common evaluation methods
	Contents	See course
	Teaching / learning methods	Lecture, discussions, exercises and case studies
Prerequi-sites for partici-pation	Knowledge, skills, competences	No formal requirements for participation
	Preparation for the module	see references under course
References ...	... to other modules	Digital Business Innovation
	... to the HfWU profile	Practice-orientated curriculum strongly focused on the needs of part-time students. Current and innovative topics in the field of digitalisation are taught by highly qualified academics and practitioners. The teaching content is supported by high-quality, practice-orientated research with corresponding publications. From a social point of view, the certificate course will help employees and the self-employed to further their education in the area of digitalisation, which is very important for professional development today and in the future, and thus ensure their long-term and sustainable employability and competitiveness.
Examination services		Student research project 100%
Organi-sation	Module coordinator/ Lecturer	● Marc Flammer ● Oliver Würtenberger
	Language	English
	ECTS points	6 ECTS
	Workload	150 hours
	Allocation	Attendance : preparation/follow-up + self-study : assignments/group work = 14 % (28 UE) :43 % :43 %
Course		**Digital Business Planning, Steering & Valuation / Digital Business Planning, Steering & Valuation**

<table>
<tr><th colspan="2">Course</th><th>Digital Business Planning, Steering & Valuation</th></tr>
<tr><td rowspan="5">Course Details</td><td>Qualification goals</td><td>The students should be enabled to
To be able to analyze the value and growth drivers of digital business models
Be able to carry out driver-based business planning for digital business models
Be able to implement performance management for digital business models using unit economics
Be able to evaluate digital business models according to common evaluation methods
<table>
<tr><th>Knowledge</th><th>Knowledge</th><th>Skills</th><th>Expertise</th></tr>
<tr><td>Subject</td><td>x</td><td>x</td><td>x</td></tr>
<tr><td>System</td><td>x</td><td>x</td><td>x</td></tr>
<tr><td>Even</td><td>x</td><td>x</td><td></td></tr>
<tr><td>Social</td><td>x</td><td>x</td><td></td></tr>
</table></td></tr>
<tr><td>Contents</td><td><u>Business planning and steering of digital business models:</u>
Value and growth drivers for digital business models
Driver-based planning and control models
KPIs and unit economics for digital business models
Implementation of planning and control models
Performance management for digital business models
<u>Venture Valuation:</u>
Evaluation of digital business models according to common evaluation methods
Venture Valuation with Comparable Transaction- and Comparable Company-based Multiple Approach
DCF valuation approaches for digital business models
Creation of your own valuation model</td></tr>
<tr><td>Teaching / learning methods</td><td>Lecture and discussion, case studies, presentation</td></tr>
<tr><td>Literature / teaching material</td><td>Script
Recommended reading, always in the latest edition:
ALEMANY, L./ ANDREOLI, J. (2018): Entrepreneurial Finance - The Art and Science of Growing Ventures, Cambridge.
BAUMÖL, U./ BOCKSHECKER, A. (2018): Steuerung im Zeitalter der Digitalisierung mit dem Digital Business Management-Modell, in: Controlling, Jahrgang 30, Heft 5, S. 4 – 11.
KOLLER, T. et al. (2020): Valuation : Measuring and Managing the Value of Companies, New York.
SMITH, J./ SMITH, R. (2019): Entrepreneurial Finance - Venture Capital, Deal Structure & Valuation, Stanford.
WIRTZ, Bernd W. (2021): Business Model Management, 5. Aufl., Wiesbaden.</td></tr>
<tr><td>Special features</td><td>-</td></tr>
<tr><td rowspan="3">Organi-sation</td><td>ECTS points</td><td>6 ECTS</td></tr>
<tr><td>Allocation</td><td>150 hours</td></tr>
<tr><td>Workload</td><td>Attendance : preparation/follow-up + self-study : assignments/group work = 14 % (28 UE) :43 % :43 %</td></tr>
</table>

AI & Analytics

Module Description		AI based Customer Experience Management
Contri-bution of the module to the study aim	Qualification targets	• Get to know applications of artificial intelligence in marketing and sales - especially with regard to analytics and automation • Be able to analyze and design digital customer touchpoints with AI/chatbots, among other things • Understand the influence of robotic process automation in marketing and sales and be able to develop concepts for it • Understand and design digital marketing and sales organizations • Familiarizing yourself with new roles and skills requirements • Get to know control concepts for sales and marketing
	Contents	See course
	Teaching / learning methods	Lecture, discussions, exercises and case studies
Prerequi-sites for partici-pation	Knowledge, skills, competences	No formal requirements for participation
	Preparation for the module	see literature references under course
References ...	... to other modules	Machine Learning & Big Data Analytics
	... to the HfWU profile	Practice-orientated curriculum strongly focused on the needs of part-time students. Current and innovative topics in the field of digitalisation are taught by highly qualified academics and practitioners. The teaching content is supported by high-quality, practice-orientated research with corresponding publications. From a social point of view, the certificate course will help employees and the self-employed to further their education in the area of digitalisation, which is very important for professional development today and in the future, and thus ensure their long-term and sustainable employability and competitiveness.
Examination services		Student research project 100 %
Organi-sation	Module responsible/ Lecturer	• Julia Lehmann • Benjamin Ferreau
	Language	English
	ECTS points	6 ECTS
	Workload	150 hours
	Allocation	Attendance : preparation/follow-up + self-study : assignments/group work = 10% (20 units) : 40% : 50%

<table>
<tr><td colspan="2">Course</td><td colspan="4">AI based Customer Experience Management</td></tr>
<tr><td rowspan="3">Course Details</td><td>Qualification goals</td><td colspan="4">The students should be enabled to
• Get to know applications of artificial intelligence in marketing and sales - especially with regard to analytics and automation
• Understand digital customer touch points, including with AI/chatbots, and be able to develop concepts in this area
• Understand robotic process automation in marketing and sales and be able to develop concepts in this area
• Understand and design digital marketing and sales organizations
• Familiarizing yourself with new roles and skills requirements
• Get to know control concepts for sales and marketing</td></tr>
<tr><td></td><td colspan="4"><table>
<tr><th>Knowledge</th><th>Knowledge</th><th>Skills</th><th>Expertise</th></tr>
<tr><td>Subject</td><td>x</td><td>x</td><td>x</td></tr>
<tr><td>System</td><td>x</td><td>x</td><td>x</td></tr>
<tr><td>Even</td><td>x</td><td>x</td><td></td></tr>
<tr><td>Social</td><td>x</td><td>x</td><td></td></tr>
</table></td></tr>
<tr><td>Contents</td><td colspan="4"><u>Digital customer touchpoints with AI/chatbots:</u>
• The basics of customer experience: definitions, differentiations and concepts
• Data strategy as the basis for a good customer experience: demystifying artificial intelligence
• Big data examples at a glance - industries, strategic approaches, areas of application: Problem, solution and added value
• Chatbot design principles
• Development of a customer experience concept
• Derivation of a requirements concept for a chatbot
• Configuration of a chatbot

<u>Robotic Process Automation/ digital marketing & sales organization:</u>
• Understand the influence of robotic process automation in marketing and sales and be able to develop concepts for it
• Understand and design digital marketing and sales organizations
• Familiarizing yourself with new roles and skills requirements
• Get to know control concepts for sales and marketing</td></tr>
<tr><td>Teaching / learning methods</td><td colspan="4">Lecture and discussion, case studies, group work with presentation</td></tr>
</table>

	Literature / teaching material	Script Recommended reading, always in the latest edition: ● DETSCHER, S. et al. (2018): Fin Sales Tech: Artifizielle Intelligenz im Marketing und im Vertrieb von Kapitalmarktprodukten, in Marketing Review St. Gallen, 4/2018, S. 36-43. ● DETSCHER, S./ HANDSCHUH, M. (2021): Künstliche Intelligenz im Marketing und im Vertrieb – Evolutionsstufen und Anwendungsbereiche, in: Detscher, S. (Hrsg.): Digitales Management & Marketing, Springer Verlag, S. 293-304. ● DETSCHER, S./ MÜLLER, J, (2022): Potenziale für den Einsatz von Voice-Commerce entlang der Customer Journey – Eine Untersuchung am Beispiel der Kosmetik- und Körperpflegebranche. In transfer Zeitschrift für Kommunikation und Markenmanagement, Nr. 02 Juni/2022, 68. Jahrgang, S. 52-61. ● GENTSCH, P. (2018): Künstliche Intelligenz für Sales. Marketing und Service, Mit AI und Bots zu einem Algorithmic Business – Konzepte, Technologien und Best Practices, Springe Gabler, Wiesbaden. ● HANDSCHUH, M. et al. (2018): Mit AAA-Vertrieb innovative Energielösungen verkaufen, in: Sales Excellence, 11/2018, S. 16-19. ● LEHMANN, J.: Der Chatbot-Guide, in: Detscher, S. (Hrsg.): Digitales Management & Marketing, Springer Verlag, S. 305-328. ● RAPP, H./ HANDSCHUH, M./ BELZ, C. (2018): Reorganisation in Marketing und Verkauf, in: Marketing Review St. Gallen, 3/2018, S. 12-20. ● ROBRA-BISSANTZ, S./ LATTEMANN, C. (2018, Hrsg.): Digital Customer Experience: Mit digitalen Diensten Kunden gewinnen und halten, Springer Fachmedien, Wiesbaden.
	Special features	-
Organi-sation	**ECTS points**	6 ECTS
	Allocation	150 hours
	Workload	Attendance : preparation/follow-up + self-study : assignments/group work = 10 % (20 units) : 40 % : 50 %

Module Description		Machine Learning & Big Data Analytics
Contri-bution of the module to the aim	Qualification targets	• Understanding big data analysis & predictive analytics • Learn how to use an advanced analytics tool • Applying data mining and CRM • Be able to perform predictive analytics-based analyses
	Contents	See course
	Teaching / learning methods	Lecture, discussions, exercises and case studies
Prerequi-sites for partici-pation	Knowledge, skills, competences	No formal requirements for participation
	Preparation for the module	cf. literature references for course
References ...	... to other modules	AI based customer experience management
	... to the HfWU profile	Practice-orientated curriculum strongly focused on the needs of part-time students. Current and innovative topics in the field of digitalisation are taught by highly qualified academics and practitioners. The teaching content is supported by high-quality, practice-orientated research with corresponding publications. From a social point of view, the certificate course will help employees and the self-employed to further their education in the area of digitalisation, which is very important for professional development today and in the future, and thus ensure their long-term and sustainable employability and competitiveness.
Examination services		Student research project 100%
Organisation	Module coordinator/ lecturer/	• Prof Dr Sebastian Moll • Dr Stefanie Seifert
	Language	English
	ECTS points	6 ECTS
	Workload	150 hours
	Allocation	Attendance : preparation/follow-up + self-study : assignments/group work = 14 % (28 UE) :43 % :43 %
Course		Machine Learning & Big Data Analytics / Machine Learning & Big Data Analytics

<table>
<tr><td colspan="2">Course</td><td colspan="4">Machine Learning & Big Data Analytics</td></tr>
<tr><td rowspan="8">Course Details</td><td rowspan="5">Qualification targets</td><td colspan="4">The students should be enabled to
• Understanding Big Data Analysis & Predictive Analytics
• Applying data mining and CRM
• Perform predictive analytics-based market analyses</td></tr>
<tr><td>Knowledge</td><td>Knowledge</td><td>Skills</td><td>Expertise</td></tr>
<tr><td>Subject</td><td>x</td><td>x</td><td>x</td></tr>
<tr><td>System</td><td>x</td><td>x</td><td>x</td></tr>
<tr><td>Even</td><td>x</td><td>x</td><td></td></tr>
<tr><td>Social</td><td>x</td><td></td><td></td></tr>
<tr><td>Contents</td><td colspan="4">• Tool training Advanced Analytics Platform KNIME
• Big Data & Innovation: Introduction, technology and methods
• Introduction to machine learning & predictive analytics
• Machine Learning - Methods
• CRM analytics: use cases, introduction to personalisation, practical examples
• Natural Language Processing: Use Cases</td></tr>
<tr><td>Teaching / learning methods</td><td colspan="4">Lecture and discussion, case studies, group work with presentation</td></tr>
<tr><td>Literature / teaching material</td><td colspan="4">Script
Recommended reading, always in the latest edition:
• Ng, A., Soo, K.: Data Science – Was ist das eigentlich ?!, Algorithmen des maschinellen Lernens verständlich erklärt, Springer, 2017.
• Finlay, S.: Predictive Analytics, Data Mining and Big Data – Myths, Misconceptions and Methods, Palgrave MacMillan, 2014.
• Provost, F./ Fawcett, T.: Data Science für Unternehmen. Data Mining und datenanalytisches Denken praktisch anwenden, mitp Verlag, Frechen 2017.
• Engel, M. (2021): Nutzung von KI für Predictive Analytics, in: Detscher, S. (Hrsg.): Digitales Management & Marketing, S. 481-504.</td></tr>
<tr><td>Special features</td><td colspan="4"></td></tr>
<tr><td rowspan="3">Organi-sation</td><td>ECTS-Points</td><td colspan="4">6 ECTS</td></tr>
<tr><td>Allocation</td><td colspan="4">150 hours</td></tr>
<tr><td>Workload</td><td colspan="4">Attendance : preparation/follow-up + self-study : assignments/group work = 14 % (28 UE) :43 % :43 %</td></tr>
</table>

Web3 & Immersive Web

Module Description		Blockchain Technology & Web3 based Business Models
Contribution of the module to the aim	Qualification targets	Understand the following technological topics at a glance: • Digital networking/machine learning • IoT • AR/VR • Blockchain (technical basics and use cases) • Web3 based business models
	Contents	See course
	Teaching / learning methods	Lecture, discussions, exercises and case studies
Prerequisites for participation	Knowledge, skills, competences	No formal requirements for participation
	Preparation for the module	see literature references under course
References ...	... to other modules	Immersive Web & 3D Technologies
	... to the HfWU profile	Practice-orientated curriculum strongly focused on the needs of part-time students. Current and innovative topics in the field of digitalisation are taught by highly qualified academics and practitioners. The teaching content is supported by high-quality, practice-orientated research with corresponding publications. From a social point of view, the certificate course will help employees and the self-employed to further their education in the area of digitalisation, which is very important for professional development today and in the future, and thus ensure their long-term and sustainable employability and competitiveness.
Examination services		Student research project 100 %
Organisation	Module coordinator/ lecturer/	Philipp Riedlinger
	Language	English
	ECTS points	6 ECTS
	Workload	150 hours
	Allocation	Attendance : preparation/follow-up + self-study : assignments/group work = 10% (20 units) : 40% : 50%
Course		Blockchain Technology & Web3 based Business Models

<table>
<tr><td colspan="2">Course</td><td colspan="4">Blockchain Technology &
Web3 based Business Models</td></tr>
<tr><td rowspan="3">Course Details</td><td>Qualification goals</td><td colspan="4">Digital Technology:
● Students should have a basic knowledge of information technology.
○ Basic concepts of IT, software development,
○ hardware and communication, IT and internet architecture
● The course deals the drivers of digitalisation:
○ Digitalisation (agile methods, Industry 4.0, big Data)
○ Cloud computing
○ Artificial intelligence

Blockchain Technology:
● Understand main concepts of blockchain technology
● Understand basics of smart contracts and tokenization
● Be able to evaluate smart contracts within a certain context
● Analyze/evaluate blockchain networks on a high flying level
Web3 based Business::
● Understand Web3 and Blockchain based business logic
● Understand how blockchain enables web3
● Be able to evaluate Web3 based business models
● Learn about various web3 products

<table><tr><td>Knowledge</td><td>Knowledge</td><td>Skills</td><td>Expertise</td></tr><tr><td>Subject</td><td>x</td><td>x</td><td>x</td></tr><tr><td>System</td><td>x</td><td>x</td><td>x</td></tr><tr><td>Even</td><td>x</td><td>x</td><td></td></tr><tr><td>Social</td><td>x</td><td>x</td><td></td></tr></table></td></tr>
<tr><td>Contents</td><td colspan="4">Digital Technology:
● Basic concepts of IT, software development,
● hardware and communication, IT and internet architecture
● Digitalisation (agile methods, Industry 4.0, cloud computing, artificial intelligence)

Blockchain Technology:
● Blockchain Infrastructure
● Blockchain different consensus mechanisms
● Blockchain Smart Contracts

Web3 based Business:
● Web3 and blockchain based business ecosystems
● Web3 based business models</td></tr>
<tr><td>Teaching / learning methods</td><td colspan="4">Lecture and discussion, case studies, group work with presentation</td></tr>
</table>

	Literature / teaching material	Script Recommended reading, always in the latest edition: <u>Digital Technology</u>: ● Erickson; Hacking; dpunkt-Verlag; ISBN 9783898645362 ● Jason's Machine Learning 101: https://bit.ly/2AODPGd ● Laudon, Laudon, Schoder; Wirtschaftsinformatik; Pearson-Studium-Verlag, ISBN 3827373484 ● Lehner, Hildebrand, Maier; Wirtschaftsinformatik; Hanser-Verlag, ISBN 3446180028 ● Rashid, Neuronale Netze selbst programmieren, O'Reilly, 2017 ● Suthaharan, Machine Learning Models and Algorithms for Big Data Classification, Springer ● Wartala, Praxiseinstieg Deep Learning, O`Reilly, 2017 <u>Blockchain Technology</u>: ● Maus, S. et al. (2023): Tokenise Europe 2023, München. ● Shermin Voshmgir: Token Economy, ISBN 9789899157040 ● Citi Report (March 2023): Money, Tokens, and Games ● Bank for international Settlement (BIS) (May 2023) Report: Crypto, tokens and DeFi: navigating the regulatory landscape <u>Web3 based Business</u>: ● Deepa Jian et al. (2021): How is Blockchain used in marketing: A review and research agenda ● Renana Peres et al. (August 2022): Blockchain meets marketing: Opportunities, threats, and avenues for future research ● Piyush Yadav et al. (2019): Transforming the Know Your Customer (KYC) Process using Blockchain ● Markus Heckel et al. (2022): The Future of Financial Systems in the Digital Age ● Ioannis Antoniadis et al. (2020): Blockchain Applications in Tourism and Tourism Marketing: A Short Review ● Dan Sheridan et al. (2022): Web3 Challenges and Opportunities for the Market
	Special features	-
Organi-sation	**ECTS points**	6 ECTS
	Allocation	150 hours
	Workload	Attendance : preparation/follow-up + self-study : assignments/group work = 10 % (20 units) : 40 % : 50 %

Module Description		Immersive Web & 3D Technologies
Contri-bution of the module to the aim	Qualification targets	• Gain a basic understanding of 3D modeling (light, rasterization, vectors, transformations, textures, etc.) • Acquire a basic understanding of real-time 3D (on the web) (performance, limitations, etc.) • Build a basic understanding of the development of interactive experiences on the web • Understanding the importance of immersive web experiences and interactivity / immersiveness for the user experience • Be able to design interactive 3D web applications, in particular with the Google Modelviewer, Spline and WebGL (using Webflow if necessary) • Be able to create your own 3D modeling (e.g. with Spline) • Be able to evaluate immersive 3D web environments (performance, etc.)
	Contents	See course
	Teaching / learning methods	Lecture, discussions, exercises and case studies
Prerequi-sites for partici-pation	Knowledge, skills, competences	No formal requirements for participation
	Preparation for the module	see literature references under course
References ...	... to other modules	Blockchain Technology & Web3 based Business Models
	... to the HfWU profile	Practice-orientated curriculum strongly focused on the needs of part-time students. Current and innovative topics in the field of digitalisation are taught by highly qualified academics and practitioners. The teaching content is supported by high-quality, practice-orientated research with corresponding publications. From a social point of view, the certificate course will help employees and the self-employed to further their education in the area of digitalisation, which is very important for professional development today and in the future, and thus ensure their long-term and sustainable employability and competitiveness.
Examination services		Student research project 100 %
Organi-sation	Module responsible/ Lecturer	Philipp Roth
	Language	English
	ECTS points	6 ECTS
	Workload	150 hours
	Allocation	Attendance : preparation/follow-up + self-study : assignments/group work = 10% (20 units) : 40% : 50%

<table>
<tr><td colspan="2">Course</td><td>Immersive Web & 3D Technologies</td></tr>
<tr><td rowspan="4">Course Details</td><td>Qualification goals</td><td>The students should be enabled to
Gain a basic understanding of 3D modeling (light, rasterization, vectors, transformations, textures, etc.)
Acquire a basic understanding of real-time 3D (on the web) (performance, limitations, etc.)
Build a basic understanding of the development of interactive experiences on the web
Understand the importance of immersive web experiences
Understand the importance of interactivity / immersiveness for the user experience
Design interactive 3D web applications, in particular with the Google Modelviewer, Spline and WebGL (using Webflow if necessary)
Be able to create your own 3D modeling (e.g. with Spline)
To be able to evaluate immersive 3D web environments (performance, etc.)
<table>
<tr><th>Knowledge</th><th>Knowledge</th><th>Skills</th><th>Expertise</th></tr>
<tr><td>Subject</td><td>x</td><td>x</td><td>x</td></tr>
<tr><td>System</td><td>x</td><td>x</td><td>x</td></tr>
<tr><td>Even</td><td>x</td><td>x</td><td></td></tr>
<tr><td>Social</td><td>x</td><td>x</td><td></td></tr>
</table></td></tr>
<tr><td>Contents</td><td>3D modeling (light, rasterization, vectors, transformations, textures, etc.)
Real-time 3D (on the web) (performance, restrictions, etc.)
Development of interactive experiences on the web
Understanding the importance of immersive web experiences
Importance of interactivity / immersiveness for the user experience
Be able to design interactive 3D web applications, in particular with the Google Modelviewer, Spline and WebGL (using Webflow if necessary)
Be able to create your own 3D modeling (e.g. with Spline)
Be able to evaluate immersive 3D web environments (performance, etc.)
Excursus: Virtual reality, especially web-based VR (e.g. with the Meta Quest 3 / 4)</td></tr>
<tr><td>Teaching / learning methods</td><td>Lecture and discussion, case studies, group work with presentation</td></tr>
<tr><td>Literature / teaching material</td><td>Script
Recommended reading, always in the latest edition:
(2022). Introduction to Computer Graphics and Ray-Tracing Using the WebGPU API. https://doi.org/10.1145/3550495.3558218
Akenine-Möller, T., Haines, E., & Hoffman, N. (2018). Real-Time Rendering, Fourth Edition. A K Peters/CRC Press.
Cantor, D., & Jones, B. (2014). WebGL Beginner's Guide. Packt Publishing.
Matsuda, K., & Lea, R. (2013). WebGL Programming Guide: Interactive 3D Graphics Programming with WebGL. Addison-Wesley Professional.
Hughes, J. F., van Dam, A., McGuire, M., Sklar, D. F., Foley, J. D., Feiner, S. K., & Akeley, K. (2014). Computer Graphics: Principles and Practice. Addison-Wesley.
Krug, S. (2014). Don't Make Me Think, Revisited: A Common Sense Approach to Web Usability. New Riders.
Weinschenk, S. (2011). 100 Things Every Designer Needs to Know About People. New Riders.</td></tr>
</table>

		• Baker, C. M. (2022). *Immersive Technologies: Benefits, Challenges and Predicted Trends*. • Arnaldi, B., Guitton, P., & Moreau, G. (2018). *Virtual Reality and Augmented Reality: Myths and Realities*. Wiley. • Sherman, W. R., & Craig, A. B. (2018). *Understanding Virtual Reality: Interface, Application, and Design*. Morgan Kaufmann. • Jerald, J. (2015). *The VR Book: Human-Centered Design for Virtual Reality*. ACM Books. • Bailenson, J. (2018). *Experience on Demand: What Virtual Reality Is, How It Works, and What It Can Do*. W. W. Norton & Company. • Neelakantam, S., & Pant, T. (2017). *WebVR: Virtual Reality on the Web*. • ZHANG, D. et. al (2022): The Metaverse: Opportunities and Challenges for Marketing in Web3, SSRN.
	Special features	-
Organi-sation	**ECTS points**	6 ECTS
	Allocation	150 hours
	Workload	Attendance : preparation/follow-up + self-study : assignments/group work = 10 % (20 units) : 40 % : 50 %

Digital Leadership & Transformation

Module Description		Digital Leadership
Contribution of the module to the study objectives	Qualification targets	• Develop an understanding of the challenges in companies that make agile management and leadership necessary • Develop an understanding of why ambidexterity plays a central role in digital leadership • Gain an overview of key agile management and leadership tools • Gain the ability to evaluate and apply relevant agile management and leadership tools • Implementing agile project management • Realize New Work culture and use appropriate tools
	Contents	See course
	Teaching / learning methods	Lecture, discussions, exercises and case studies
Prerequisites for participation	Knowledge, skills, competences	No formal requirements for participation
	Preparation for the module	see literature references under course
References ...	... to other modules	Digital Strategy & Transformation
	... to the HfWU profile	Practice-orientated curriculum strongly focused on the needs of part-time students. Current and innovative topics in the field of digitalisation are taught by highly qualified academics and practitioners. The teaching content is supported by high-quality, practice-orientated research with corresponding publications. From a social point of view, the certificate course will help employees and the self-employed to further their education in the area of digitalisation, which is very important for professional development today and in the future, and thus ensure their long-term and sustainable employability and competitiveness.
Examination services		Student research project 100 %
Organisation	Module coordinator/ Lecturer	Manuel Pflumm
	Language	English
	ECTS points	6 ECTS
	Workload	150 hours
	Allocation	Attendance : preparation/follow-up + self-study : assignments/group work = 10 % (20 units) : 40 % : 50 %
Course		Digital Leadership Development

<table>
<tr><th colspan="2">Course</th><th colspan="4">Digital Leadership</th></tr>
<tr><td rowspan="7">Course Details</td><td>Qualification goals</td><td colspan="4">The students should be enabled to
• Develop an understanding of the challenges in companies that make agile management and leadership necessary
• Develop an understanding of why ambidexterity plays a central role in digital leadership
• Gain an overview of key agile management and leadership tools
• Gain the ability to evaluate and apply relevant agile management and leadership tools
• Implementing agile project management
• Realize New Work culture and use appropriate tools</td></tr>
<tr><td></td><td>Knowledge</td><td>Knowledge</td><td>Skills</td><td>Expertise</td></tr>
<tr><td></td><td>Subject</td><td>x</td><td>x</td><td>x</td></tr>
<tr><td></td><td>System</td><td>x</td><td>x</td><td>x</td></tr>
<tr><td></td><td>Even</td><td>x</td><td>x</td><td>x</td></tr>
<tr><td></td><td>Social</td><td>x</td><td>x</td><td>x</td></tr>
<tr><td>Contents</td><td colspan="4">• Framework conditions and challenges in companies that make agile management and leadership tools necessary
• Agile target management in companies
• Agile leadership through a multipliers approach
• Agile management basics and agile project management
• New Work approaches and New Work culture and tools
• Application of agile management and leadership methods in the simulation game "Leaderfy"</td></tr>
<tr><td>Teaching / learning methods</td><td colspan="4">Lecture and discussion, case studies, presentation</td></tr>
<tr><td>Literature / teaching material</td><td colspan="4">Script
Recommended reading, always in the latest edition:
• Detscher, S./ Schmid, A. (2021): Digitaler Darwinismus - Agile Steuerung, Führung und Personalentwicklung in der VUKA-Welt, in Detscher, S. (Hrsg.): Digitales Management & Marketing, S. 147-176.
• Doerr, J. (2018): "OKR: Objectives & Key Results: Wie Sie Ziele, auf die es wirklich ankommt, entwickeln, messen und umsetzen, München.
• WISEMEN, L. (2010): Multipliers - How the Best Leaders Make Everyone Smarter, New York.
• Petry, T. et al. (2019): Digital Leadership: Erfolgreiches Führen in Zeiten der Digital Economy, Freiburg.
• Häusling, A. et al. (2019): Praxisbuch Agilität – Tools für Personal- und Organisationsentwicklung, 2. Aufl., Freiburg.
• Hofert, S. (2021): Agiler führen : Einfache Maßnahmen für bessere Teamarbeit, mehr Leistung und höhere Kreativität, 3. Aufl., Wiesbaden.
• Morgan, J. (2017): The Employee Experience Advantage, New Jersey.
• Stanforth, N. (2020): Win with OKR. Mindset. Methodik. Miteinander., Göttingen</td></tr>
<tr><td>Special features</td><td colspan="4">-</td></tr>
<tr><td rowspan="3">Organi-sation</td><td>ECTS points</td><td colspan="4">6 ECTS</td></tr>
<tr><td>Allocation</td><td colspan="4">150 hours</td></tr>
<tr><td>Workload</td><td colspan="4">Attendance : preparation/follow-up + self-study : assignments/group work = 10 % (20 units) : 40 % : 50 %</td></tr>
</table>

Module Description		Digital Transformation
Contri-bution of the module to the aim	Qualification goals	• Understanding digital transformation, especially (disruptive) business models • Learning to analyze influencing factors as triggers of a business model transformation/technologies of platform business models • Recognising the reasons for and special features of business model transformation • Stages of digital transformation, in particular business model transformation incl. case study (multi-level business model) • Understanding corporate culture, team climate and participative design options • Understanding possible roles and tasks of the manager and employees (employee participation) in the development of the team and the team climate • Get to know the forms and dimensions of intrapreneurship and the corresponding cultural elements
	Contents	See course
	Teaching / learning methods	Lecture, discussions, exercises and case studies
Prerequi-sites for partici-pation	Knowledge, skills, competences	No formal requirements for participation
	Preparation for the module	see literature references under course
References ...	... to other modules	Digital Business Innovation; Digital Leadership Development
	... to the HfWU profile	Practice-orientated curriculum strongly focused on the needs of part-time students. Current and innovative topics in the field of digitalisation are taught by highly qualified academics and practitioners. The teaching content is supported by high-quality, practice-orientated research with corresponding publications. From a social point of view, the certificate course will help employees and the self-employed to further their education in the area of digitalisation, which is very important for professional development today and in the future, and thus ensure their long-term and sustainable employability and competitiveness.
Examination services		Paper/ presentation 100 %
Organi-sation	Module responsible/ Lecturer	• Prof Dr Michael Hepp • Prof Dr Stefan Remhof
	Language	English
	ECTS points	6 ECTS
	Workload	150 hours
	Allocation	Attendance : preparation/follow-up + self-study : assignments/group work = 14 % (28 UE) :43 % :43 %
Course		**Digitale Transformation & nachhaltiges Veränderungsmanagement / Digital Transformation & Sustainable Change Management**

<table>
<tr><th colspan="2">Course</th><th>Digital Transformation</th></tr>
<tr><td rowspan="3">Course Details</td><td>Qualification goals</td><td>The students should be enabled to
Understanding digital transformation, especially (disruptive) business models
Learning to analyze influencing factors as triggers of a business model transformation/technologies of platform business models
Recognising the reasons for and special features of business model transformation
Stages of digital transformation, in particular business model transformation incl. case study (multi-level business model)
Understanding corporate culture, team climate and participative design options
Understanding possible roles and tasks of the manager and employees (employee participation) in the development of the team and the team climate
Get to know the forms and dimensions of intrapreneurship and the corresponding cultural elements
<table>
<tr><th>Knowledge</th><th>Knowledge</th><th>Skills</th><th>Expertise</th></tr>
<tr><td>Subject</td><td>x</td><td>x</td><td>x</td></tr>
<tr><td>System</td><td>x</td><td>x</td><td>x</td></tr>
<tr><td>Even</td><td>x</td><td>x</td><td></td></tr>
<tr><td>Social</td><td>x</td><td>x</td><td></td></tr>
</table></td></tr>
<tr><td>Contents</td><td><u>Digital Business Model Transformation:</u>
Multi-level digital business model transformation
Digital transformation, in particular (disruptive) business models
Stages of digital transformation, in particular business model transformation incl. case study (multi-level business model)
Development of a customer-centric digitalisation strategy (incl. product-market fit analysis)
Influencing factors as triggers for business model transformation/ Platform Business Model technologies
Reasons for and special features of business model transformation
<u>Participative transformation & change management:</u>
Corporate culture, team atmosphere and participative design options
Concepts that enable the team climate to be used for the further development of the corporate culture
Possible roles and tasks of the manager and employees (employee participation) in the development of the team and the team climate
Implementation example of a team transformation and its effects
Forms & dimensions of intrapreneurship and the corresponding cultural elements
Development of a participative transformation & change management concept</td></tr>
<tr><td>Teaching / learning methods</td><td>Lecture and discussion, case studies, group work with presentation</td></tr>
</table>

	Literature / teaching material	Script Recommended reading, always in the latest edition: ● DETSCHER, S. (2021, Hrsg.): Digitales Management & Marketing, Teil II Digitale Innovation, Transformation und agile Entwicklung von Organisationen, S. 111-230. ● HEPP, M./ DETSCHER, S. (2021): Multi-Level Digital Business Model Transformation. In: Detscher, S. (Hrsg.), Digitales Management & Marketing, Springer Gabler, S. 39-49. ● PARKER G., Alstyne M, CHOUDARY, S. (2017): Platform Revolution: How Networked Markets Are Transforming and How to Make Them Work for You. ● SCHALLMO,, D. (2018): Digitale Transformation von Geschäftsmodellen erfolgreich gestalten, Springer. https://link.springer.com/book/10.1007/978-3-658-20215-6 ● SWOBODA, M. (2022): Innovational Leadership, Springer Gabler.
	Special features	-
Organi-sation	**ECTS points**	6 ECTS
	Allocation	150 hours
	Workload	Attendance : preparation/follow-up + self-study : assignments/group work = 14 % (28 UE) :43 % :43 %

Digital Marketing & Sales

Module Description		Digital Marketing
Contri-bution of the module to the aim	Qualification goals	• Understanding the influence of digitalisation on marketing • Analyzing the behavior of digital customers • Get to know new trends in digital marketing • Develop a digital marketing strategy • Understanding digital global brand management and being able to develop corresponding concepts • Be able to define and implement a global digital marketing plan including a campaign mix with relevant tools and channels • International rollout
	Contents	See course
	Teaching / learning methods	Lecture, discussions, exercises and case studies
Advance requirements for participation	Knowledge, skills, competences	No formal requirements for participation
	Preparation for the module	see literature references under course
References ...	... to other modules	Digital Sales & E-Commerce
	... to the HfWU profile	Practice-orientated curriculum strongly focused on the needs of part-time students. Current and innovative topics in the field of digitalisation are taught by highly qualified academics and practitioners. The teaching content is supported by high-quality, practice-orientated research with corresponding publications. From a social point of view, the certificate course will help employees and the self-employed to further their education in the area of digitalisation, which is very important for professional development today and in the future, and thus ensure their long-term and sustainable employability and competitiveness.
Examination services		Student research project and presentation 100 %
Organi-sation	Module coordinator/ Lecturer	• Prof Dr Stefan Detscher • Anita Brenner
	Language	English
	ECTS points	6 ECTS
	Workload	150 hours
	Allocation	Attendance : preparation/follow-up + self-study : assignments/group work = 14 % (28 UE) :43 % :43 %
Course		Digital Marketing

<table>
<tr><td colspan="2">Course</td><td>Digital Marketing</td></tr>
<tr><td rowspan="3">Course Details</td><td>Qualification goals</td><td>The students should be enabled to
● Be able to develop and implement digital marketing strategies, digital brand concepts and online channel mixes
● Understanding the influence of digitalisation on marketing
● Analyzing the behavior of digital customers
● Develop a digital marketing strategy
● Understanding digital global brand management and being able to develop corresponding concepts
● Be able to define and implement a global (digital) campaign mix

<table><tr><th>Knowledge</th><th>Knowledge</th><th>Skills</th><th>Expertise</th></tr><tr><td>Subject</td><td>x</td><td>x</td><td>x</td></tr><tr><td>System</td><td>x</td><td>x</td><td>x</td></tr><tr><td>Even</td><td>x</td><td>x</td><td></td></tr><tr><td>Social</td><td>x</td><td>x</td><td></td></tr></table></td></tr>
<tr><td>Contents</td><td><u>Digital Marketing Strategy & Growth Hacking:</u>
● The influence of digitalisation on marketing
● Digital behavior of customers/ buying personas and customer segmentation
● Digital marketing strategy analysis (incl. analysis tools)
● Digital marketing strategy development incl. KPI target definition
● Digital marketing concept/ growth hacking
● Development of a digital marketing strategy and growth hacking funnel concept

<u>Digital Global Branding & Campaign Management:</u>
● Digital B2C and B2B brand marketing
● Global digital brand strategy & management with case studies
● On-offline brand presence, online/offline channel mix and brand value enhancement through digital footprint, with practical examples and exercises
● Online campaign planning with case studies
● Presentation of digital brand concept and presentation of practical implementation of digital brand footprint by student
● International campaign rollout with case studies
● Development of global brand rollout concept and global campaign planning</td></tr>
<tr><td>Teaching / learning methods</td><td>Lecture and discussion, case studies, group work with presentation</td></tr>
</table>

	Literature / teaching material	Script + literature recommendations, each in the latest edition: ● CHAFFEY, Chadwick/ ELLIS-CHADWICK, Fiona (2019): Digital Marketing – Strategy, Implementation & Practice, 7th Edition, Harlow. ● DETSCHER, S. (2021, Hrsg.): Digitales Management & Marketing, Teil III Digitale Disruption des Marketings und der Customer Journey, S.231-480. ● Ellis, J./ Brown M. (2017) Hacking Growth: How Today's Fastest-Growing Companies Drive Breakout Success, New York. ● KREUTZER, R. (2021): Praxisorientiertes Online-Marketing, 4. Auflage, Wiesbaden. ● KREUTZER, R./ Land, K.-H. (2017): Digitale Markenführung – Digital Branding im Zeitalter des digitalen Darwinismus, Wiesbaden. ● LAMMENETT, E. (2021): Praxiswissen Online-Marketing: Affiliate- und E-Mail-Marketing, Suchmaschinenmarketing, Online-Werbung, Social Media, Facebook-Werbung, 8. Auflage, Wiesbaden. ● MERTENS, Artur (2019): Markenorientierte digitale Transformation – Wie Sie Ihr Unternehmen erfolgreich in das digitale Zeitalter führen, Wiesbaden. ● TUNA, C./ Ejder, C. (2019): Native Advertising – Digitale Werbung mit neuen Formaten, Wiesbaden
	Special features	-
Organi-sation	**ECTS points**	6 ECTS
	Allocation	150 hours
	Workload	Attendance : preparation/follow-up + self-study : assignments/group work = 14 % (28 UE) :43 % :43 %

Module Description		Digital Sales & E-Commerce
Contri-bution of the module to the study objectives	Qualification targets	• Understanding and analyzing multi-channel retailing • Evaluate and (further) develop e-commerce business models • Analyze / develop digital marketplace concepts
	Contents	See course
	Teaching / learning methods	(Online) lecture, discussions, exercises and case studies
Prerequi-sites for participation	Knowledge, skills, competences	No formal requirements for participation
	Preparation for the module	cf. literature references in the courses
References ...	... to other modules	Digital Marketing
	... to the HfWU profile	Practice-orientated curriculum strongly focused on the needs of part-time students. Current and innovative topics in the field of digitalisation are taught by highly qualified academics and practitioners. The teaching content is supported by high-quality, practice-orientated research with corresponding publications. From a social point of view, the certificate course will help employees and the self-employed to further their education in the area of digitalisation, which is very important for professional development today and in the future, and thus ensure their long-term and sustainable employability and competitiveness.
Examination services		Paper/ presentation 100 %
Organi-sation	Module coordinator/ Lecturer	• Prof Dr Dirk Funck • Markus Fost, MBA • Dr Hannes Schubert
	Language	English
	ECTS points	6 ECTS
	Workload	150 hours
	Allocation	Attendance : preparation/follow-up + self-study : assignments/group work = 22 % (28 units) : 39 % : 39 %
Course		Digital Sales & E-Commerce

<table>
<tr><th colspan="2">Course</th><th>Digital Sales & E-Commerce</th></tr>
<tr><td rowspan="3">Course Details</td><td>Qualification goals</td><td>The students should be enabled to
● Understand and analyze multi-channel retail approaches
● Evaluate and (further) develop e-commerce business models
● Being able to analyze and develop digital marketplace concepts

<table><tr><th>Knowledge</th><th>Knowledge</th><th>Skills</th><th>Expertise</th></tr><tr><td>Subject</td><td>x</td><td>x</td><td>x</td></tr><tr><td>System</td><td>x</td><td>x</td><td>x</td></tr><tr><td>Even</td><td>x</td><td>x</td><td></td></tr><tr><td>Social</td><td>x</td><td>x</td><td></td></tr></table></td></tr>
<tr><td>Contents</td><td><u>Multi-channel management:</u>
● Multi-channel sales: many paths lead to the customer
● Customer journey in the multi-channel sales funnel
● Evaluation of multi-channel sales approaches and concepts
● Development of multi-channel sales systems in B2C retail

<u>E-Commerce:</u>
● Market forms & players in e-commerce
● Strategy & business model positioning in e-commerce
● Structure and functionality of online shops
● Customer acquisition, traffic and conversion for online shops
● Case study to evaluate the analysis of online shop concepts
● Order processing: OM, payment, logistics & service
● E-commerce team: typical roles & tasks
● Opportunities and risks in e-commerce
● Case study on omnichannel strategies
● Case study on setting up a Shopify shop

<u>Digital Marketplaces:</u>
● Basics of the platform economy and business model types of online marketplaces
● Overview and evaluation of the most relevant online marketplaces
● Utilization of existing marketplaces from the perspective of a brand manufacturer/retailer
● Development of Amazon marketing strategies
● Case study on the development of an Amazon Marketplace marketing concept
● Development and success factors of an own marketplace by/ of brand manufacturer(s)/ retailer(s)
● Case study on own marketplace development</td></tr>
<tr><td>Teaching / learning methods</td><td>(Online) lecture, discussion, case studies, presentation</td></tr>
</table>

	Literature / teaching material	Script / recommended reading, latest edition: • Böckenholt, I., Mehn, A., Westermann, A.: (Hrsg., 2018): Konzepte und Strategien für Omnichannel-Exzellenz - Innovatives Retail-Marketing mit mehrdimensionalen Vertriebs- und Kommunikationskanälen, Wiesbaden (Herausgeberwerk mit kompakten Grundlagen und diversen Fallbeispielen). • Deges, F. (2020): Grundlagen des E-Commerce, Strategien, Modelle, Instrumente, Wiesbaden (Lehrbuch, Überblick und Zusammenhänge) • Fost, M. (2021): Die Amazonisierung des Handels, in Detscher, S. (Hrsg.): Digital Management & Marketing, Springer-Verlag, S. 349 - 400. • Funck, D. (2021): Multi-Channel vs. Omni-Channel: Vertriebskanäle bestimmen und kombinieren, in Detscher, S. (Hrsg.): Digital Management & Marketing, Springer-Verlag,, S. 329 - 347. • Gallino, S., Moreno, A. (Hrsg., 2019): Operations in an Omnichannel World, Cham (Herausgeberwerk mit Bezügen zu operative Handlungsfeldern und einigen Fallbeispielen). • Heinemann, G. (2020): B2B eCommerce, Grundlagen, Geschäftsmodelle und Best Practices im Business-to-Business Online-Handel, Wiesbaden (Lehrbuch, B2B) • Heinemann, G. (2019): Der neue Online-Handel Geschäftsmodelle, Geschäftssysteme und Benchmarks im E-Commerce, 10. Aufl., Wiesbaden, 2019 (Lehrbuch, Grundlagen, Geschäftsmodelle, Erfolgsfaktoren)
	Special features	-
Organi-sation	**ECTS-Points**	6 ECTS
	Allocation	150 hours
	Workload	Attendance : preparation/follow-up + self-study : assignments/group work = 14 % (28 UE) :43 % :43 %

Digital Research Seminar & Master Thesis

Module Description		Digital Research Seminar
Contribution of the module to the study objectives	Qualification targets	The students should: ● learn to successfully plan a research paper (e.g. empirical Master's thesis) as a project ● find the relevant (also international) literature, especially in their field of specialization, read it critically and evaluate it analytically and profitably ● select the appropriate empirical methodology for their research questions and object of research ● Use IT tools such as literature databases or the literature management programme Citavi effectively and efficiently
	Contents	See course
	Teaching / learning methods	Lecture with discussion and exercises
Prerequisites for participation	Knowledge, skills, competences	No formal requirements for participation
	Preparation for the module	cf. literature references for the course
References ...	... to other modules	Theories and scientific methods from other modules can be introduced and used as examples
	... to the HfWU profile	Practice-orientated curriculum strongly focused on the needs of part-time students. Current and innovative topics in the field of digitalisation are taught by highly qualified academics and practitioners. The teaching content is supported by high-quality, practice-orientated research with corresponding publications. From a social point of view, the certificate course will help employees and the self-employed to further their education in the area of digitalisation, which is very important for professional development today and in the future, and thus ensure their long-term and sustainable employability and competitiveness.
Examination services		Seminar Paper 100%
Organisation	Module coordinator/ Lecturer	Prof Dr Carsten Herbes
	ECTS points	6 ECTS
	Workload	150 hours
	Allocation	Attendance : preparation/follow-up + self-study : assignments/group work = 14 % (28 UE) :43 % :43 %
Course		Digital Research Seminar

<table>
<tr><th colspan="2">Course</th><th>Digital Research Seminar</th></tr>
<tr><td rowspan="6">Course Details</td><td rowspan="2">Qualification goals</td><td>The students should be enabled to
successfully plan a research paper (e.g. empirical Master's thesis) as a project
find, critically read and analytically evaluate the relevant (also international) literature, especially in their field of specialization
select the appropriate empirical methodology for their research questions and subject matter
Use IT tools such as literature databases or the literature management programme Citavi
prepare the Master's thesis in a targeted manner</td></tr>
<tr><td><table>
<tr><th>Knowledge</th><th>Knowledge</th><th>Skills</th><th>Expertise</th></tr>
<tr><td>Subject</td><td>x</td><td>x</td><td>x</td></tr>
<tr><td>System</td><td>x</td><td>x</td><td>x</td></tr>
<tr><td>Even</td><td>x</td><td>x</td><td>x</td></tr>
<tr><td>Social</td><td></td><td></td><td></td></tr>
</table></td></tr>
<tr><td>Contents</td><td>Efficient literature search with EBSCO, EconLit, Google Scholar etc.
Efficient reading of academic essays and critical approach to literature
Use of theories in general; theories in the field of digital management and marketing
Overview of empirical research methods and selection criteria; presentation of alternative: hermeneutics
Overview of qualitative research methods
Content analysis
Options for the publication of research results
Further content as required</td></tr>
<tr><td>Teaching / learning methods</td><td>Lecture and discussion, exercises</td></tr>
<tr><td>Literature / teaching material</td><td>Script

Recommended reading, always in the latest edition:
DÖRING/BORTZ (2016): Forschungsmethoden und Evaluation in den Sozial- und Humanwissenschaften, 5th edition, Heidelberg: Springer
=> available free of charge as an e-book via the HfWU library</td></tr>
<tr><td>Special features</td><td>Individual tips for creating an exposé for the Master's thesis</td></tr>
<tr><td rowspan="3">Organi-sation</td><td>ECTS points</td><td>6 ECTS</td></tr>
<tr><td>Allocation</td><td>150 hours</td></tr>
<tr><td>Workload</td><td>Attendance : preparation/follow-up + self-study : assignments/group work = 14 % (28 UE) :43 % :43 %</td></tr>
</table>

Module Description		Master-Thesis
Contri-bution of the module to the study objectives	Qualification targets	The students should: ● Successfully complete a research paper (e.g. empirical Master's thesis) as an independent project ● Analyze the relevant (also international) literature, especially in their field of specialization, in an analytically profitable way in their research work ● Apply the appropriate empirical methodology for their research questions and subject matter ● Write linguistically appropriate ● Use IT tools such as literature databases or the literature management programme Citavi effectively and efficiently
	Contents	See course
	Teaching / learning methods	Master's thesis, lecture with discussion and exercises
Prerequi-sites for partici-pation	Knowledge, skills, competences	No formal requirements for participation
	Preparation for the module	cf. literature references for the course
References ...	... to other modules	Theories and scientific methods from other modules can be introduced and used as examples
	... to the HfWU profile	Practice-orientated curriculum strongly focused on the needs of part-time students. Current and innovative topics in the field of digitalisation are taught by highly qualified academics and practitioners. The teaching content is supported by high-quality, practice-orientated research with corresponding publications. From a social point of view, the certificate course will help employees and the self-employed to further their education in the area of digitalisation, which is very important for professional development today and in the future, and thus ensure their long-term and sustainable employability/competitiveness.
Examination services		Master's thesis (6 months) 100%
Organi-sation	Module coordinator/ Lecturer	● Prof Dr Carsten Herbes ● Prof Dr Stefan Remhof ● further professors & lecturers of study program
	ECTS points	24 ECTS
	Workload	600 hours
	Allocation	Coaching : own work = 1 % (4 units) : 99 %
Course		Master thesis

<table>
<tr><th colspan="2">Course</th><th>Master-Thesis</th></tr>
<tr><td rowspan="6">Course Details</td><td>Qualification targets</td><td>The students should be enabled to
Successfully complete a research paper (e.g. empirical Master's thesis) as an independent project
Analyse the relevant (also international) literature, especially in their field of specialization, in an analytically profitable way in their research work
Apply the appropriate empirical methodology for their research questions and subject matter
Write linguistically appropriate
Use IT tools such as literature databases or the literature management programme Citavi effectively and efficiently
<table>
<tr><th>Knowledge</th><th>Knowledge</th><th>Skills</th><th>Expertise</th></tr>
<tr><td>Subject</td><td>x</td><td>x</td><td>x</td></tr>
<tr><td>System</td><td>x</td><td>x</td><td>x</td></tr>
<tr><td>Even</td><td>x</td><td>x</td><td>x</td></tr>
<tr><td>Social</td><td></td><td></td><td></td></tr>
</table></td></tr>
<tr><td>Contents</td><td>Raise theoretical foundations
Evaluating the state of research
Conduct your own empirical research
Make an interpretation
Provide recommendations for action
Identify the need for further research</td></tr>
<tr><td>Teaching / learning methods</td><td>Lecture and discussion, exercises</td></tr>
<tr><td>Literature / teaching material</td><td>Script

Recommended reading, always in the latest edition:
DÖRING/BORTZ (2016): Forschungsmethoden und Evaluation in den Sozial- und Humanwissenschaften, 5th edition, Heidelberg: Springer
=> available free of charge as an e-book via the HfWU library</td></tr>
<tr><td>Special features</td><td>Individual tips for creating an exposé for the Master's thesis</td></tr>
<tr><td rowspan="3">Organi-sation</td><td>ECTS-Points</td><td>24 ECTS</td></tr>
<tr><td>Allocation</td><td>600 hours</td></tr>
<tr><td>Workload</td><td>Coaching : own work = 1 % (4 units) : 99 %</td></tr>
</table>