Hochschule für
Wirtschaft und Recht Berlin
Berlin School of Economics and Law

Berlin
Professional
School

Module Guide

Master Business Management (M.Sc.)

Digital Business Management

2025

Curriculum

Module	Title	CP	Exam
1	Business Environments	5	WA
2	Business Processes, Projects and IT	5	P
3	People and Organisations	5	A
4	Principles of Finance and Accounting	5	WE
5	Personal and Leadership Development	7	A
6	Marketing and Innovation	5	CE
7	Strategy and Entrepreneurship	5	WA
8	Digital Entrepreneurship	5	A
9	Digital Collaborative Innovation	6	WA
10	Digitalisation and Transformation Management	5	A
11	Business Simulation for Transformation Management	6	CE
12	Elective Modules**, e.g. (choose 1)* a) Digital Ethics b) Performance & Risk Management in the Digital Era	6	CE
13	c) Research Methods	5	A
	Master's Thesis • Thesis • Oral Examination	15 5	
	Total	90	

Legend			
A	Assignment marked 'pass' or 'fail'	CE	Combined Examination
WA	Written Assignment	WE	Written Examination
P	Portfolio	CP	Credit Points
*	Subject to change	**	Electives take place when 7 or more students signed up

Module 1 Business Environments (Core Module)	
ECTS	5
Content	- Introduction to systems theory: Organizations as open systems, systems of systems - The political-legal, economic, social and ecological and technical business environment: Trends and drivers for the industries of the future with a particular focus on digitalization - Scenario workshop - History and heuristics of utopian thinking as a way of envisioning social, political, technical and economic change

Module 2 Business Processes, Projects and IT (Core Module)	
ECTS	5
Content	- Principles of Process Management: - Input-Output Transformation Processes, Processes of Supply Chain Management - Business Process Management - Principles of Project Management: - Project Organization; Project Management Tools (traditional and agile) - Agile Project Management with SCRUM - Principles of Business Information Technology (IT): - IT governance, IT architecture; Business Intelligence / Management Support Systems

Module 3 People and Organisations (Core Module)	
ECTS	5
Content	- Recognition of the connections between Organization, Leadership, and Motivation - Digitalization of HRM and Organization - Motivation oriented Work Design - Group Processes in Organisations - Managing Change - Corporate Culture

Module 4 Principles of Finance and Accounting (Core Module)	
ECTS	5
Content	• Recognition and measurement of core financial statement positions and structure of financial statements • Development and application of key financial ratios • Process and elements of cost accounting • Contribution margin accounting and cost-volume-profit analysis • Integrated planning system and budgeting process • Instruments of debt and equity financing • Project financing and financial modelling

Module 5 Personal and Leadership Development (Core Module)	
ECTS	7

Content	• Foundations of Training and Development of Skills & Competencies
	  o Adult learning
	  o Learning theories
	  o Needs assessment
	  o Competence-Frameworks
	• Understanding and applying concepts of modern leadership
	  o Empowerment
	  o Collegial Leadership
	  o Transformational Leadership
	• Individual Skill Assessments & Coaching
	• Collaborative Project / Joined Activities

Module 6 Marketing and Innovation (Core Module)	
ECTS	5
Content	• Marketing Objectives, Strategies and Organization • The Marketing Mix • Market Analyses and Market Segmentation • Principles of Innovation Management • Technical and Social Innovations

Module 7 Strategy and Entrepreneurship (Core Module)	
ECTS	5

Content	• The essence of strategy and paradigms of strategic management
	• Analyses of the strategic position
	   o Market-based view: environmental/industry analyses
	   o Resource-based view: core competences, dynamic capabilities, networks and ecosystems
	• Strategy formulation: Corporate and business strategy
	   o Portfolio strategies
	   o Business model design
	   o Digital strategies
	   o Platform strategies
	• Strategic entrepreneurship
	   o Startups
	   o Corporate entrepreneurship/corporate venturing/ intrapreneurship

Module 8 Digital Entrepreneurship	
ECTS	5
Content	This module fosters your entrepreneurial thinking and action by connecting entrepreneurial concepts with insights of doing entrepreneurship. You will learn how to recognize and exploit an entrepreneurial opportunity – either for a corporate new business (intrapreneurship) or as startup idea. To achieve this, you will apply a step-by-step approach of lean startup and agile project management methods contrary to comprehensive waterfall planning. Taken this approach allows you to detect highest risks and how to de-risk them as early as possible via Minimum Viable Product / prototyping and testing to support your business case.

Module 9 Digital Collaborative Innovation (Specialization Module)	
ECTS	6
Content	Increasingly, global corporations are looking for collaborative structures, either to address challenges surpassing their own firm (climate change, sustainability, global production networks) or the wish to be on top of new developments to avoid being made obsolete by disruptive innovations. Innovation is not only sought within companies' own corporate R&D centres but also by open innovation and the cooperation with start-ups. Competences for collaborating digitally in the context of innovation are needed. A practical, collaborative challenge is performed in a team, supported by the external partner openIDEO.

Module 10 Digitalisation and Transformation Management (Specialization Module)	
ECTS	6
Content	In this module, you will learn how to lead and manage transformation and change processes driven by the digitalization and within a digitalized working environment.
	To achieve this, you will proceed systematically and analytically to reflect on organizational and individual aspects of digital transformation such as digital readiness, culture, and new challenges for leadership. Taken this approach allows you to detect risks and potential side effects as early as the planning stage, enabling you to act appropriately in the transformation process.

Module 11 Business Simulation for Transformation Management	
ECTS	5
Content	In this module we will immerse ourselves in a live case study of strategic transformation based on the business simulation game Berlinsim. We will develop and implement strategic decisions in a complex and dynamic environment in different service sectors and experience the hidden challenges of strategic transformation at corporate and business level, as well as the intricacies of team decision making during such transformations. As a rich source of guidance, we will turn to some of the best academic articles on transformation management.

Module 12 a Digital Ethics (Elective Module)	
ECTS	6
Content	In an increasingly digitalized world, we are all more and more intertwined with technology. The design and application of technology greatly influences our human choices and thus determines the forms of digital participation. Drawing on foundational approaches in applied ethics and moral philosophy, this module aims to promote digital ethical thinking so that future decision-makers can take a holistic, reflective view of technology and understand the limits of technology in influencing our social and cultural values and norms.

Module 12 b Performance & Risk Management in the Digital Era (Elective Module)	
ECTS	6
Content	Developments in digitalization and the accompanying data explosion create significant alterations, dilemmas and possibilities for performance measurement. In this module students will learn how to use methods and tools of modern management accounting to support decision making.The content also comprises methods and processes of risk management in the digital era.

Module 13 Research Methods (Core Module)	
ECTS	5

Content	• Introduction to academic writing
	   o Properties of academic research in business and management
	   o How to craft a literature review
	   o How to properly cite and reference
	• Introduction to research methodology
	   o Finding a research topic
	   o Constructing a good research question
	   o Research Design: research approaches, strategies, methods
	   o Conceptual Modelling, Data Construction, Measurement Concepts and Data Analysis
	• Research proposal
	   o Presentation of planned research approach for the master thesis
	   o Group discussion of each presentation
	   o Detailed peer review (one-to-one)